



Building Executive Presence



*'It's not just what
you do*

*it's the way that
you do it'*

Developed by
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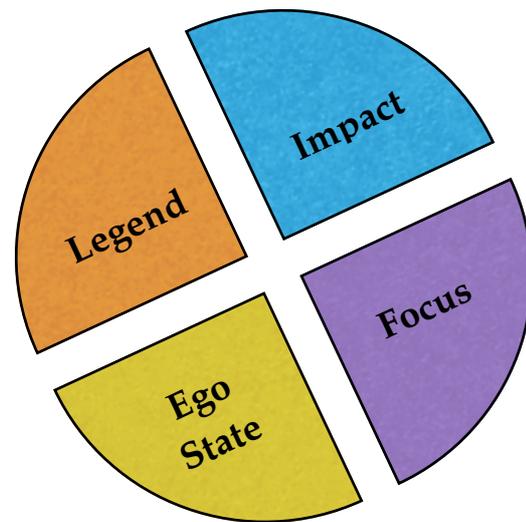
The Executive Presence Model - Matheson & Akers © DTC LTD 2010 v 7

About the Executive Presence Model (EPM)

The EPM is designed to facilitate objective discussions around a subject that tends to be highly subjective. We often talk about executive presence, gravitas or charisma with reference to those who seem to possess a set of characteristics that legitimise their place in the board room or within the senior leadership community.

We created the model by drawing on our experience as senior leaders in organisations and by researching the content with successful executives through our work in executive coaching and talent development.

The model is **not** meant to include all the skills and competencies of a successful executive. For instance we have not included things like results focus or raw intelligence. This model is about presence and we have focussed on the areas we have found to have the most impact on this.



Breathing **LIFE** into executive presence

How might the Executive Presence Model help you?

- **As an individual** - Use it to review your own style and behavior as an executive or potential executive or work through this with your coach.
- **As a coach** - Use this as a coaching tool. Ask your client to work through the questions and talk through any areas that are interesting or relevant to them.
- **As a facilitator** - Use the tool on a top talent or leadership programme to raise awareness of some of the behaviours and attributes of successful executives and senior leaders and to generate individual development plans.
- **As a Learning & Development Manager** - Use the framework to shape a range of development initiatives to support top talent development and senior leaders.
- **As an organisation** - This tool can be used to help you have an objective discussion about high potential individuals and their development needs.

Terms of use - Important

The Executive Presence Model has been developed by Ann Akers and Andy Matheson and the copyright is owned by DTC Ltd (2010). We are happy for you to use the model with clients or colleagues but you must not change or adapt it in any way. You may print, copy or forward our PDF document but should not cut and paste the content or part of the content into anything else. In particular, you must ensure our biographies logo and company details remain as part of the document.

By all means get in touch if you wish to discuss different ways to use the model. In addition we request a copy of any presentation material you may create in support of the model. Any slides or visual aids must reference the authors and DTC as the copyright organisation.

We reserve the right to change the conditions of use at any time.

Executive Presence Model - Questionnaire

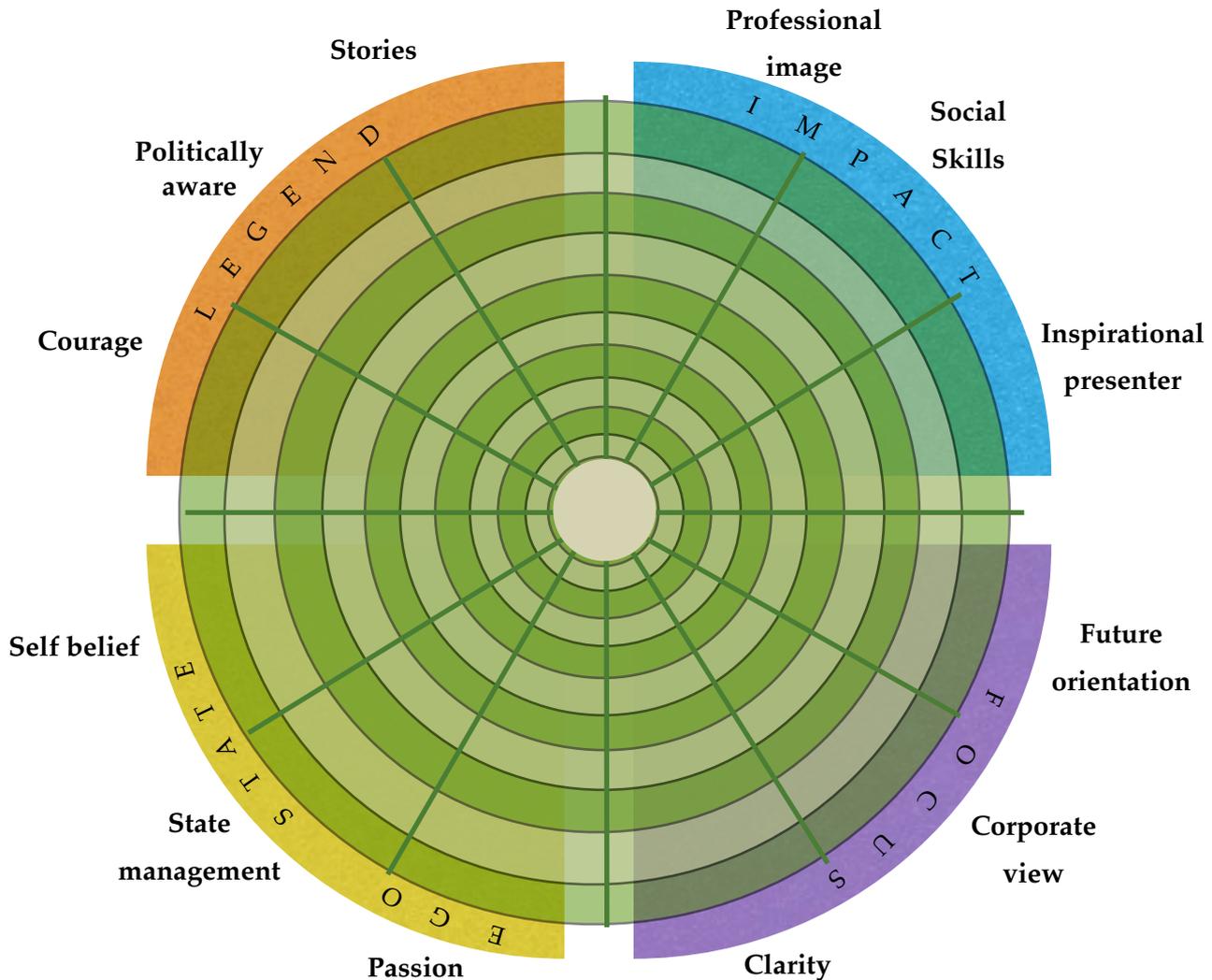


		High score (outer edge)	10	9	8	7	6	5	4	3	2	1	Low score (inner circles)
LEGEND	Stories	Positive - impressive - positive reputation - strong personal brand -											poor reputation - failure - embarrassing moments -
	Politically aware	Sensitive to other people's self esteem - respectful - works around the hierarchy - understands the power systems											Speaks without thinking - burns bridges - insensitive - bull in a china shop - naive
	Courage	Challenge - prepared to deal with difficult issues - confront unspoken problems - accepts responsibility											Will avoid rather than confront important issues - tolerant of failure - lacks challenge - blames others
IMPACT	Professional image	Smart - sharp - well groomed - organised - on time - well prepared											Untidy - dresses down - late - smells of alcohol - ill prepared - smoker
	Social skills	Empathy - listener - connects with people - interested - curious											Quiet, reserved and uncomfortable in a crowd. Appears remote or - anti-social - poor social skills
	Inspirational presenter	Impressive - persuasive - interesting - engaging											Uncomfortable - boring - dull - apologetic
FOCUS	Future orientation	Thinks ahead - changes things for the better - shaping a new reality											Operational focus - resolving day to day problems and issues - tied up in the here and now
	Corporate view	Big picture thinking - whole company view - thinks customer - thinks about the wide implications of decisions											Departmental/local perspective - loyal and defender of close colleagues and local priorities
	Clarity	Simplifies things - summarises - gets to the real issues - brings order to chaos											Lacks focus - many priorities - fights many battles - adds to the confusion
EGO STATE	Passion	Drive - enthusiasm - positive - can do											Tired - lack energy - drained - negative
	State management	Calm - unflappable - statesmanlike - respectful											Emotional - wears heart on sleeve - shows anger/frustration or disappointment
	Self belief	Inner and outer confidence - resilience - positive self talk											Low confidence - worried - self doubt - negative self talk

Scoring

Transfer your scores to the spider diagram on page 3 if you prefer to see a visual representation of your results

Understanding Executive Presence



Themes	Meanings
<i>Legend</i>	<i>Your reputation, your brand, how people talk about you, how they describe or perceive you</i>
<i>Impact</i>	<i>The impression you create when you walk into a room or stand up at a conference. The buzz you create around you</i>
<i>Focus</i>	<i>Your perspectives on a problem, the areas that are on your radar, how you focus your energy</i>
<i>Ego State</i>	<i>The core of who you are, Your passion, energies, self belief and self control. When you look in the mirror what do you see?</i>

There are four interdependent dimensions of Executive Presence.

Excellence in one dimension will not compensate for weakness in another. Executive Presence demands strengths and continued professional development across the board.



Executive Presence Model - Dimensions

	Dimension	Description
LEGEND	Stories	<p>What do people say about you? There are a number of perspectives to this. Are you:</p> <ul style="list-style-type: none"> • The person that everyone can rely on to deliver on time? • The one with an amazing track record? • The manager who never buys a drink at Christmas? • The person who braved terrible weather to make sure they made it to a customer on time? • The person who is always late? • The one having an affair with someone in the office? • The manager that started off in a very junior role here so is still seen by some as the 'office boy' / <p>These all matter - what are your stories and what do they say about you?</p>
	Politically aware	<p>You may not like it but most organisations are political. There is often a 'pecking order'; people who need to be consulted, territories to respect, relationships to be sensitive about and reputations to preserve.</p> <p>Once you are in a senior leadership position, these areas can be amplified and can become more significant. You don't need to become 'political' in a 'Machiavellian' way but you do need to raise your awareness of how politics work in your organisation so that you work with this and not against it.</p> <p>You can maintain your integrity, but need to understand how things get done and who the 'power players' are!</p>
	Courage	<p>How prepared are you to confront difficult issues? You will go to many meetings and hear lots of ideas and presentations. Are you tempted with 'groupthink'.</p> <p>How prepared are you to challenge what you hear? Sometimes you will need courage to redress performance issues with people in your team or to challenge your boss and make sure he/she doesn't trip up.</p> <p>Other times you might need to raise difficult questions or worries or concerns when it is easier to say nothing. Do you have the courage to accept responsibility when things go wrong or do you seek to blame others?</p>
IMPACT	Professional image	<p>Do you look the part? Care for your appearance is not a trivial issue. People do notice how you look and the first impression you make even on dress down days and days when 'business casual' is encouraged.</p> <p>Are you dressing for the job you want or the job you have? What do the successful and senior people wear in your organisation?</p> <p>In addition, pay attention to how organised and professional you look. Do you scrabble around for a well chewed biro and a scrap of paper to take notes or do you give a strong impression of professional organisation and preparation?</p>
	Social skills	<p>How well can you work a room? Social skills are clearly important in many circumstances but for the executive they are put to the test in a room full of people, many of whom will not be known to you. How well can you connect, listen and engage with people authentically? Do you come across as genuinely interested and curious?</p>
	Inspirational presenter	<p>You will be judged by your presentations at conferences; your moments on your feet at a planning conference and a myriad of other presentations. What impact do you have on your audience and what impression do you create? It is not good enough to be 'OK' at executive level. You need to wow people.</p>

Executive Presence Model - Dimensions



	Dimension	Description
FOCUS	Future orientation	<p><i>The more senior you become, the more you share responsibility or take responsibility for shaping the future of the organisation.</i></p> <p><i>Some senior people are overwhelmed by operational problems. They go to meetings, they resolve the issues that appear in the office or arrive in their inbox.</i></p> <p><i>The reality for executive leadership is that the best people manage to find time, even amidst day to day chaos, to work on strategies and challenges that develop the business into the future. What do you talk about on a day by day basis. What would people notice?</i></p> <p><i>How well do you find time to work with your colleagues to shape, challenge and develop your part of the organisation into the future?</i></p> <p><i>Are you able to challenge even the parts of the business you helped to create?</i></p>
	Corporate view	<p><i>To what extent are you able to retain a broad view of these discussions or to what extent do you aim to protect your own back yard?</i></p> <p><i>Those who possess executive presence will think customer, think overall organisation and put the organisation as a whole ahead of local issues.</i></p> <p><i>They would be able to discuss their own part of the organisation objectively and openly without appearing to be overly protective or defensive.</i></p>
	Clarity	<p><i>In organisational life we are often swamped with information. Reports can run to pages, data can appear exhausting, presentations can go on for hours.</i></p> <p><i>Are you able to sift through the detail and get to the point? Can you bring clarity to complexity.</i></p> <p><i>Do you ask for more and more information before you are able to make a decision or can you identify just the key fact you need and move forward.</i></p> <p><i>Does your input help people see the light or add more layers of complexity?</i></p>
EGO STATE	Passion	<p><i>How much excitement, energy and enthusiasm do you bring to work. Passion tends to be infectious and you can enthuse people around you with your commitment and drive. The converse is also very true; the negative, sloth like leader can set a tone where work seems turgid</i></p>
	State management	<p><i>How do you react when you are angry? How do you deal with real pressure, accusations, lies, unfair criticism. We are only as good as our worst moment and these worst moments can fuel our stories and our legend. To possess executive presence, you need to have very strong state management. You need to be the one who can rise above the drama of a situation and who is able to remain calm and statesmanlike</i></p>
	Self belief	<p><i>What goes on inside your head? What do you say to yourself (your self talk) when you are about to walk into a large important meeting.</i></p> <p><i>One of the cornerstones of Executive Presence is inner confidence and self belief. The areas in this model all have apparent equity but a lack of confidence can impact many of the other areas.</i></p> <p><i>This is not about what we say to others. When asked - under confident people will often respond positively and with words that imply confidence. Those who lack self belief will often disguise their inner disquiet.</i></p>

		strengths to build on	development areas
LEGEND	<i>Stories</i>		
	<i>Politically aware</i>		
	<i>Courage</i>		
IMPACT	<i>Professional image</i>		
	<i>Social skills</i>		
	<i>Inspirational presenter</i>		
FOCUS	<i>Future orientation</i>		
	<i>Corporate view</i>		
	<i>Clarity</i>		
EGO STATE	<i>Passion</i>		
	<i>State management</i>		
	<i>Self belief</i>		



Andy Matheson - Managing Director
Ann Akers - Consulting Director

To find out more

We use the Executive Presence Model on our leadership, talent and top team programmes and when coaching one to one. It is one of many tools and techniques we have researched and developed that help us to provide unique insights for our clients.

We run a one day training programme that expands and explores the model. This is great for leaders and facilitators who wish to use and apply it. We also use the model as a framework for talent and leader programmes expanding the content to develop extensive knowledge, skills and confidence in all areas of the model.

Share your experiences

We hope the model becomes a useful and important part of your toolkit. Please feel free to share your suggestions, ideas or experiences with us. We can then update the model and keep it fresh and relevant.

About DTC and our people

Our consultants have all experienced life at the sharp end of an organisation.

We like our programmes to be fun engaging and challenging. We also like to see them resulting in real business benefits.

We live and breathe the things we talk about. You will find a passion in how we talk about the material that can only come from a genuine interest and love of the subject.

We have all worked at executive level in organisations.

We divide our time between workshops, facilitation and executive coaching.

Our customers

We have worked with many organisations and have experience in a variety of industry sectors.

Our clients include:

- Barclays
- Cofunds
- Duracell
- Egmont UK
- Fortis
- Gillette
- HBOS
- HCC
- John Lewis
- LCH.Clearnet
- Lloyds Banking Group

- LV=
- IBM
- MDSPS
- Peverel
- Post Office
- RIAS
- Rolls Royce
- Royal Mail
- Rockwell Automation
- Wolseley
- Wyeth
- Xyratex
- Zurich

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