

DEVELOPING LEADERS WHO ENGAGE, INSPIRE, AND MOVE PEOPLE TO ACT!

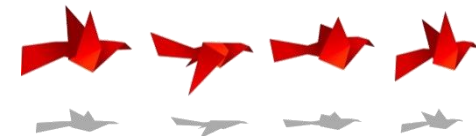
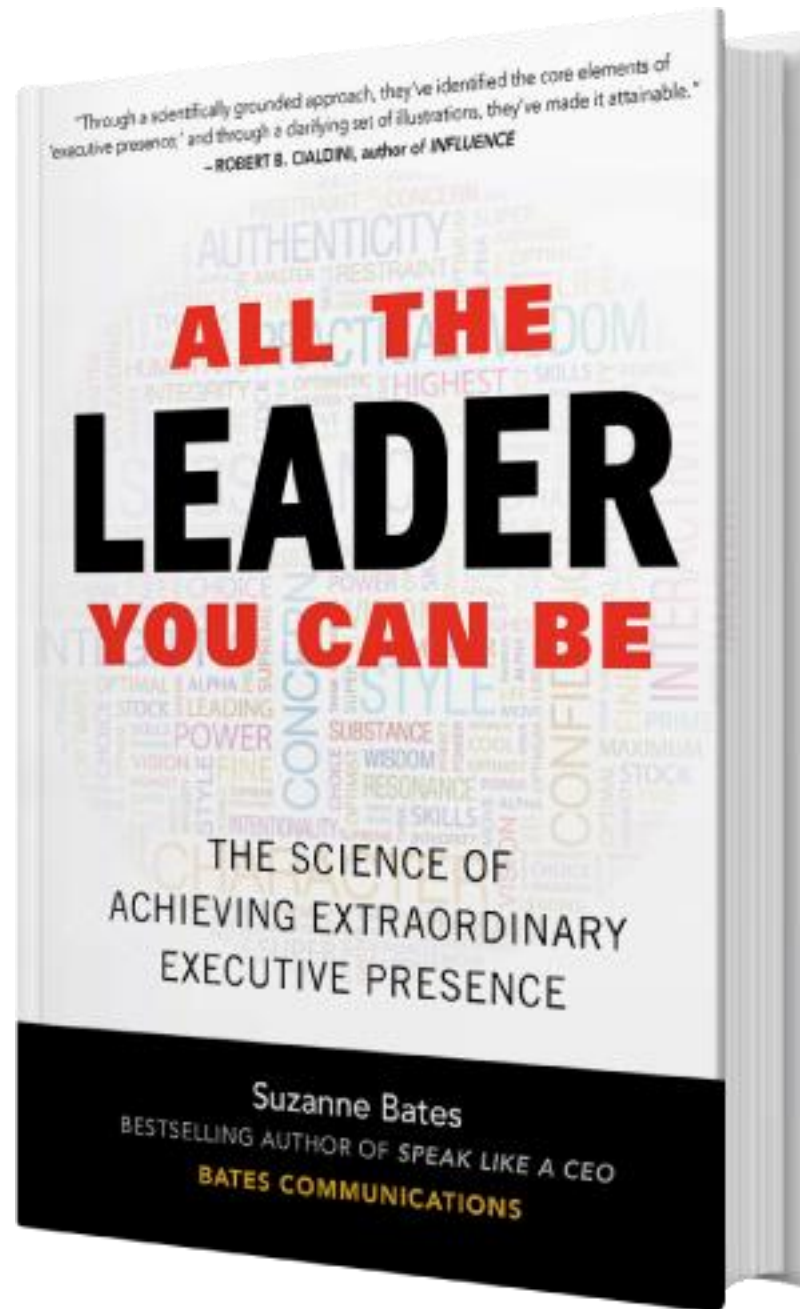
Suzanne Bates, CEO, Bates
Author, *All the Leader You Can Be:
The Science of Achieving Extraordinary
Executive Presence*

ATD Webcast
March 23, 2016



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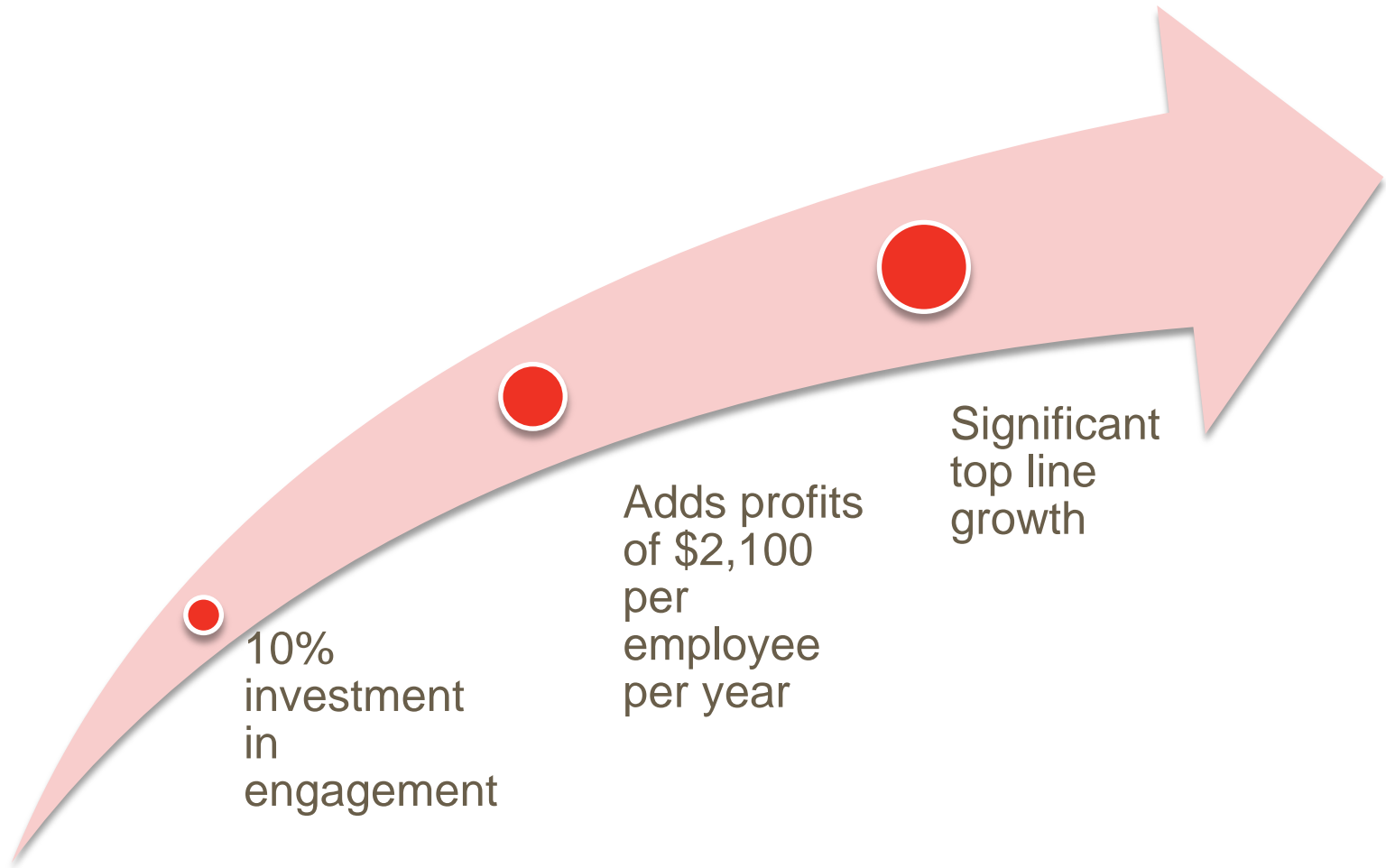


ex·ec·u·tive pres·ence

- the qualities of a leader that **engage**, **inspire**, **align**, and **move** people to act

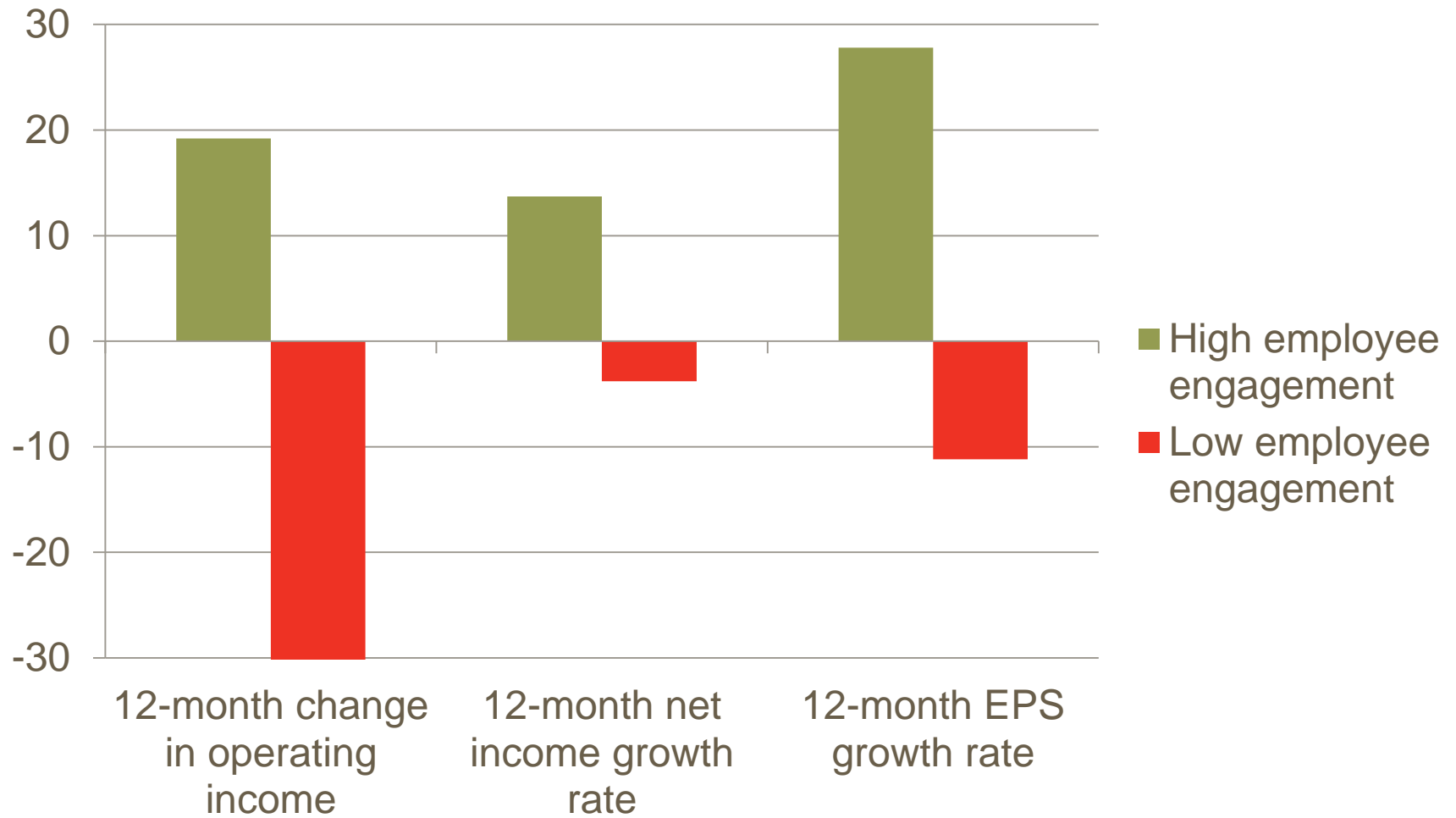


Institute for Employment Studies

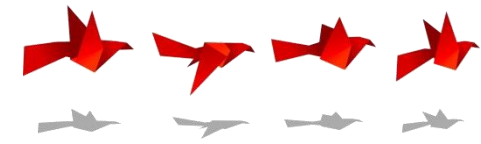


Engagement Drives Performance

12-month study across 50 organizations

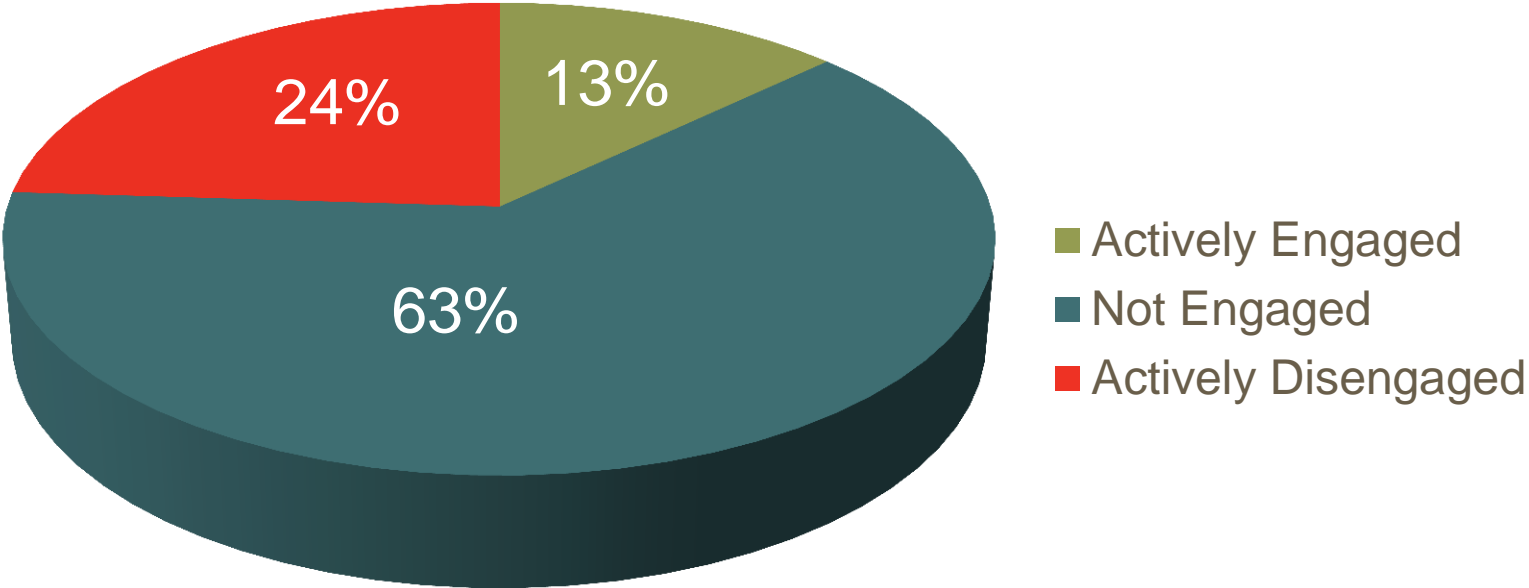


SOURCE: Towers Watson Global Research Study, 2014



Employee Engagement Research

Employee Engagement Data

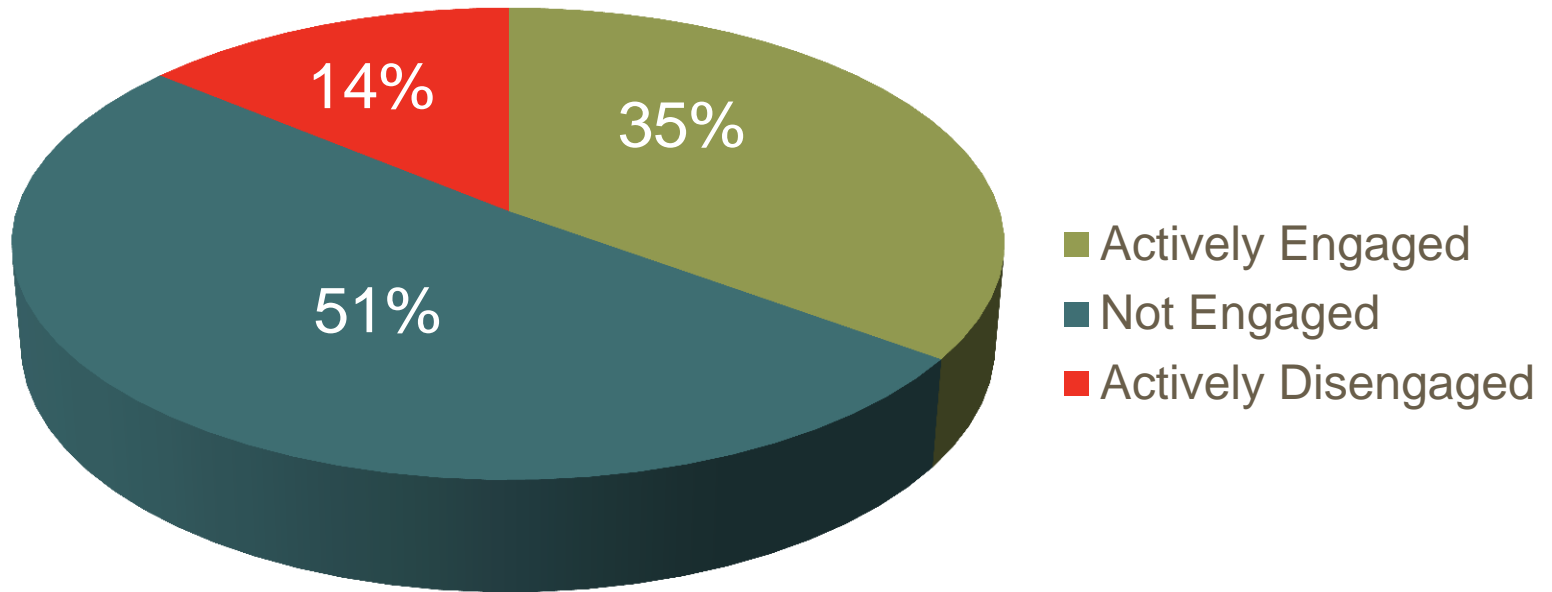


Source: Gallup Survey, State of the Global Workplace, 2013



Engagement Research

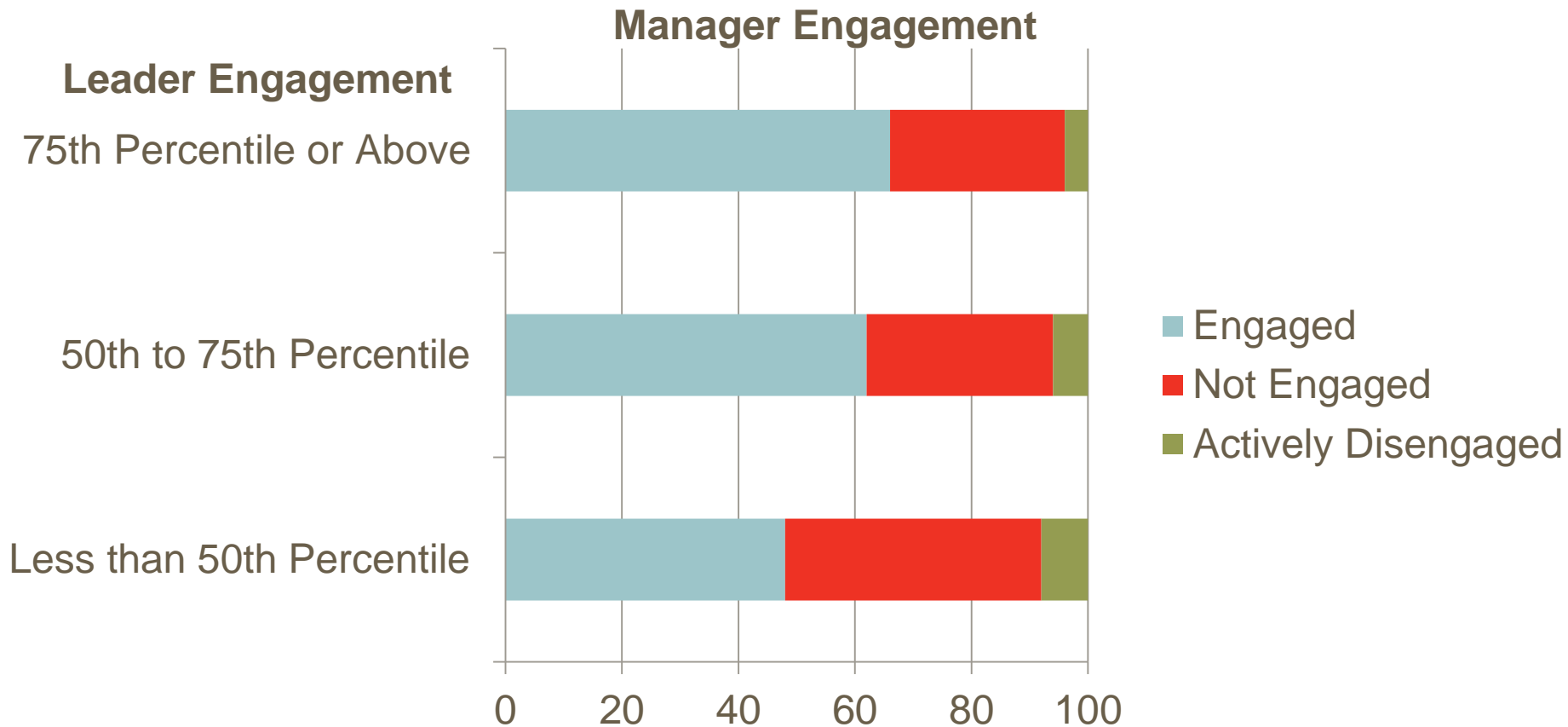
Engagement Data On Managers



Source: Gallup Survey, State of the American Manager, 2015



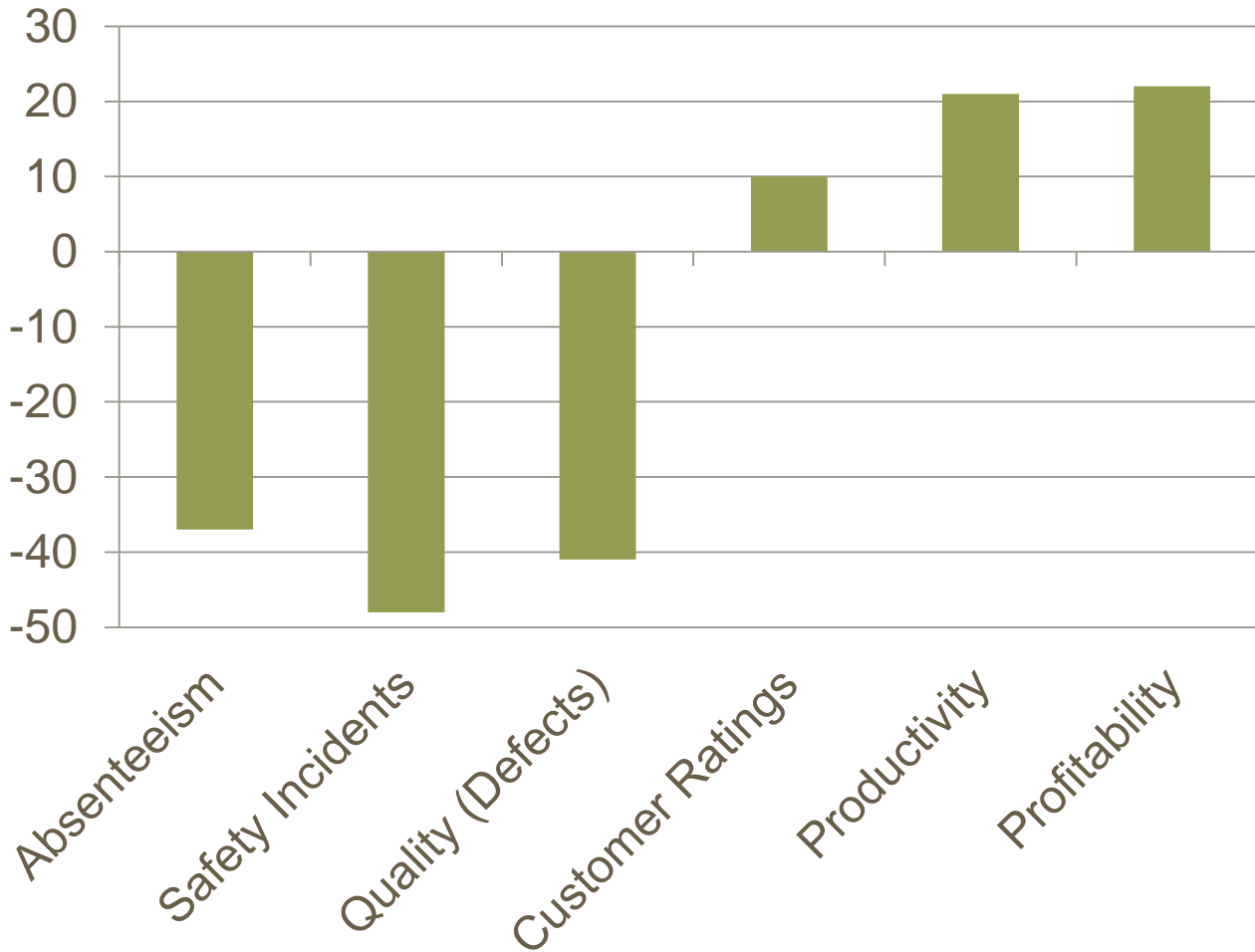
Managers Who Work For Engaged Leaders are Far More Likely to Be Engaged



Source: Gallup Survey, State of the American Manager, 2015



How the Most Engaged Work Groups Perform Compared to the Least Engaged

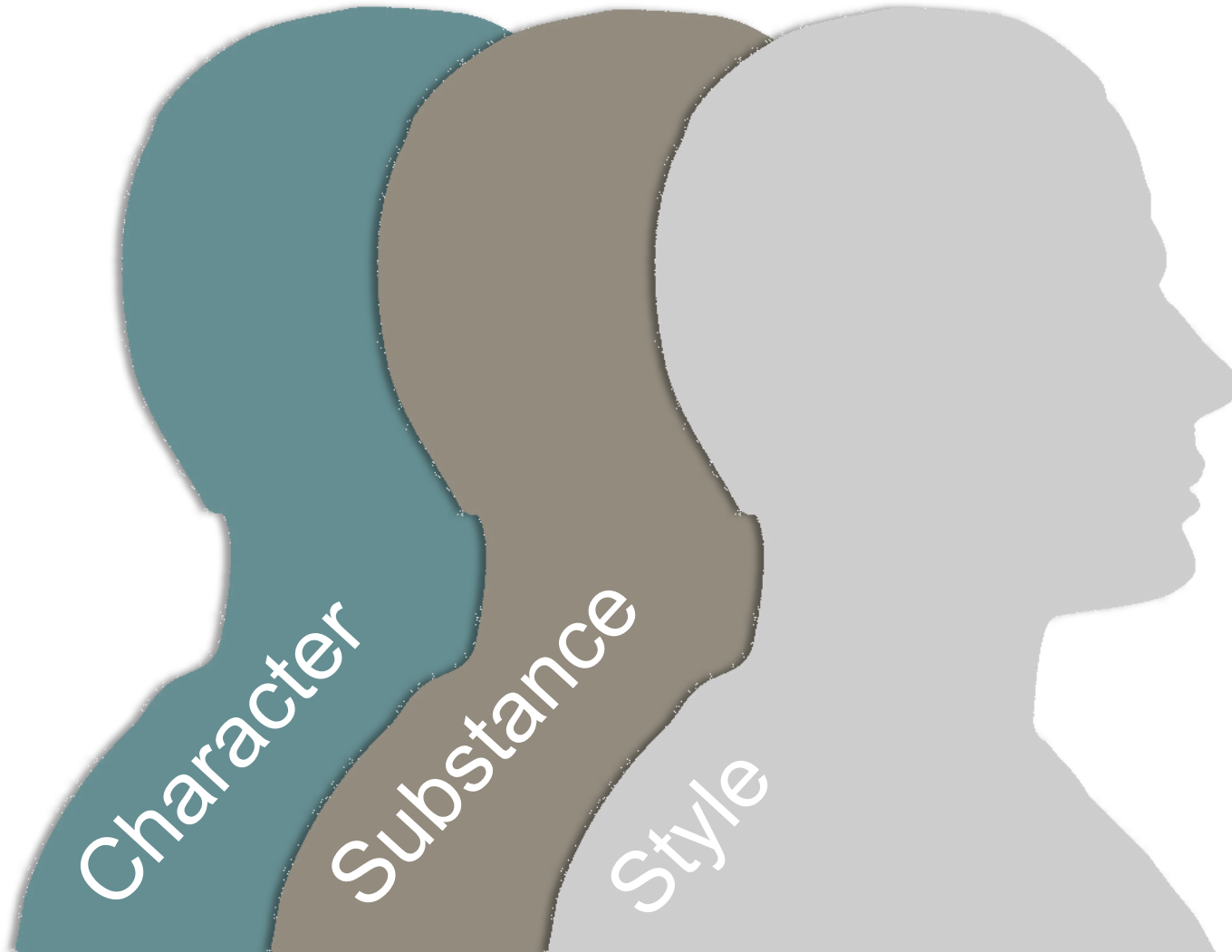


How is “Engagement” Defined?

“The propensity to exert discretionary effort”



The Bates Model of Executive Presence



Character

Authenticity
(being real, being transparent)

Integrity
(fidelity to one's values)

Concern
(considerate, caring for/about)

Restraint
(moderation, reasonableness)

Humility
(openness to learning)

Substance

Practical Wisdom
(practical insight and judgment)

Confidence
(self-possessed, decisiveness)

Composure
(calm, steadiness in a crisis)

Resonance
(attunement to others)

Vision
(strategic thinking, inspiring)

Style

Appearance
(looks the part, belongs)

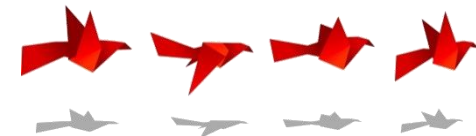
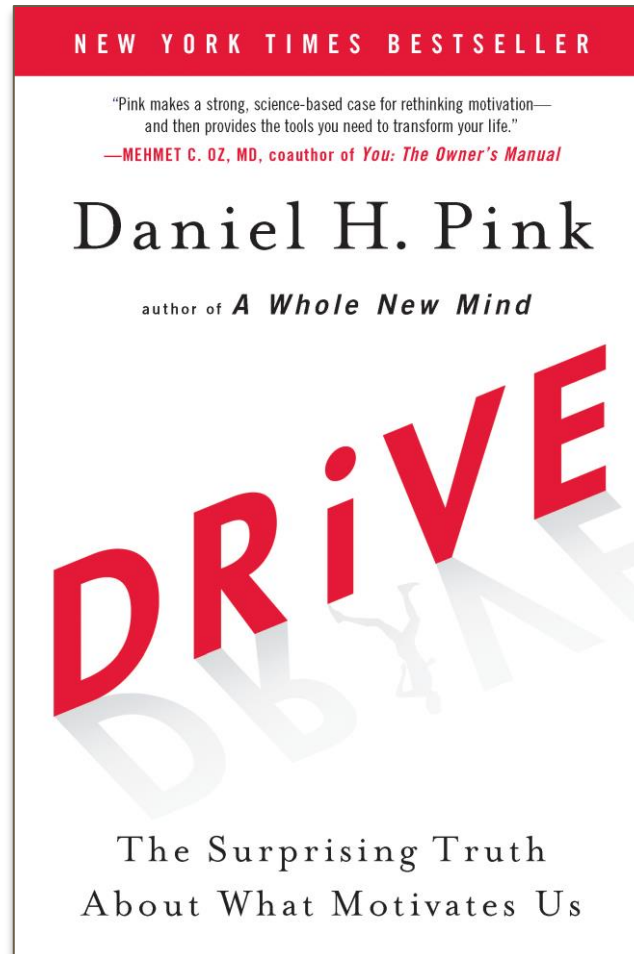
Intentionality
(sustaining focus)

Inclusiveness
(welcoming of diverse points of view)

Interactivity
(listening, stimulating dialogue)

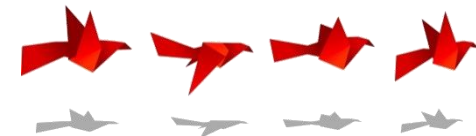
Assertiveness
(addressing issues)

Autonomy, Mastery, Purpose





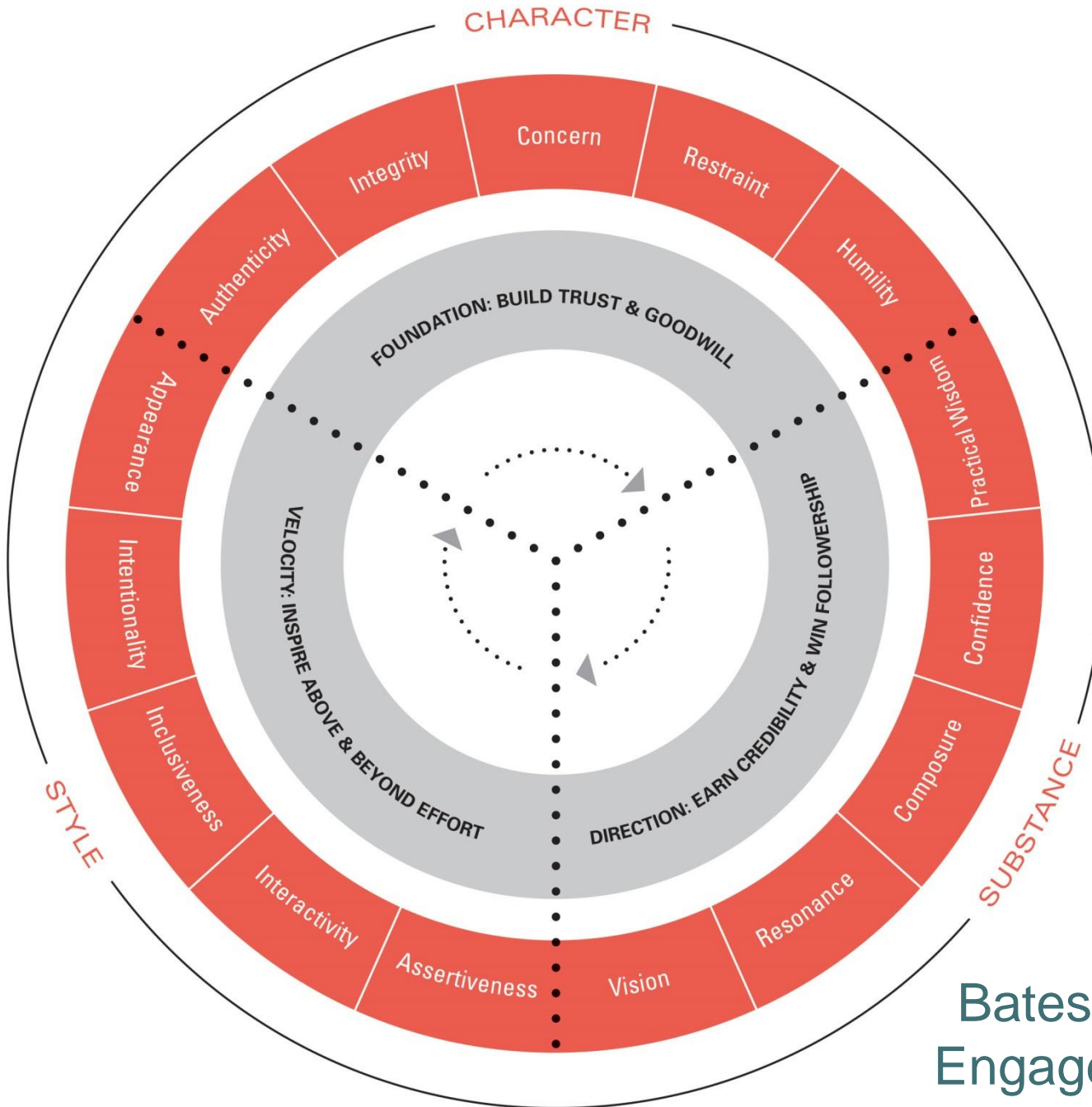
- ✓ Powerful set of beliefs
- ✓ Energize others
- ✓ Keep people focused
- ✓ Purpose and vision
- ✓ Stabilize/calm/unify
- ✓ Grounded, humble
- ✓ Open, candid, authentic



Gallup Q12 Index

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?





Bates Leadership Engagement Model

Character

Qualities that are fundamental to the leader as a person to his/her identity, that give us reason to trust them and give them the benefit of the doubt



Authenticity

Being real, genuine, transparent and sincere, in one's relations and interactions with others



- Genuine
- Sincere
- Transparent
- Dependable
- Unguarded
- Shares experience
- Revealing beliefs



Integrity

Acting with fidelity to one's values and beliefs, living up to high standards of morality, veracity and promise-keeping



- Principled
- Honest
- Fair-minded
- Keeps promises
- Does the right thing
- Walks the talk
- Honorable
- Trusted

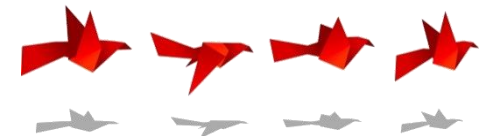


Concern

*Demonstrating interest in others,
encouraging adaptive development, and
promoting a healthy, sustainable culture*



- Caring
- Encouraging
- Considerate
- Notices others
- Develops others
- Looks beyond self-interest
- Builds for future



Restraint

Displaying a calm disposition, characterized by reasonableness and by avoidance of emotional extremes or impulsiveness



- Even-tempered
- Self-controlled
- Reasonable
- Calming
- Thoughtful
- Balanced in views
- Proportionate in responses

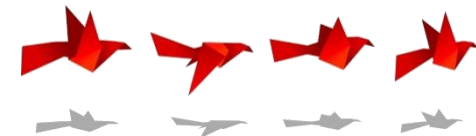


Humility

Showing awareness of one's strengths and weaknesses, an openness to others, and a belief that all people have worth



- Self-aware
- Mission focused
- Respects others
- Curious
- Open to ideas
- Realistic
- Acknowledges own limitations



7 Highest-Rated Character Items

Sincere, I can take what he/she says at face value

Guided by a strong internal moral code

Carefully considers the ethical consequences of actions

Genuinely cares about people as individuals

There is nothing fake or phony about him/her

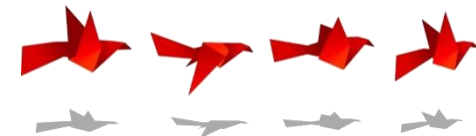
Walks the talk on values of honesty, fairness

Believes all persons deserve respect/to be heard

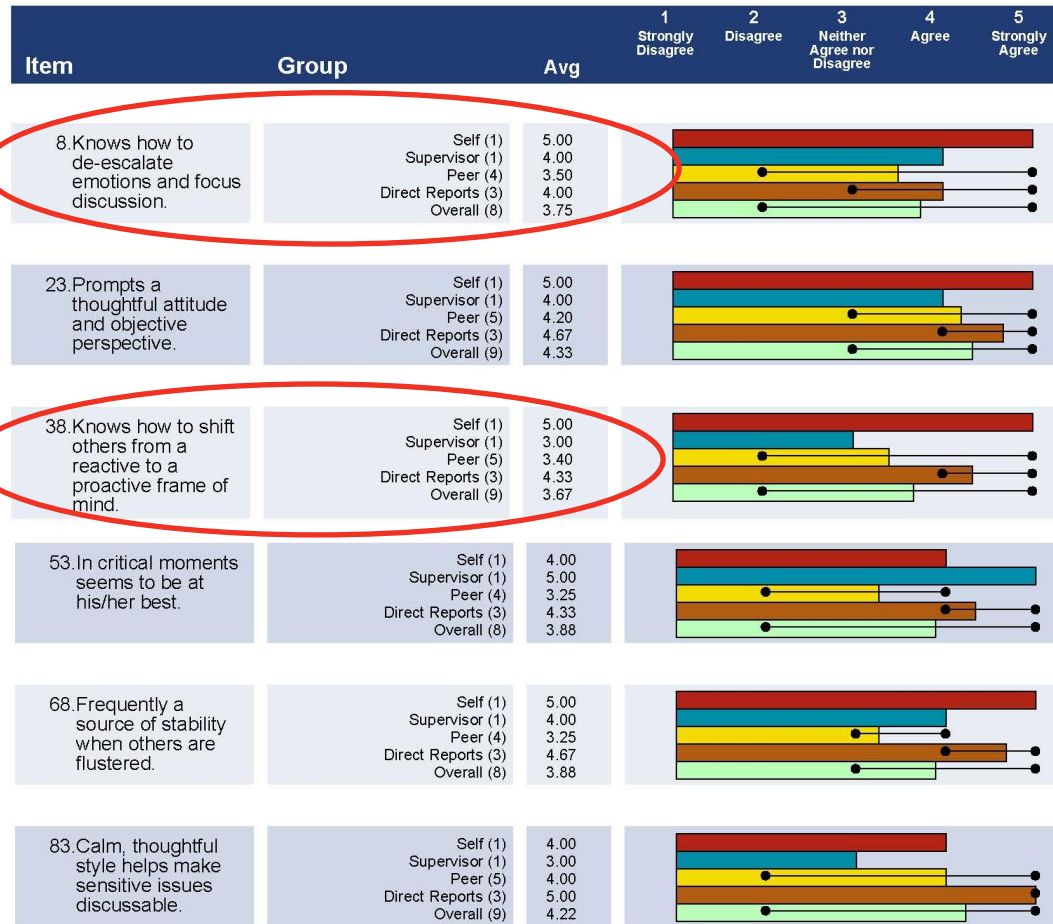


7 Lowest-Rated Character Items

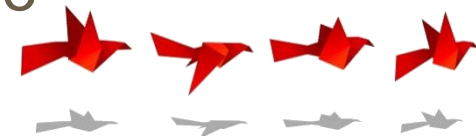
- Shares the life lessons that underlie his/her views
- Accurately/realistically acknowledges vulnerabilities
- Deliberative style clarifies others thinking
- Aware of emotions, not dominated by them
- Encourages others to experiment, trust themselves
- Shares personal experience/identify as a person
- Projects air of calm, checks hasty/impulsiveness

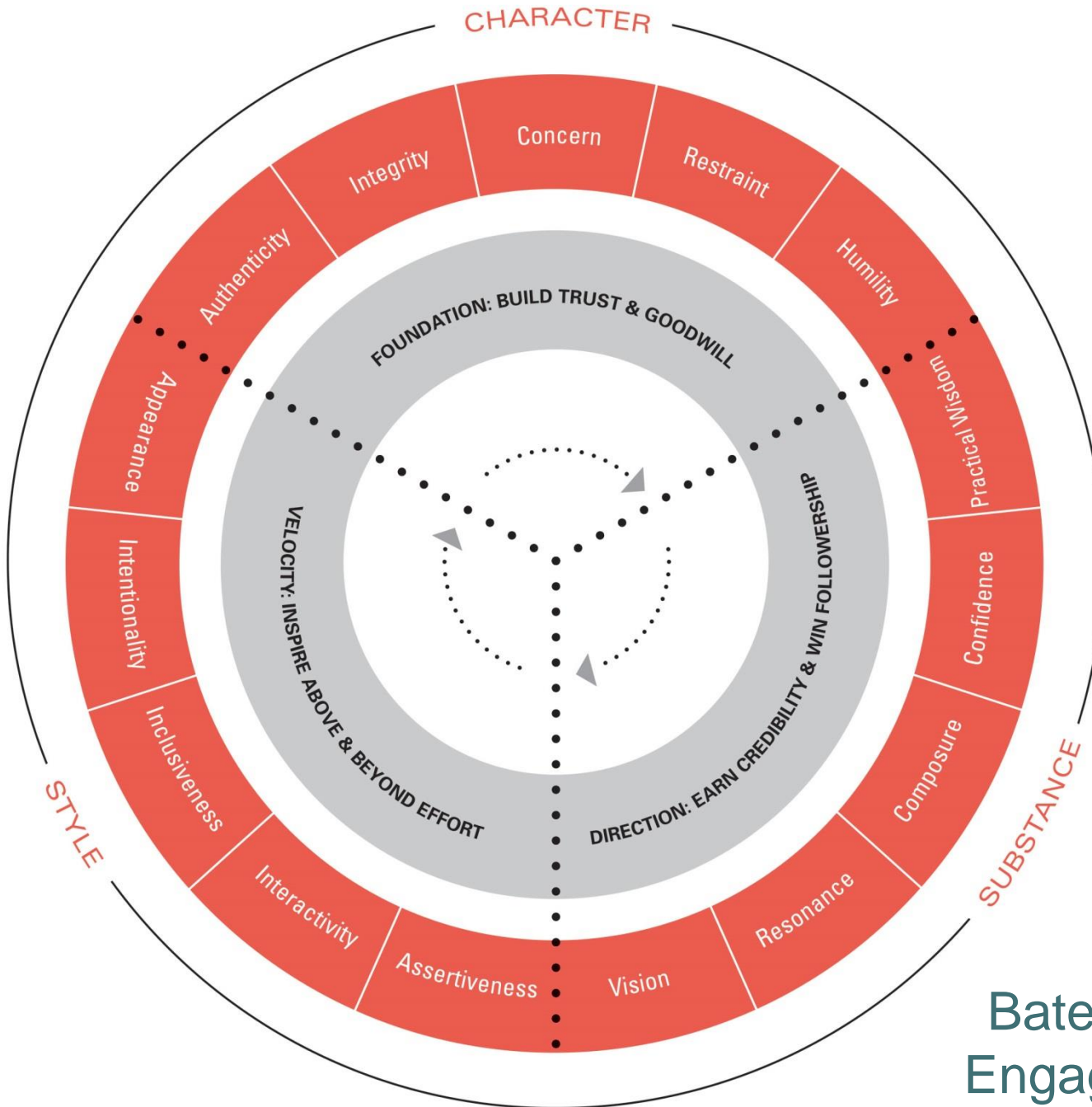


Composure



Each leader gets a report with scores on all 90 items in each rater group, with a range of scores indicated by the black bar in the middle





Bates Leadership Engagement Model

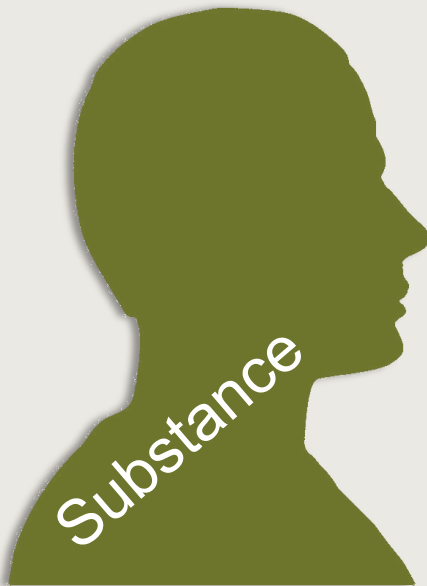
Substance

Cultivated qualities of adult development specific to a career in leadership, which inspire commitment, inform action, and lead to above-and-beyond effort

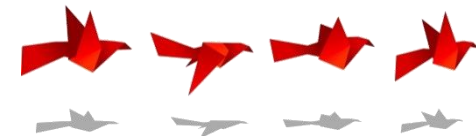


Practical Wisdom

Displaying highly honed qualities of insight and judgment that get to the heart of issues and produce prudent decisions



- Sees the whole
- Asks the right questions
- Notices nuances
- Clarifies issues
- Deepens insight
- Gets to the point
- Anticipates consequences
- Shows good judgment

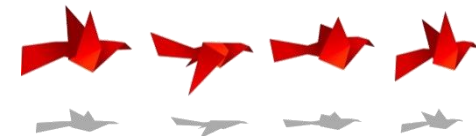


Confidence

Being self-assured in decision making and action; ready to accept the risk and responsibility for taking timely action

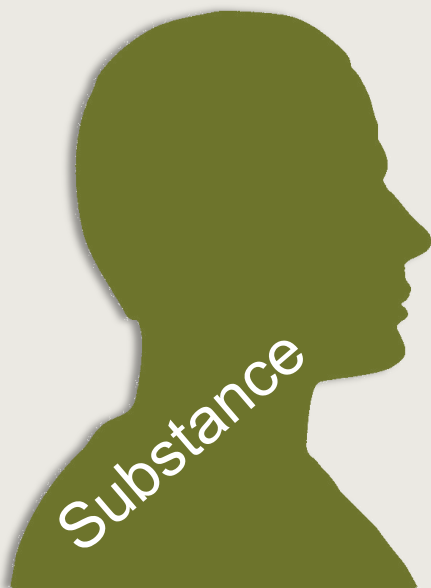


- Pragmatic
- Accountable
- Biased for action
- Results-oriented
- Open to dissent
- Risk tolerant
- Decisive
- Secure



Composure

Proving to be steady in a crisis, able to calm and focus others, and to bring objectivity and perspective to critical decisions

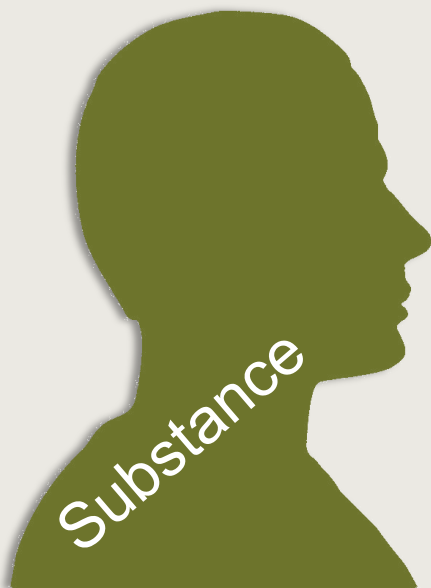


- Deescalates
- Shifts mindset
- Re-focuses
- Prompts dialogue
- Reframes issues
- Provides stability
- Models rationality
- Notices success



Resonance

Connecting with others; attentive, attuned, and responsive to feelings, motivations, and thoughts; deepening alignment

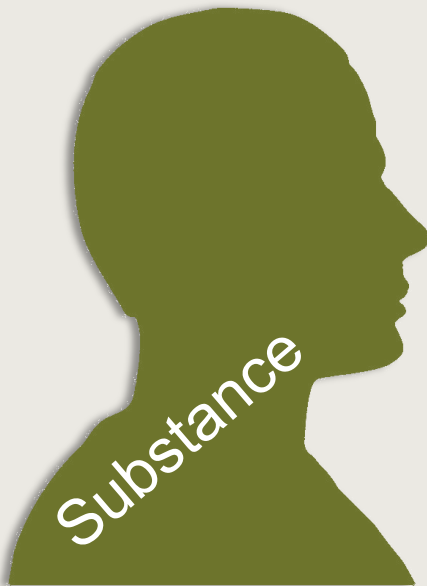


- Fully present
- Notices feelings
- Reads nonverbals
- Signals understanding
- Models tolerance
- Clarifies common purpose and goals
- Affirms signs of hope and alignment



Vision

Generating an inspiring, enterprise-wide picture of what could be; recognizing emerging trends, and engaging all in strategy



- Thinks big
- Notices trends
- Imagines future
- Has enterprise lens
- Provides value
- Aligns with our identity
- Can realize a strategy



7 Highest-Rated Substance Items

Willing to take on difficult issues without delay

Fully present and attentive when engaging with others

When he or she speaks, people listen

Prompts a thoughtful attitude and objective perspective

Trusts his/her judgment and takes reasonable risk

Knows the industry, latest trends

Self-assured enough to invite and consider dissenting views



7 Lowest-Rated Substance Items

Seems to always ask the right questions

A step ahead thinking things through

Portrayal of goals is credible and inspiring

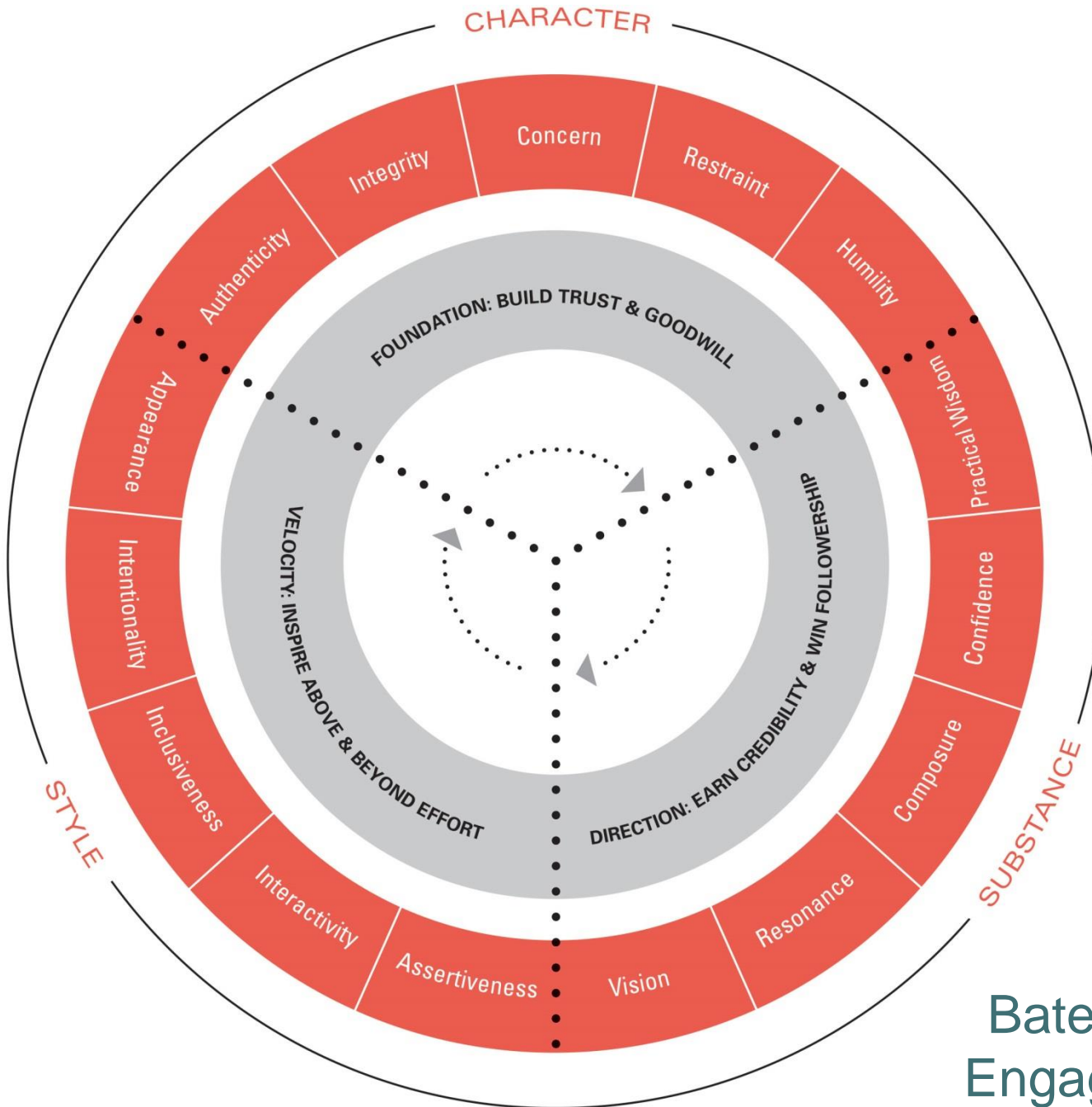
Knows how to shift others from reactive to proactive

Knows how to de-escalate emotion/focus discussion

Paints a vivid and compelling picture of what could be

Makes even daunting goals seem exciting, attainable





Bates Leadership Engagement Model

Style

The active, iterative qualities of communicative leadership that build motivation, and that shape and sustain performance

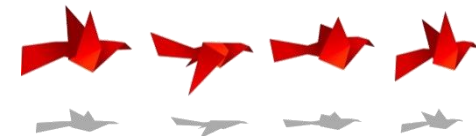


Appearance

Looking and acting like an able executive, adapting dress and demeanor to the situation, and handling social situations with tact



- Visibly vigorous
- Contagiously energetic
- Self-manages tone and non-verbals
- Looks like a fit
- Belongs at the table
- Well-prepared
- Ready to lead

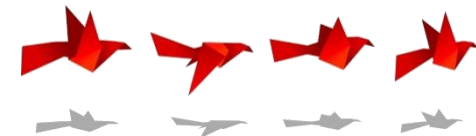


Intentionality

Clarifying direction and keeping actions aligned and on track, all without stifling dissent or neglecting needs to adjust course



- Purposeful
- Drives execution
- Keeps us on track
- Focuses dialogue
- Asks questions
- Offers explanations
- Ensures we have accountabilities and interdependencies
- Confirms next steps



Inclusiveness

Actively involving others, welcoming diverse points of view, encouraging ownership in mission, and empowering initiative



- Involving
- Engaging
- Empowering
- Invites different points of view
- Approachable
- Ensures all are heard
- Respects differences

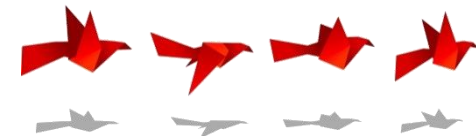


Interactivity

Promoting an interpersonal style of dialog and timely exchange of information and questions to coordinate action



- Connecting
- Conversational
- Ensures frequent dialogue
- Timely coordination
- Exchanges ideas and information
- Non-hierarchical
- Provides continuity
- Sustains momentum

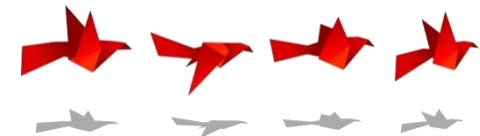


Assertiveness

Speaking up, valuing constructive conflict, and raising issues directly without shutting others down



- Forthright
- Surfaces issues
- Candid
- Challenging
- Reasonable
- Constructive
- Tolerates conflict



7 Highest-Rated Style Items

Does not show up looking fatigued, unprepared

Does not shy away from making opinions known

Level appropriate in appearance and style

Looks healthy, alert and vigorous

Accessible, easy to connect and talk to

Aware demeanor and dress send a message

Prefers communication is direct, interactive



7 Lowest-Rated Style Items

Voice tone, mannerisms appropriate

Helps others appreciate positive conflict

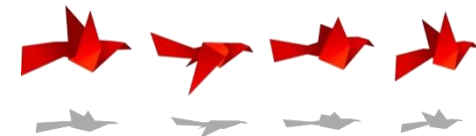
Quick to address barriers to interaction

Discussions leave people clear on next steps

Firm without seeming harsh/shutting people down

Gets us aligned without sacrificing constructive dialogue

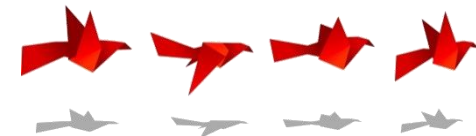
recognizes when conflict becomes destructive



The Bates ExPI Assessment



- 90 items
- 6 items per facet
- Measuring six different ways
- Self assessment
- Various rater groups



Amanda's Strengths and Gaps

Character	Substance	Style
Authenticity	Practical Wisdom	Appearance
Integrity	Confidence	Intentionality
Concern	Composure	Interactivity
Restraint	Resonance	Inclusiveness
Humility	Vision	Assertiveness



What most detracts from this leader's presence?

Open-ended
comments
provided to
"Amanda"
on the 1st
ExPI
Assessment

"Find a way to inspire and motivate a little more risk taking..."

"Create an environment for your team where it is ok and at times expected to fail on small things so as to create opportunities."

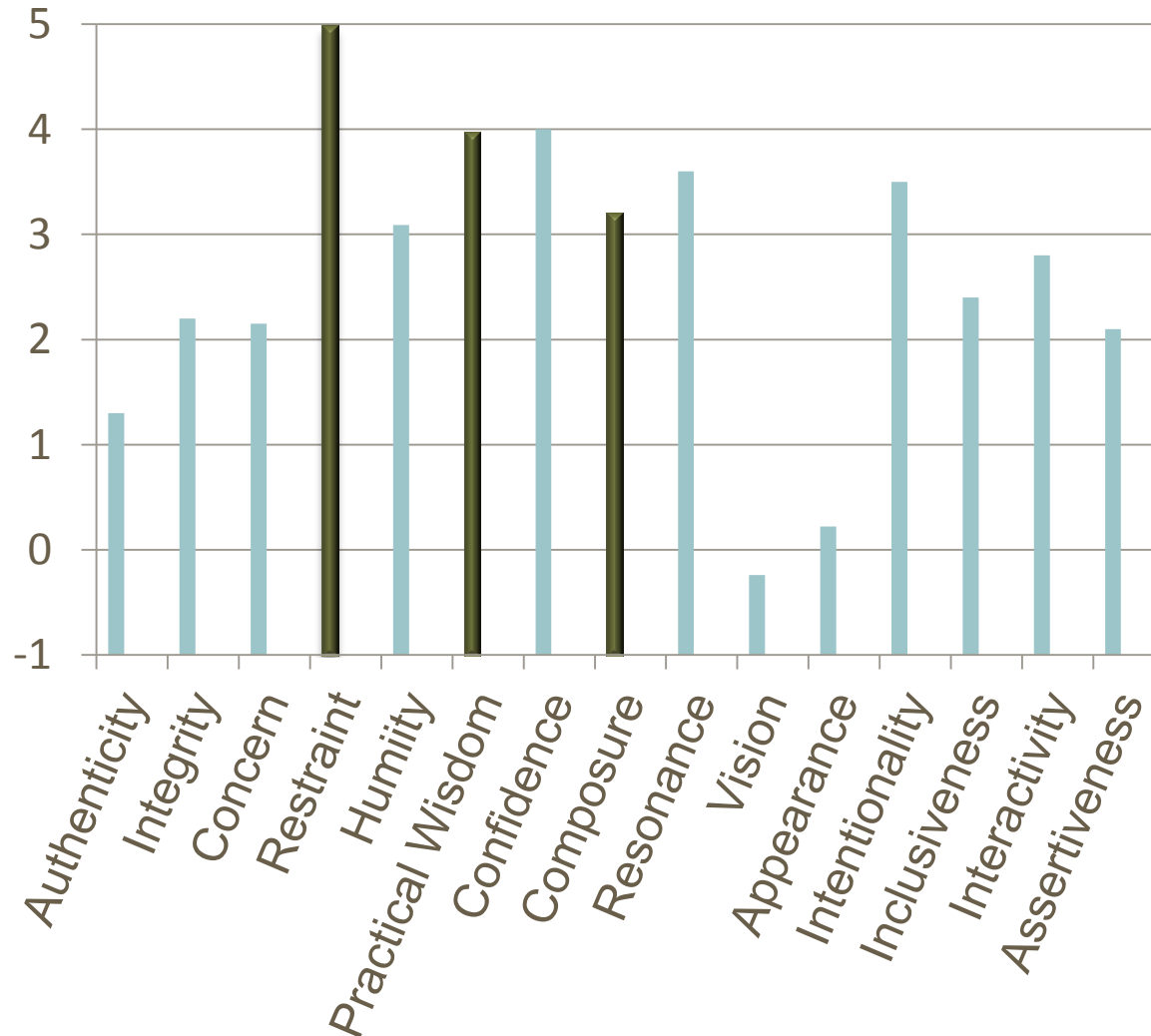
Give merit to your managers' perspectives..."

People change and grow over time, so don't write them off.

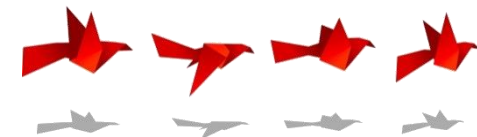
Let the experts be the experts, show that you trust their recommendations



Amanda Improved in 14 of 15 Facets



■ ExPI % Improvement by Facet



Group Project



**Executive Presence Mastery Program
with ExPI Assessment & 6 Sessions**































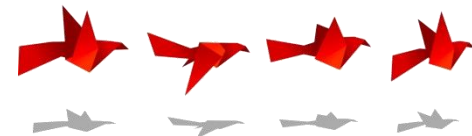
**Executive Coaching Group - ExPI
Assessment & 10 Sessions**

Character

Substance

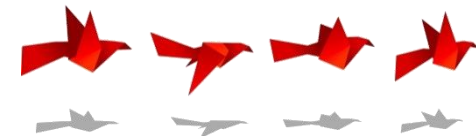
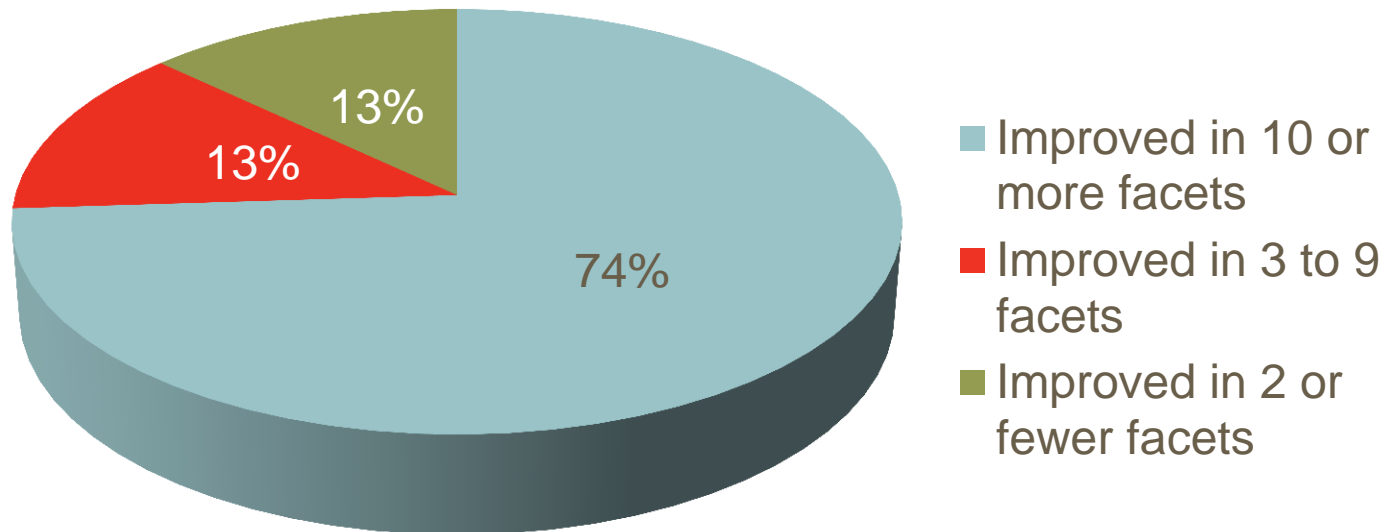
Style

Authenticity  6  8	Practical Wisdom  16  6	Appearance  20  3
Integrity  21 0	Confidence  18  2	Intentionality  3  8
Concern  5  9	Composure  2  13	Inclusiveness  3  14
Restraint  8  7	Resonance 0  19	Interactivity  4  9
Humility  8  7	Vision  6  13	Assertiveness  4  6

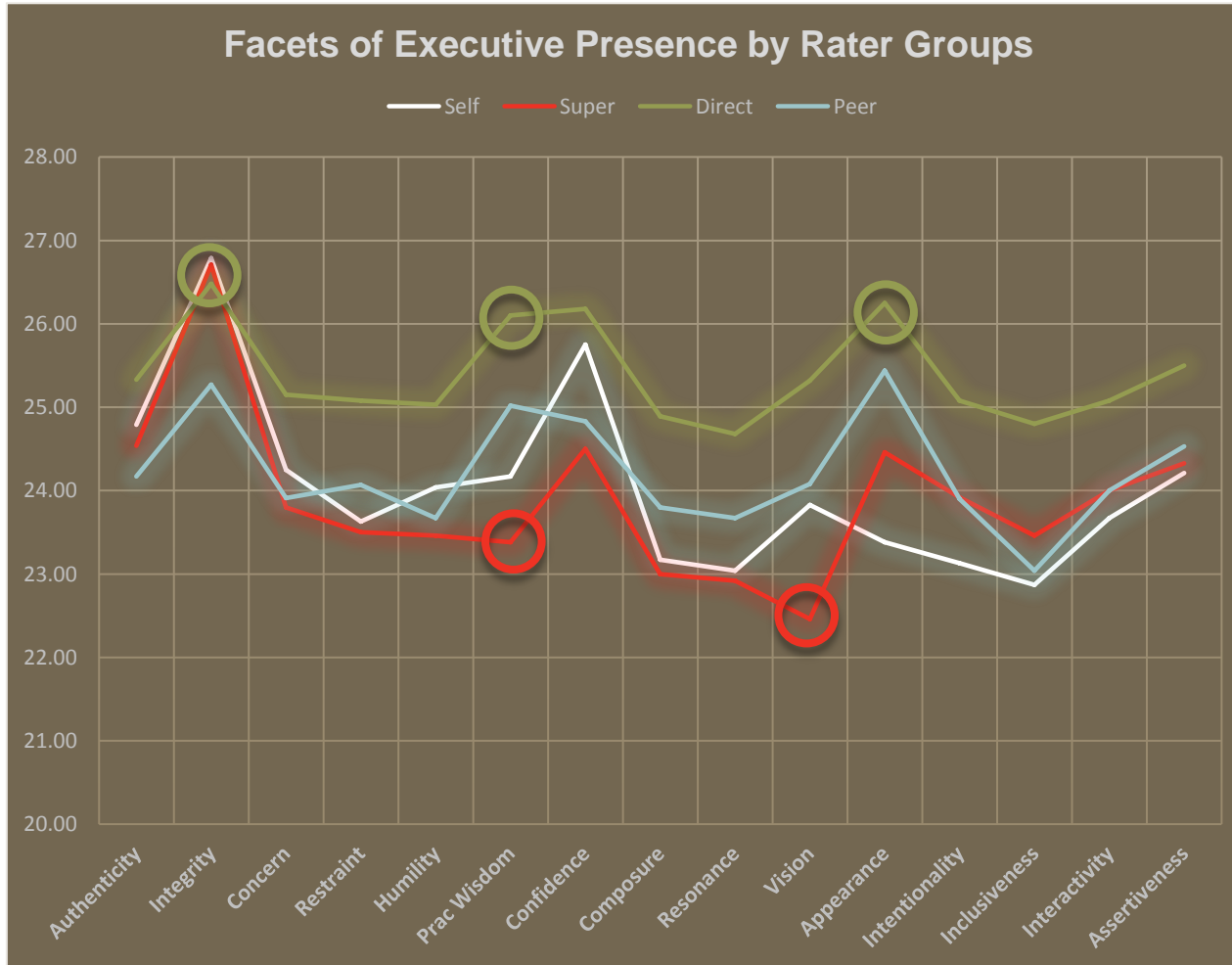


Improvement in Many Areas

ExPI Results



Case Study: 1st ExPI Assessment



Highest-Rated Facets

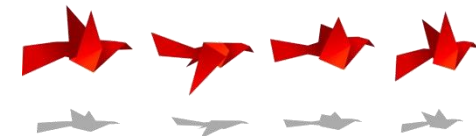
(Average for all raters)

- Integrity
- Practical Wisdom
- Confidence
- Appearance
- Assertiveness

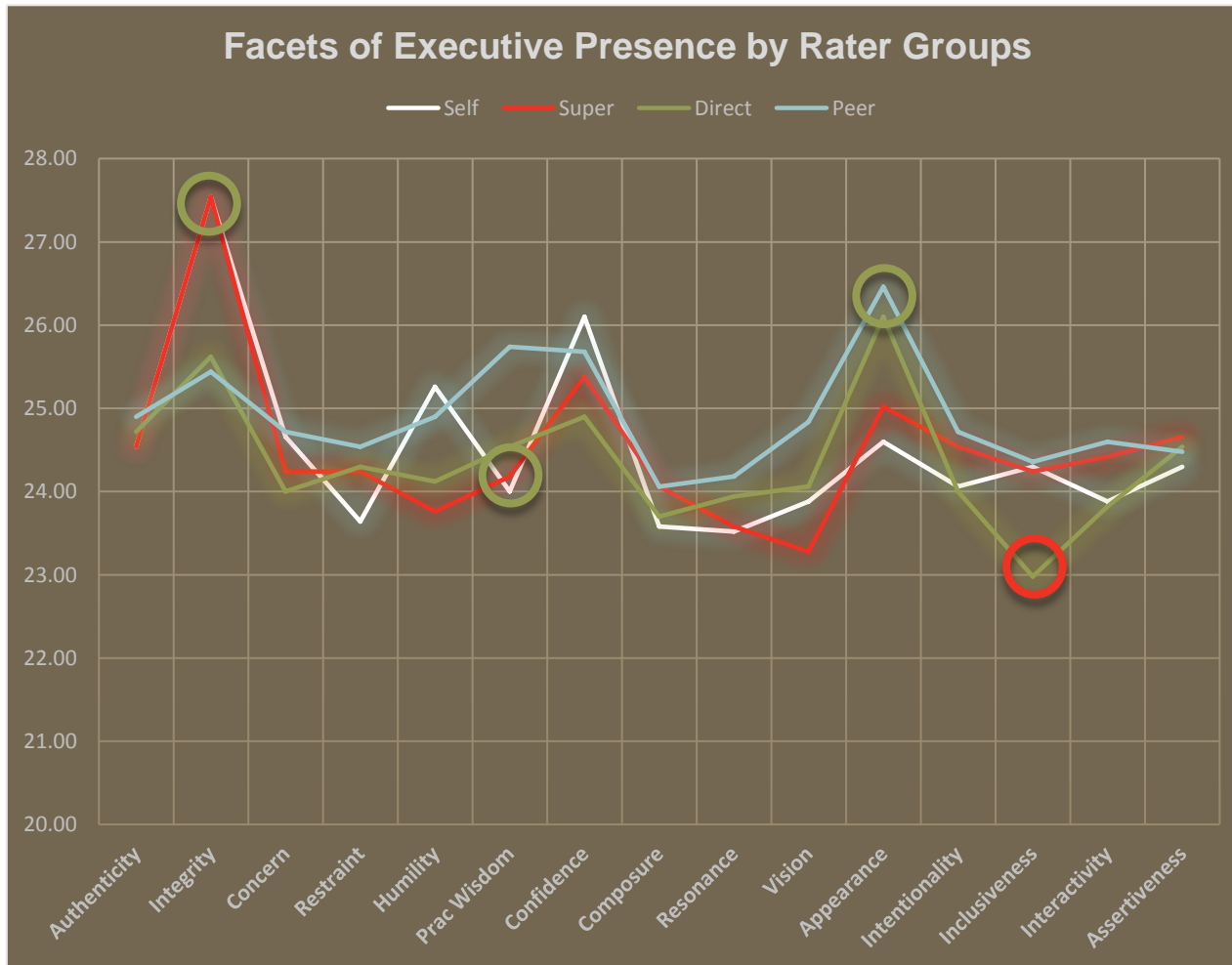
Lowest-Rated Facets

(Average for all raters)

- Inclusiveness
- Resonance
- Composure
- Humility
- Intentionality

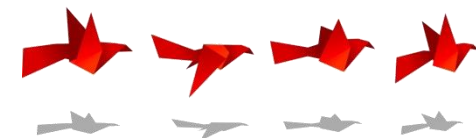


Case Study 2nd ExPI Assessment:



General trend upward as almost 75% of participants saw improvement in 10 of the 15 facets of executive presence, - including those that were not a focal point of coaching

There is an observable closing of the gaps between rater groups – especially self, supervisor and peers



Social/Emotional, 12 of the 15 Lowest

Helps others appreciate the positive value of conflict

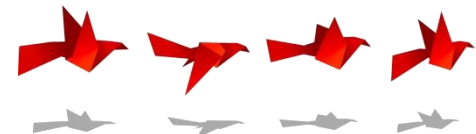
Makes even daunting goals/aspirations seem realistic, exciting, and achievable

Knows how to shift others from a reactive to a proactive frame of mind

Paints a vivid and compelling picture of what could be

Others find his or her deliberative style clarifies their thinking

Portrayal of plans is both credible and inspiring



Social/Emotional: 12 of the 15 Lowest

Quick to notice and address barriers to interaction

Voice, tone, mannerisms and postures are always appropriate to the situation

Recognizes when conflict becomes destructive or chronic and intervenes swiftly

Often able to help others clarify their concerns/feelings

Adept at reading and responding to non-verbal messages of others

Makes you feel part of something bigger, important, meaningful



Executive Presence and Managing Conflict

8 of the 15
lowest rated
facets are
related to
conflict
management

Helps others appreciate the positive value of conflict

Shift others from a reactive to a proactive state of mind

Others feel his or her deliberative style clarifies their thinking

Quick to notice and address barriers to interaction

Voice tone and mannerisms always appropriate to the situation

Recognizes conflict/destructive/chronic and intervenes swiftly

Often able to help others clarify their thoughts/feelings

Adept at reading and responding/non-verbal messages of others



Top Two Predictors of Poor Company Performance

Employees feel overwhelmed due to **too much** conflict

Complacency due to a **lack** of conflict

Source: "How to Pick a Good Fight," *Harvard Business Review*, December 2009

Constructive Conflict and Engagement

When there is constructive conflict...	When there is NOT constructive conflict...
<ul style="list-style-type: none">• We take care to limit <i>interpersonal</i> conflict• Teams create fresh perspectives• Teams make better, faster decisions• Engagement improves	<ul style="list-style-type: none">• Apparent consensus may be disengagement• Managers become withdrawn• Groups perform worse, on average• Superficial harmony is trumped by apathy• Disengagement becomes more likely

Source: "How Management Teams Can Have A Good Fight," *Harvard Business Review*, 2000

Jeffrey's Strengths and Gaps

Character	Substance	Style
Authenticity	Practical Wisdom	Appearance
Integrity	Confidence	Intentionality
Concern	Composure	Interactivity
Restraint	Resonance	Inclusiveness
Humility	Vision	Assertiveness



What most detracts from this leader's presence?

Open-ended comments provided to "Jeffrey" on the 1st ExPI Assessment

"... holds his opinions and convictions very strongly and can sometimes come across as already knowing the answer..."

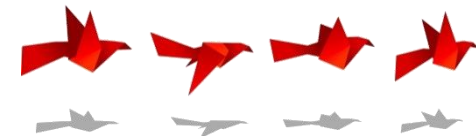
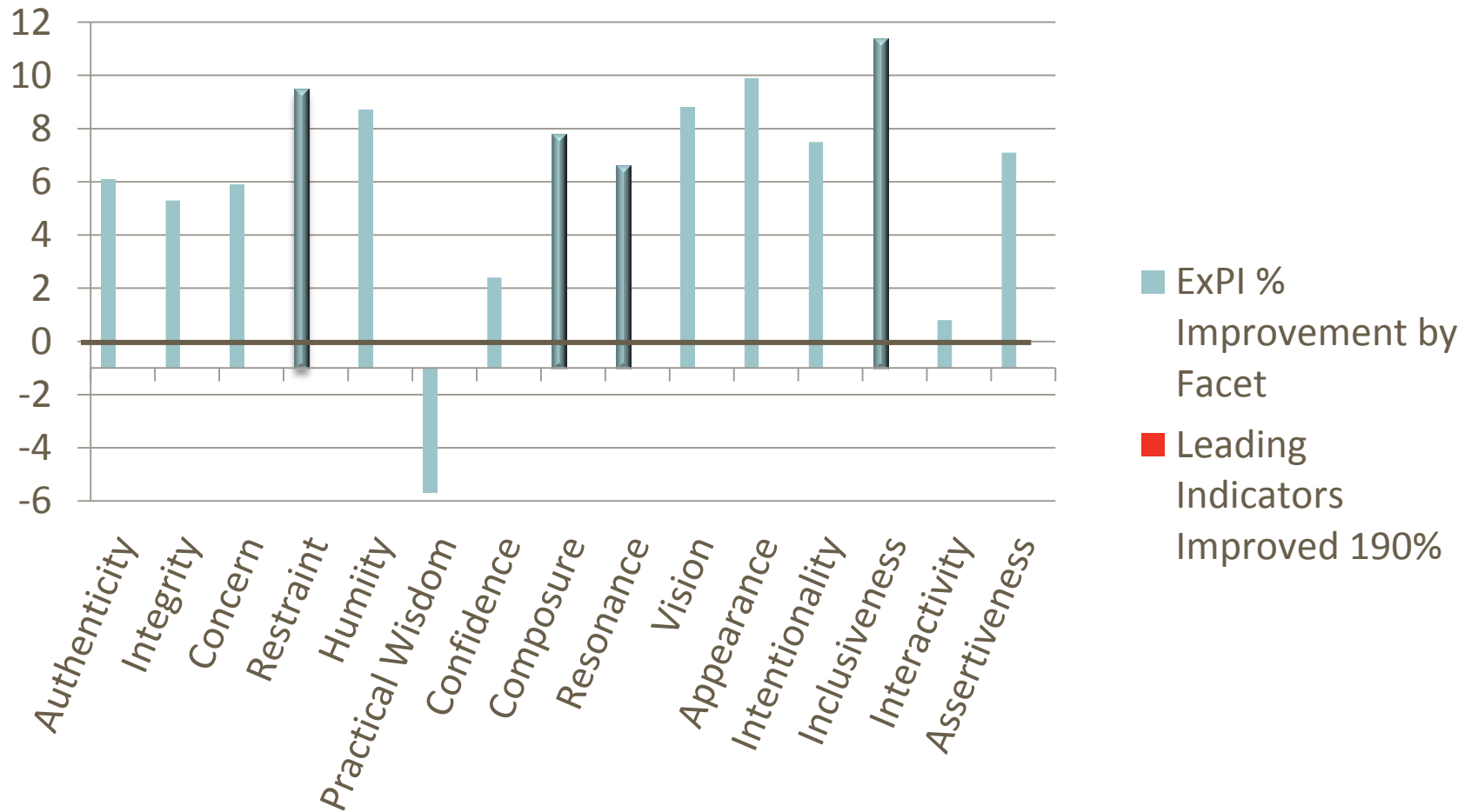
"...predetermined opinion on topics without broader inclusion in decision making..."

"His actions and words can convey a dismissive manner, or constrain a discussion..."

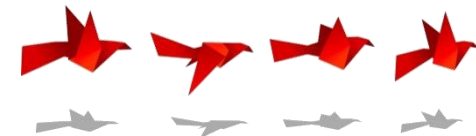
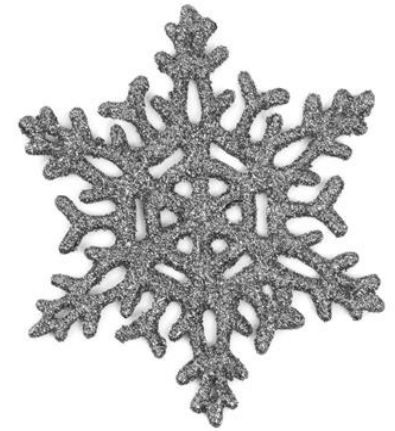
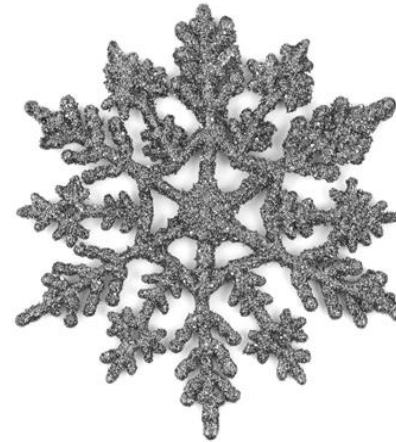
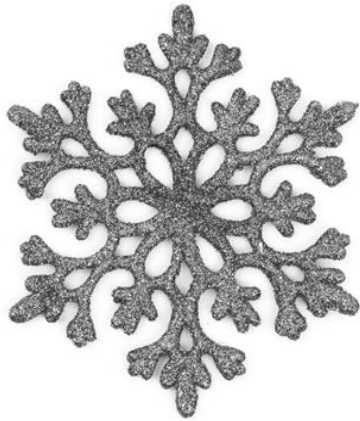
He is a very fast and direct person - in his speech, writing, and... it can be misconstrued as dismissive, confrontational, or that he is not reflecting, considering, or hearing others."



“Jeffrey” Improved in 14 of 15 Facets



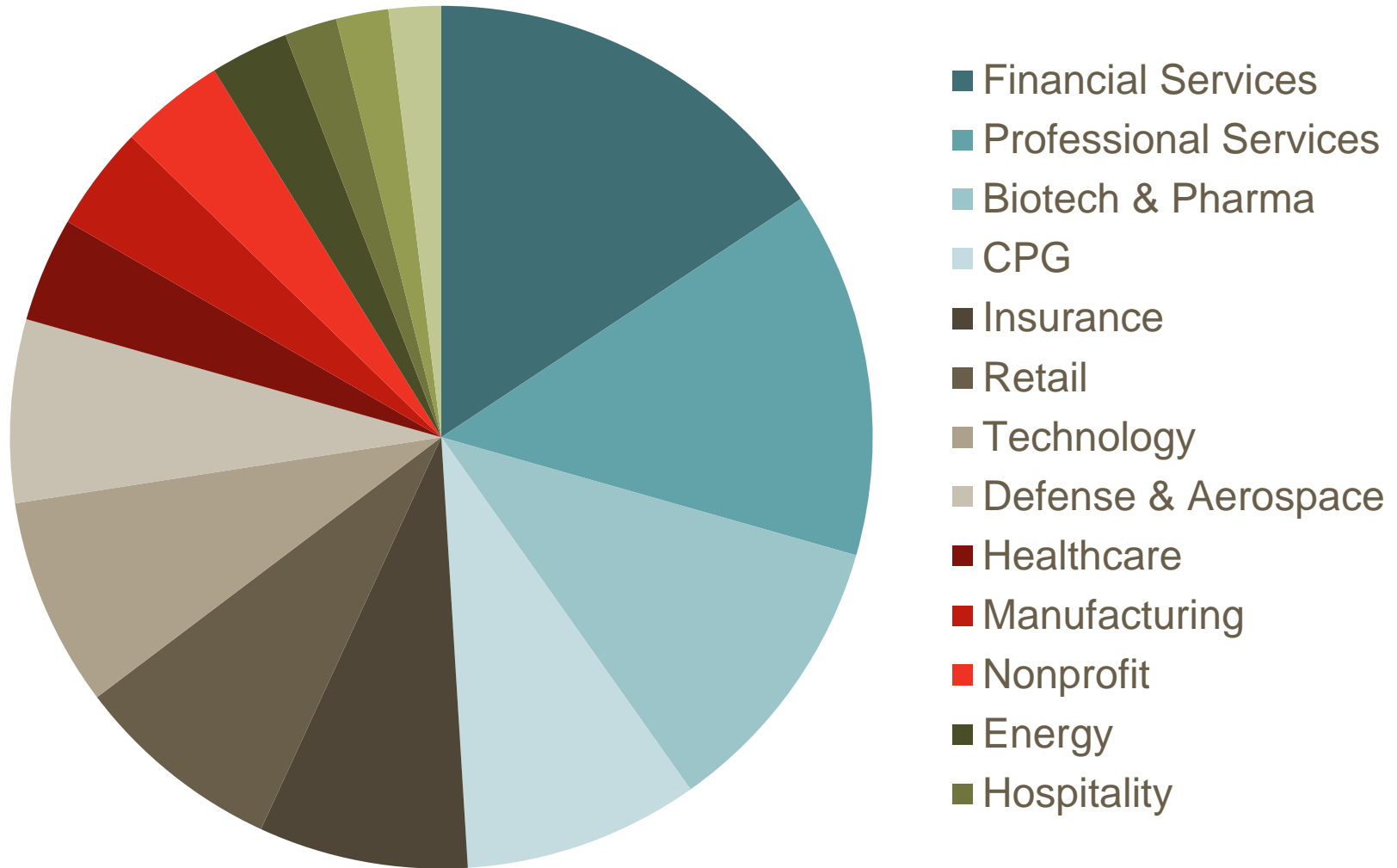
Each Leader Is Unique



Executive Presence is Not One-Size-Fits-All



Applicable to Leaders in All Industries



ExPI: A Global Assessment



Why the Bates ExPI?

“In my organization, ‘executive presence’ is a phrase that people use to describe someone who is ready—or not—for the next level. But before the ExPI we couldn’t demystify or decode what that meant.”

- VP, Talent Management

Presence and influence are **measurable**



Take the Executive Presence Questionnaire!

www.alltheleaderbook.com

ALL THE LEADER YOU CAN BE

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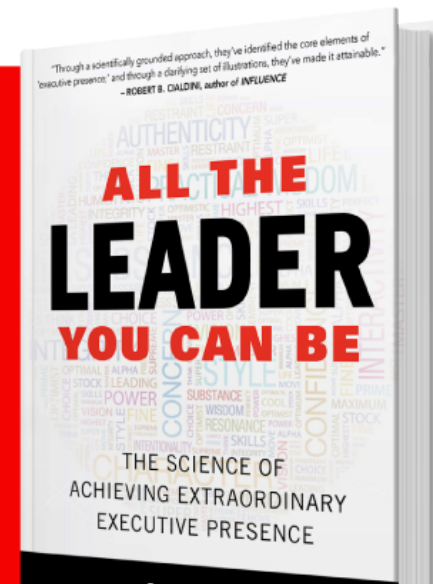


The Science of Achieving Extraordinary Executive Presence

What is executive presence, and why does it matter? Intuitively, leaders know it's an important success factor. Sometimes it's described as presentation skill, polish, charisma or professional image. However, these descriptions fail to acknowledge the deeper-level facets that enable leaders to align, inspire, and move people to act.

[LEARN MORE](#)

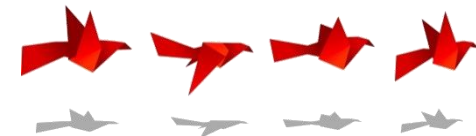
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Why Get Certified? Webinar



April 12
1:00 -2:00 PM

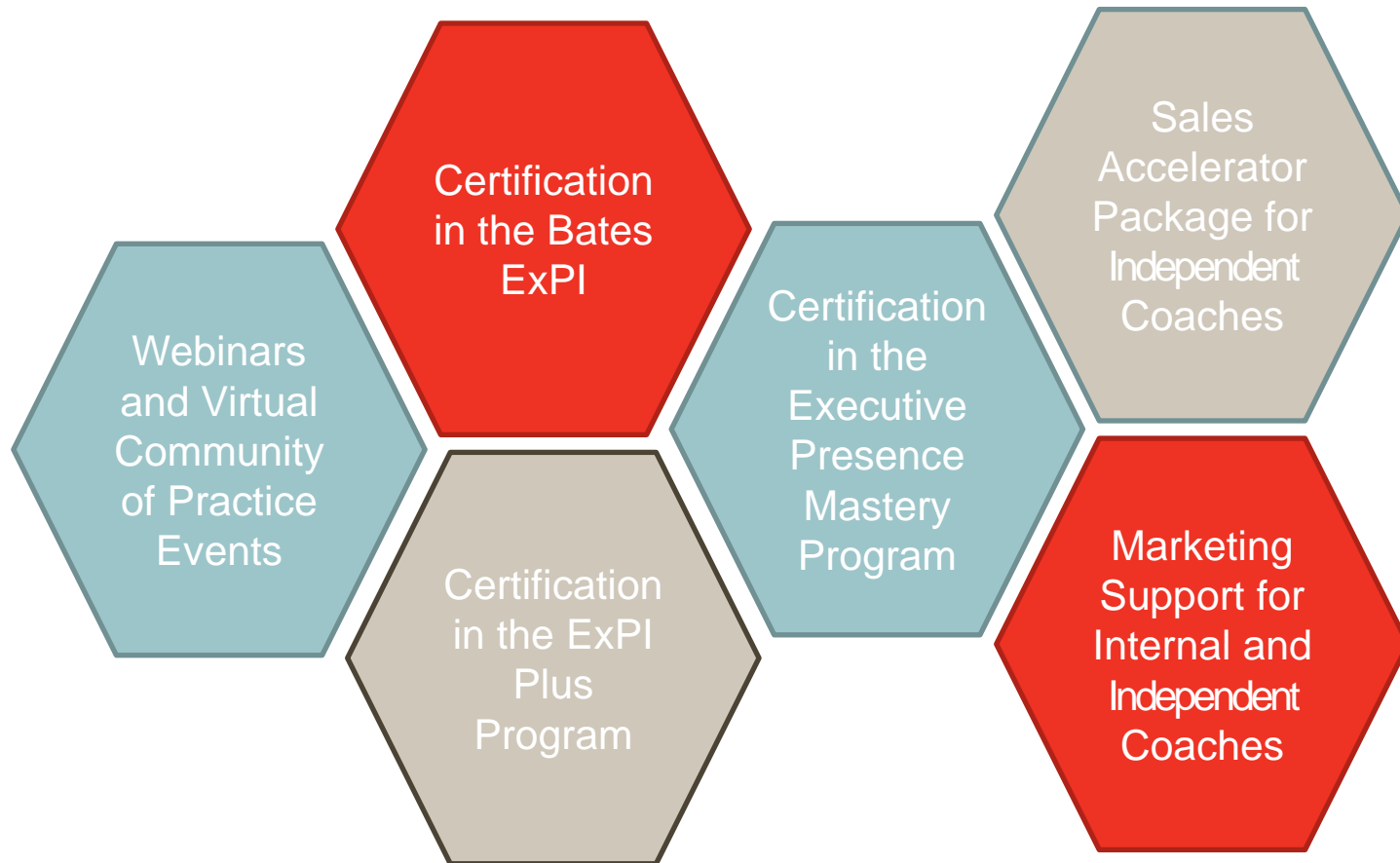


Bates ExPI™ Certification Programs

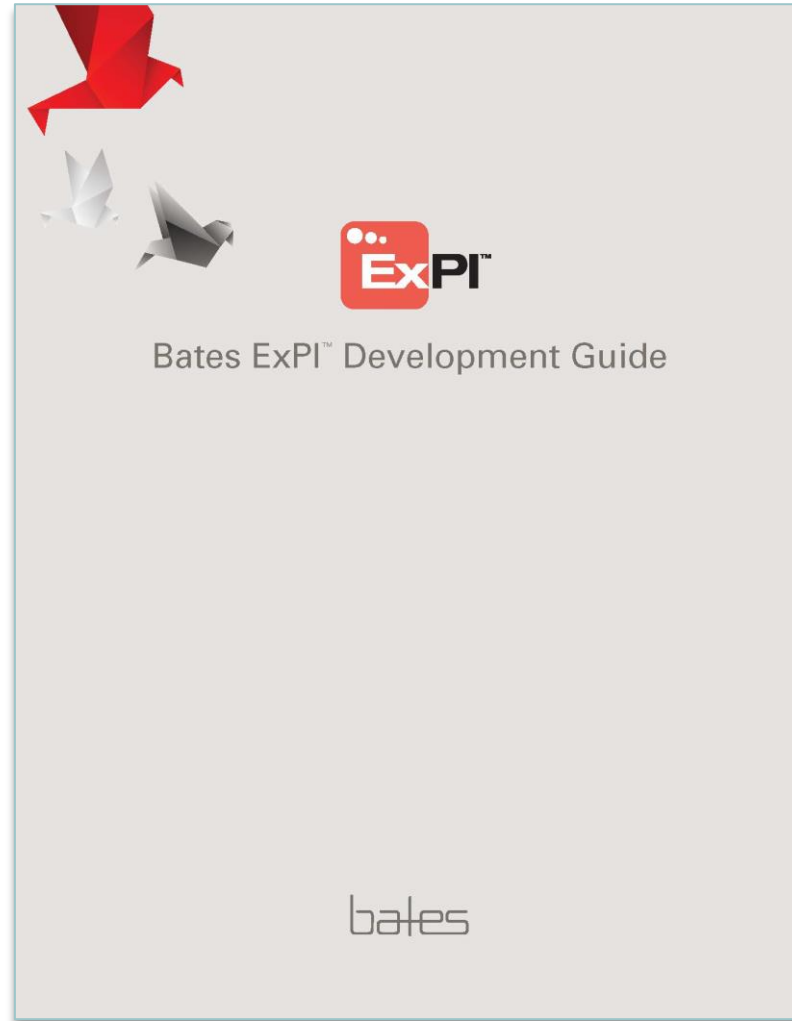
Corporate Coach Programs	Independent Coach Programs
May 4-5, 2016 (West Coast)	May 4-5, 2016 (West Coast)
May 24-25, 2016 (Boston)	June 7-9, 2016 (Boston)
November 1-2, 2016 (Boston)	September 13-15, 2016 (Philadelphia)
	October 12-14, 2016 (Boston)
	December 13-15, 2016 (Boston)

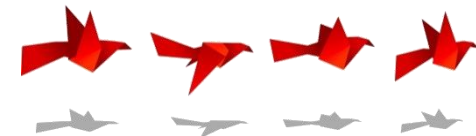
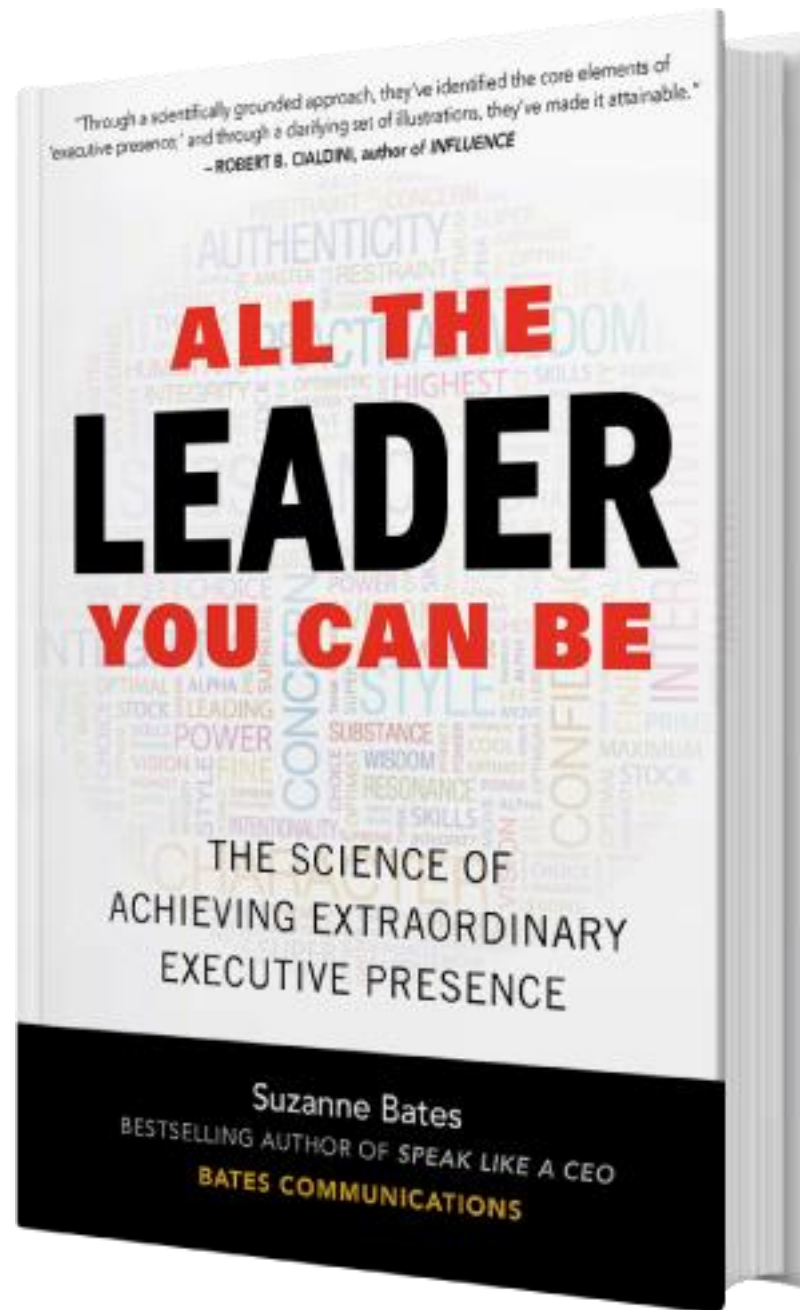
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Development Guide for Coaches and Leaders





Q&A



ATD WEBINAR DEVELOPING LEADERS WHO ENGAGE, INSPIRE AND MOVE PEOPLE TO ACT!



Suzanne Bates, CEO, Bates
Author, *All the Leader You Can Be:
The Science of Achieving
Extraordinary Executive Presence*

March 23, 2016

bates

Helping leaders shape the world.
www.bates-communications.com

Addendum

Additional slides that might be used in this presentation to answer questions

“Opinion, whether well or ill-founded, is the governing principle of human affairs.”

- Alexander Hamilton





























ExPI™ in the Business Context

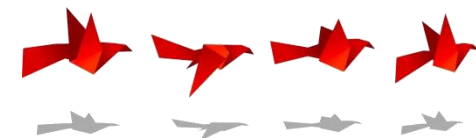


Character

Substance

Style





























Authenticity  6  8	Practical Wisdom  16  6	Appearance  20  3
Integrity  21 0	Confidence  18  2	Intentionality  3  8
Concern  5  9	Composure  2  13	Inclusiveness  3  14
Restraint  8  7	Resonance 0  19	Interactivity  4  9
Humility  8  7	Vision  6  13	Assertiveness  4  6

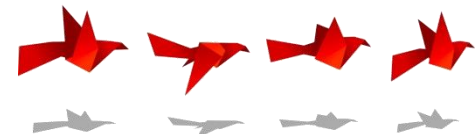


Character

Substance

Style

Authenticity  6  8	Practical Wisdom  16  6	Appearance  20  3
Integrity  21 0	Confidence  18  2	Intentionality  3  8
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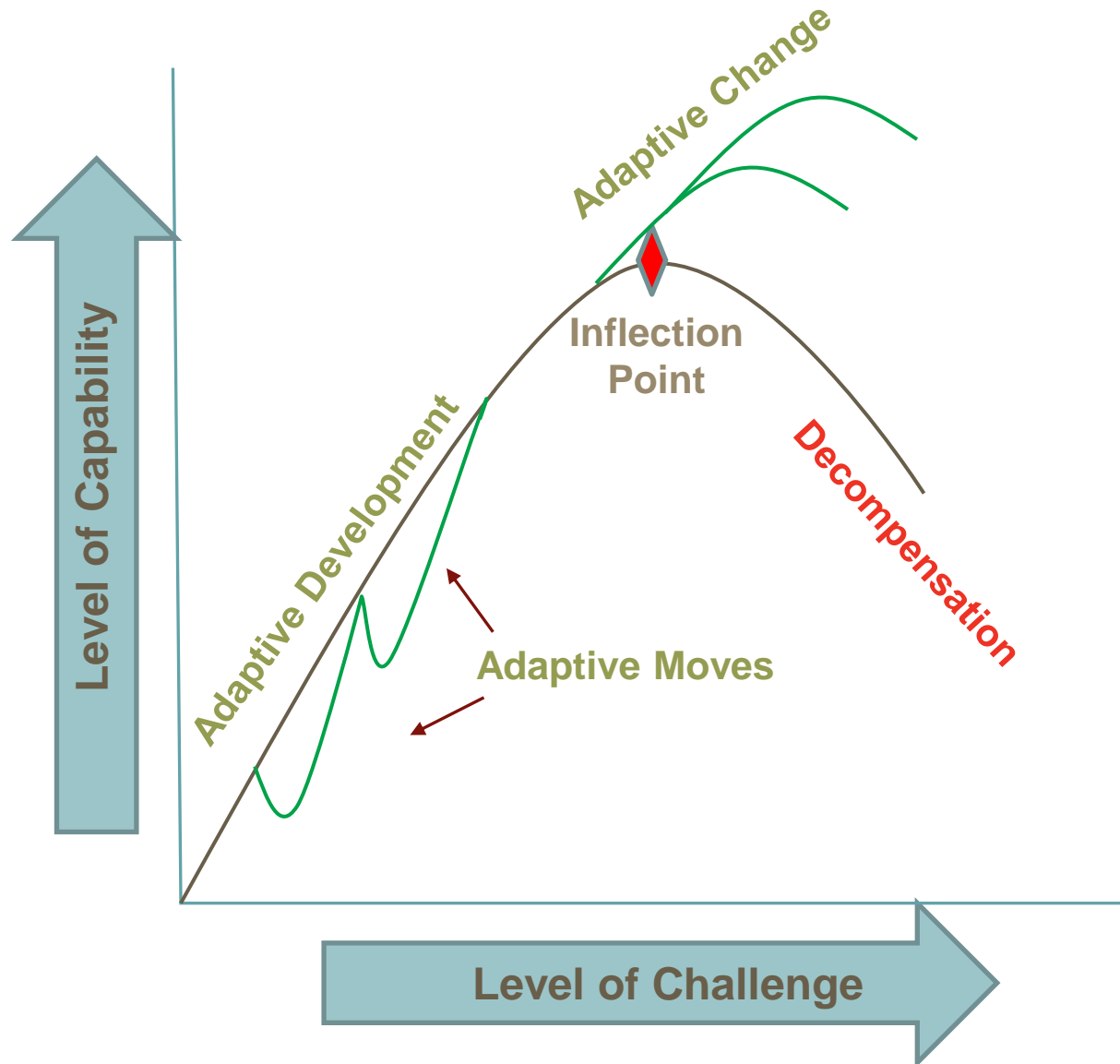


Action Bias

A propensity to act or decide without customary analysis or sufficient information (just do it) and contemplate later. Tom Peters popularized this as a distinguishing feature of agile firms.



Inflection Points for Leaders



Action Bias

We like leaders who “get things done”

Organizations reward action bias

As level of challenge increases leaders need social emotional skills

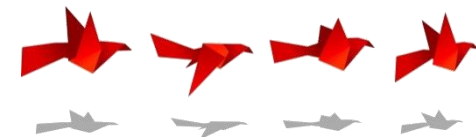
Many leaders are at an inflection point where they must adapt and grow

Leading Indicators

Behavioral Enablers	Tracked after each Coaching Session						
Insight	2	2	3	4	5	4	5
Attitude	3	3	4	5	5	5	5
Motivation	3	3	4	4	5	5	5
Effort	2	3	4	2	4	4	4
Skill	2	2	3	4	4	4	4
Effectiveness	2	2	3	4	5	4	3
Timeliness	4	4	4	3	5	4	4

The Breadth of a Bates Model Facet

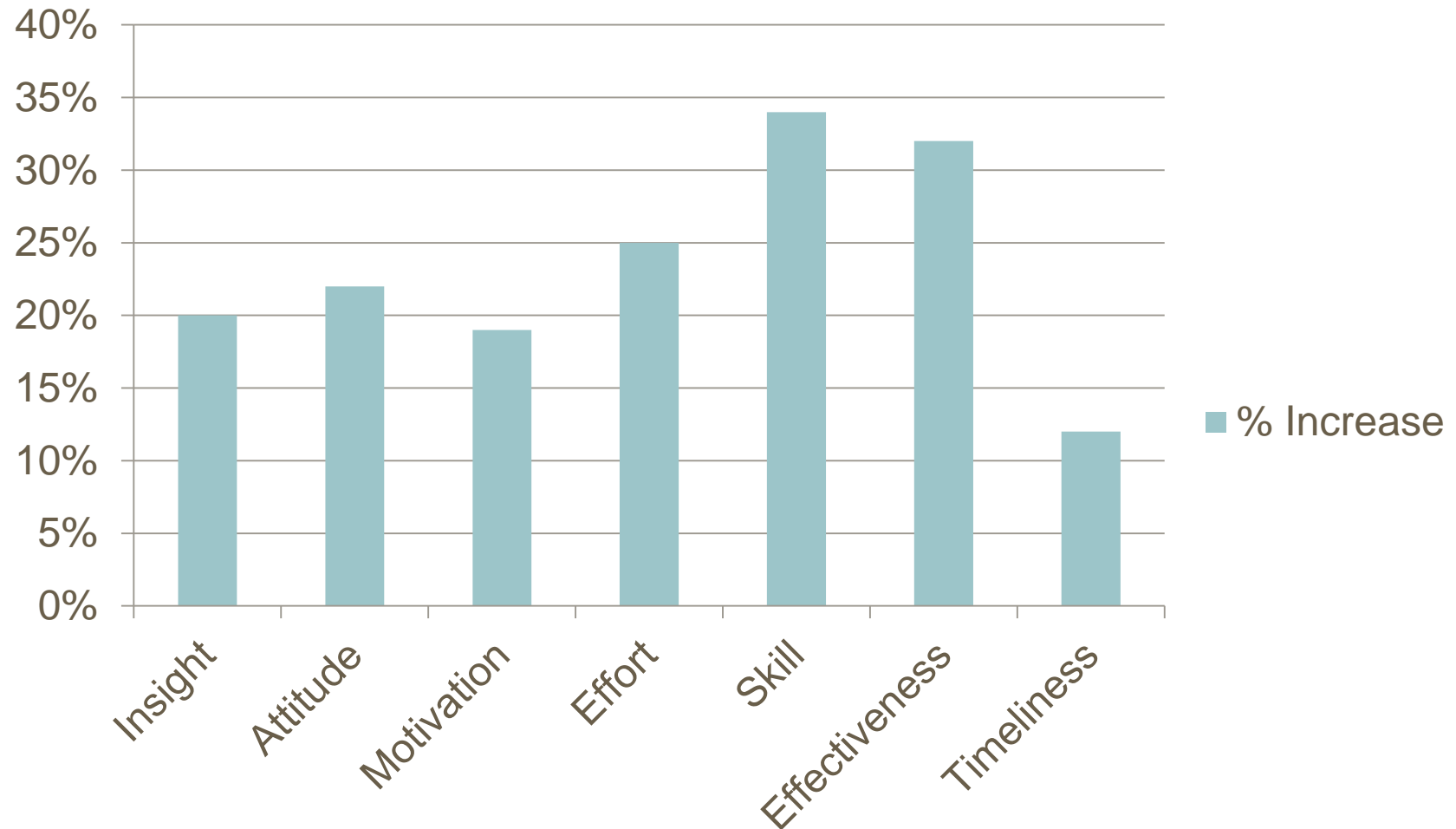
6 Assessment Questions on Authenticity (Items)	Rank among 90 ExPI Items
Sincere, I can take what he/she says at face value.	#2
There is nothing fake or phony about him/her.	#7
After hearing him/her speak you know what he/she is really thinking.	#46
It is not difficult to recognize how he/she really feels about an issue.	#61
Openly shares his/her personal experience, reveals his/her genuine identity as a person.	#66
Shares the life lessons that underlie his/her views and beliefs.	#89



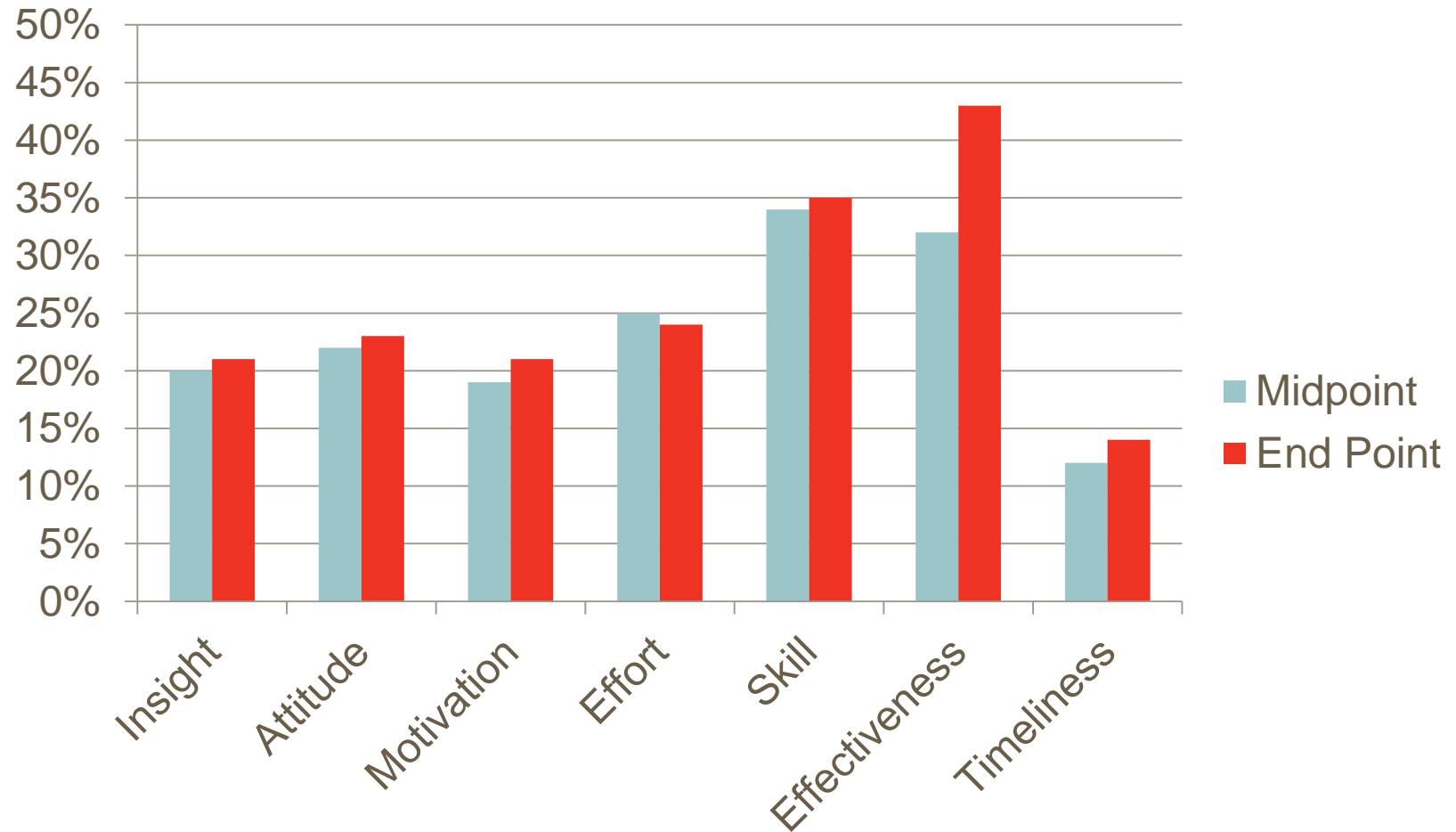
“Once we know something we find it hard to imagine what it was like not to know it.”

- Dan and Chip Heath
Authors, Made to Stick

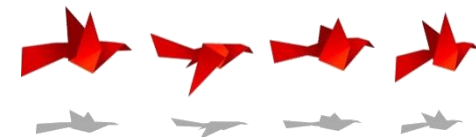
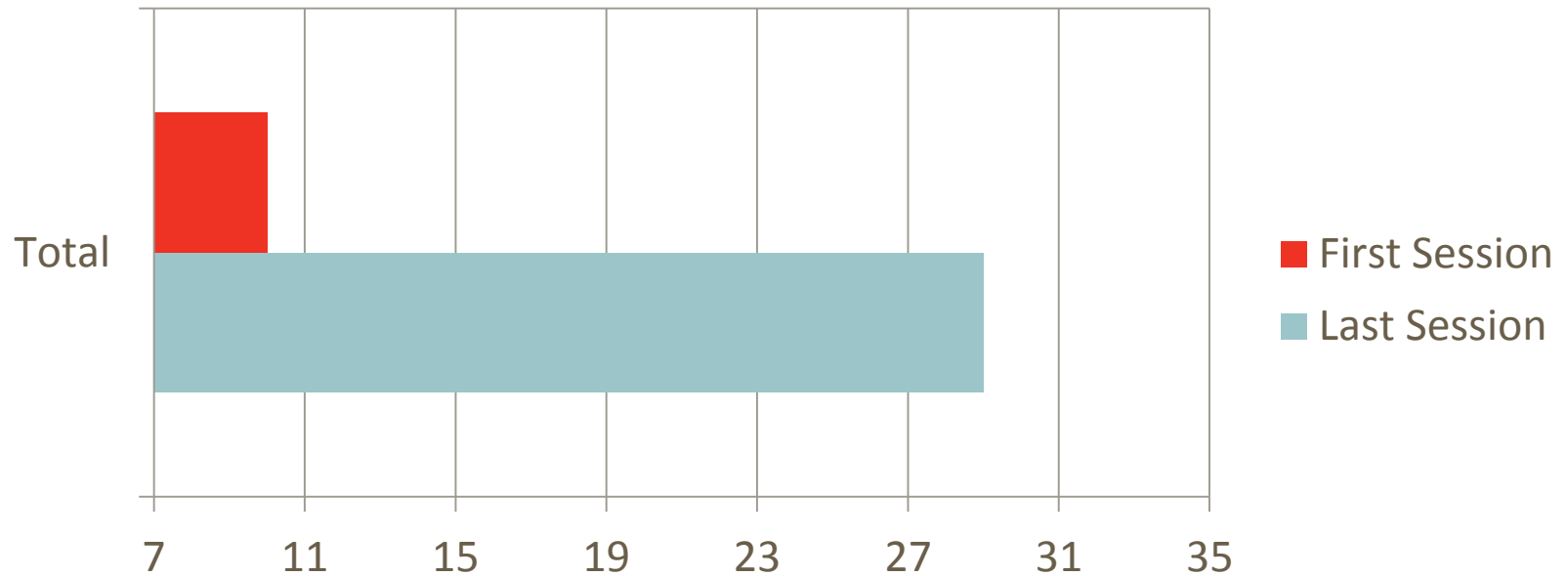
Leading Indicators- Up at the Midpoint



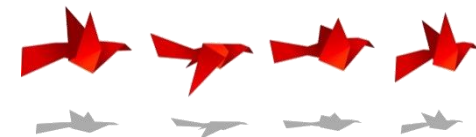
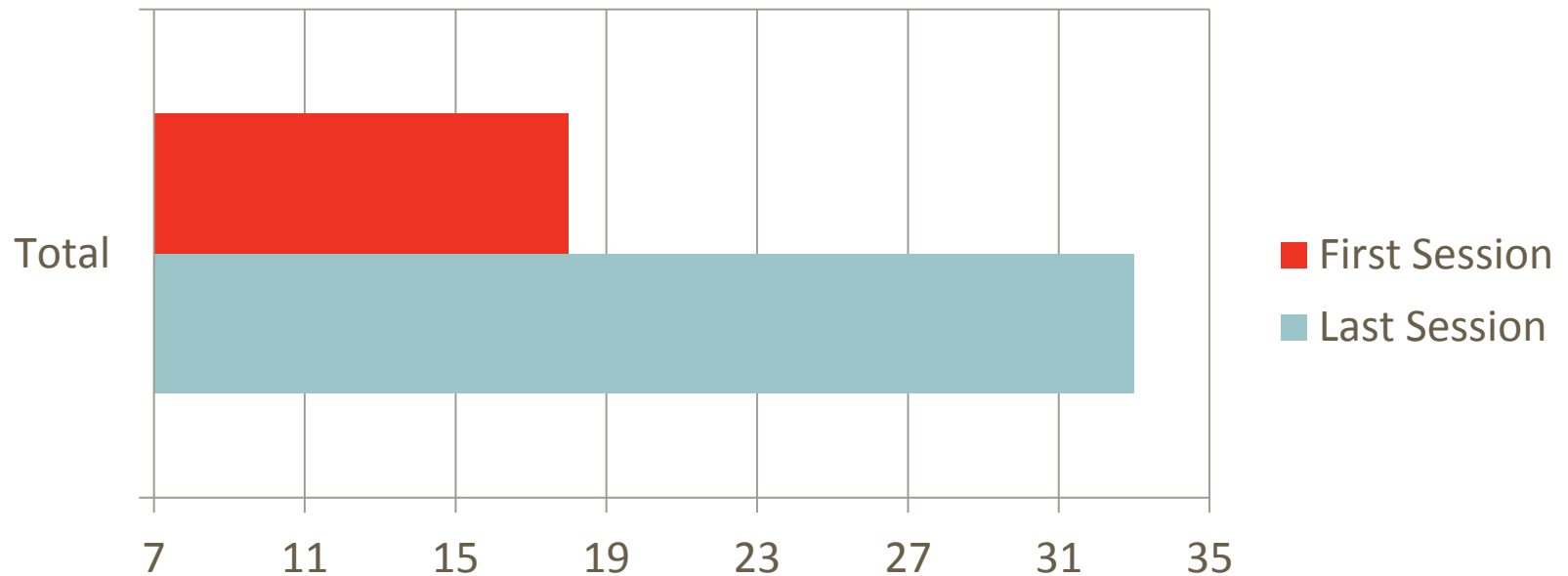
Leading Indicators- Final Results in Red



Changes in Leading Indicators for “Jeffrey”



Changes in Leading Indicators for “Amanda”



Bates ExPI™ Executive Presence Model



Character - qualities that are fundamental to the leader as a person, to his/her identity, and give us reason to trust him/her.	Substance - cultivated qualities of mature leadership that inspire commitment, inform action, and lead to above-and-beyond effort.	Style - overt, skill-based patterns of communicative leadership that build motivation and that shape and sustain performance.
Authenticity – being real, genuine, transparent, and sincere in one’s relations and interactions with others.	Practical Wisdom – displaying highly honed qualities of insight and judgment that get to the heart of issues and produce prudent decision.	Appearance – looking and acting like an able executive, adapting dress and demeanor to the situation, and handling social situations with tact.
Integrity – acting with fidelity to one’s values and beliefs, living up to high standards of morality, veracity, and promise keeping.	Confidence – being self-assured in decision-making and action; ready to accept the risk and responsibility for taking timely action.	Intentionality – clarifying direction and keeping actions aligned and on track, all without stifling dissent or neglecting needs to adjust course.
Concern – demonstrating interest in others, encouraging adaptive development, and promoting a healthy sustainable culture.	Composure – proving to be steady in a crisis, able to calm and focus others, and to bring objectivity and perspective to critical decisions.	Inclusiveness – actively involving others, welcoming diverse points of view, encouraging ownership in mission, and empowering initiative.
Restraint – displaying a calm disposition, characterized by reasonableness and by avoidance of emotional extremes or impulsiveness.	Resonance – connecting with others; attentive, attuned, and responsive to feelings, motivations, and thoughts; deepening alignment.	Interactivity – promoting an interpersonal style of dialog and timely exchange of information and questions to coordinate action.
Humility – showing awareness of one’s strengths and weaknesses, an openness to others, and a belief that all persons have worth.	Vision – generating an inspiring, enterprise-wide picture of what could be; recognizing emerging trends, and engaging all in strategy.	Assertiveness – speaking up, valuing constructive conflict, and raising issues directly without shutting others down.

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