

WBECS 2019

DISCOVER YOUR EXECUTIVE PRESENCE

WORLD BUSINESS AND EXECUTIVE COACH SUMMIT

Discover your executive presence

MEET THE AUTHOR

Harrison Monarth is an executive coach, leadership consultant and the New York Times bestselling author of *The Confident Speaker*, and the global business bestseller *Executive Presence--The Art of Commanding Respect Like a CEO*. Monarth coaches hi-potential managers, corporate executives and organizational leaders from the Fortune 500 on positive behavior change, leadership effectiveness and persuasive communication.

EXECUTIVE PRESENCE INDICATOR

The Executive Presence Indicator is a self-assessment designed to raise awareness of the 5 indicators and 17 nuanced elements that factor into executive presence. The assessment is freely available to anyone who is ready to discover which aspects of their style align with executive presence.

PERSONAL BRAND

Outward appearance and personal expression factor into how others initially judge a leader's ability to work a room and command respect. Elements of personal branding include the ability to project confidence, manage one's status and reputation, demonstrate poise under pressure, fit others' expectations for physical appearance, and to convey interpersonal integrity. The ability to manage these impressions will ultimately differentiate those deemed to have executive presence vs. those who fall short.

COMPETENCE

Competence is a key component of sustainable executive presence. Leaders who are unable to deliver results, demonstrate expertise, and act to move initiatives forward quickly lose respect and credibility. Competence involves 3 core elements: intellectual contributions and domain expertise, resultsorientation, and decisiveness.

COURAGE

Courage is the ability to stand up for one's beliefs, values, and principles in spite of perceived external pressures. A courageous leader is one who challenges the status quo and ensures that values are maintained despite threats to personal status or reputation. They hold others accountable and speak truth to power when necessary.

COMMUNICATION

Executive presence requires skilled communication. Those who successfully project executive presence know how to convey a clear vision that is inspiring; they share knowledge and ideas through imagery and experiences; they are eager to engage, and they confront others when needed.

POLITICAL SAVVY

Political savvy involves understanding who the influencers in an organization are and how to influence them either directly or indirectly to meet various objectives. Politically savvy leaders embrace organizational politics and use the political landscape to successfully gain support, resources, and information that they need to advance personal as well as organizational goals. They understand the need to build productive relationships at all levels, internal and external to the organization. Political savvy includes 3 main elements: the ability to forge alliances, manage up, and generate buy-in and support from stakeholders across organizational boundaries.



Indicators of executive presence

Communications

ELEMENT #1: NAVIGATING DIFFICULT CONVERSATIONS

A master of difficult conversations understands that conflict can be productive, and has discovered ways to explore sensitive topics with others, navigating potential conversational landmines while still yielding positive results. Individuals have mastered difficult conversations when they can keep the desired goal of the interaction in mind and present information in a manner that the recipient can appreciate.

ELEMENT #2: ENGAGING OTHERS

An engaging individual is outgoing when it matters, recognizing appropriate times to connect with others. This includes the ability to respect communication boundaries, read the room, respond appropriately to nonverbal cues, and balance casual vs. work-focused conversation.

ELEMENT #3: TELLING STRATEGIC STORIES

Strategic storytellers understand that the right story is dictated by one's clear objective. A well-placed narrative and/or personal life lesson can impact how the listener receives the overall message. Strategic storytellers use focus, surprise, intrigue, and imagery to reinforce their points and connect with their audience. A leader who is skilled in this area will create meaning and important insights that capture the hearts and minds of others.

ELEMENT #4: INSPIRING AND PERSUADING

Leaders with visionary persuasiveness have an end game that they can articulate to others that will significantly impact operations and/or the direction of the business. Their ability to inspire and persuade others fosters a higher level of engagement and overall motivation for the task at hand because they are able to connect others with a higher sense of purpose.

Political savvy

ELEMENT #1: FORGING ALLIANCES

Leaders who proactively maintain relationships with stakeholders and influencers within and outside of the organization are more likely to have a working network of individuals who are ready to mobilize and provide support and sponsorship when needed.

ELEMENT #2: MANAGING UP

The ability to get support from supervisors, executives, board members, etc. is necessary for career advancement. When promotion decisions are made, those who have solid partnerships with upper leadership and a reputation for collaboration are more likely to be considered over those who are merely competent. In the end, thinking beyond one's organizational level by anticipating and helping leaders solve problems and navigate challenges demonstrate proactive leadership and ambition.

ELEMENT #3: GENERATING BUY-IN AND SUPPORT

Those who are skilled at generating buy-in and support understand that positional power is effective in the short-term, but relationships and influence are more effective in meeting key objectives over the long-term. Skilled leaders don't just push for change, they are adept at understanding others' perspectives, hearing their concerns and striving to find common ground with the aim to achieve important organizational objectives.

Competence

ELEMENT #1: CONTRIBUTING INTELLECT AND EXPERTISE

Leaders have an opportunity to share their expertise every single day. Being available and open to sharing one's knowledge with others conveys the message that the leader is a supportive ally, mindful contributor, and valuable player. Those who are able to proactively contribute and demonstrate their value across situations and teams are more likely to be consulted when new opportunities become available.

ELEMENT #2: DELIVERING RESULTS

Results-oriented leaders are skilled at setting and consistently achieving their goals. They are known for their ability to deliver results and add value.

ELEMENT #3: ACTING DECISIVELY

Decisive leaders take ownership of decision making and rarely defer this responsibility. A decisive leader gathers relevant details and weighs options to act with appropriate urgency.

Courage

ELEMENT #1: HOLDING PEOPLE ACCOUNTABLE

A leader who is skilled at holding others accountable will create clear expectations, check for understanding, and provide performance feedback to ensure that others stay on track. Accountability also involves following up with consequences when expectations are not met.

ELEMENT #2: SPEAKING TRUTH TO POWER

A leader who can speak truth to power has a strong moral compass and is courageous enough to speak up when ideas and activities conflict with personal beliefs and organizational values. Speaking truth to power requires tact, a sense of timing, and an understanding that others may operate with different values. The leader who is skilled at this will find opportunities to approach others in a way that allows them to explain their own positions and save face if necessary.

Personal brand

ELEMENT #1: CULTIVATING STATUS AND REPUTATION

Those who have the ability to garner deference and respect from others also typically enjoy a higher status or ranking in others' eyes. High-status leaders are often placed on a pedestal and considered "larger than life." Often, followers feel honored to be in their presence.

ELEMENT #2: PROJECTING CALM UNDER PRESSURE

As responsibilities and scope of influence grow, so do the associated pressures. Projecting calm and reassuring others in these times is necessary to avoid confusion, panic, and frustration. A leader who is able to act rationally when others have lost this ability is better able to steer others to a positive outcome.

ELEMENT # 3: POSSESSING A COMPELLING PHYSICAL APPEARANCE

Physical appearance is the first element of one's personal brand that others witness. That means that one's grooming, choice of clothing, scent, and other physical attributes are the first impression of one's executive presence. Because executive presence is determined by others, the ability to fit others' expectations of how a leader should look is a crucial first step.

ELEMENT #4: PROJECTING CONFIDENCE

Leaders who project confidence believe in their ability to succeed and communicate that belief to others both verbally and nonverbally. These leaders are able to maintain good posture and take up more personal space because they are secure in themselves. Confident leaders understand that no matter what happens, they will ultimately land on their feet. Unlike bravado, confidence allows leaders to make space for others to shine as well.

ELEMENT #5: DEMONSTRATING INTERPERSONAL INTEGRITY

How the work gets done is as important as what gets done. Leaders high in interpersonal integrity understand that impressions of fairness matter to ongoing success. These leaders operate with ethical standards and consideration for how their plans will affect others to avoid misunderstandings and animosity. They make others feel included and valued and they show that they care.

If this content is valuable to you, be sure not to miss Harrison in his live online coach session at **WBECs** in June, 2019. The **WBECs** Pre-Summit is a month-long, free learning experience taught by carefully hand-selected speakers covering the most important topics of 2019 in a variety of coaching disciplines.

Sign up at wbecs.com/harrisonm and get access to Harrison's workshop as well as 50 other immersion trainings, implementation mastery sessions, live coaching demos, thought-leader panels and much more - at absolutely no cost.

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