



Wake Up Eager Workforce Podcast, Episode 38
A Series About Executive Presence -- Produced By Suzie Price

Building Self Confidence and Executive Presence: What is It & How to Get It – Transcript
www.pricelessprofessional.com/executivepresence

Suzie Price: Here is the definition of Executive Presence; it's the qualities of a leader as seen through the eyes of others that engage, inspire, align and move people to act. Today's topic is about Executive Presence and I interview Bates Communications expert Scott Weigert. We're going to talk about what Executive Presence is and why it matters. Scott will share a three dimensional model for specifically helping you develop your presence in and out of the boardroom. You're going to learn two facets that most leaders mostly score lower on in the area of Executive Presence, and it might surprise you and we're going to invite you to go on an intellectual treasure hunt, share what that is and how it helps you. And you're going to learn about the quality that all leaders in high growth companies have mastered. So whether you're taking on a new executive position, you're trying to build a stronger team or you're an emerging leader in your organization, you're going to want to listen to today and gain insight around this Executive Presence. This ability to engage, inspire and align and move people to act so that you can make a lasting impact on your career, of course, on your company, of course, and especially on the people you lead and the legacy that you leave. So I'm excited to share this information with you today. Let's get started. Michael, hit it!

Intro: Welcome to the Wake Up Eager Workforce podcast, a show designed for leaders, trainers, and consultants who are responsible for employee selection and professional development. Each episode is packed full with insider tips, best practices, expert interviews, and inspiration. Please welcome the host who is helping leaders, trainers, and consultants everywhere; Suzie Price!

Suzie: Hi there! Welcome to episode number 38. I'm Suzie Price, I'm a professional facilitator, consultant and author, and I'm the producer of this podcast and the owner of Priceless Professional Development, where we have been in business, this is our 14th year. And what we focus on is building energy and commitment and communication in organizations and we work most specifically with leaders, but we do help teams as well. I'm excited to be with you today about this topic of Executive Presence. I became certified in an Executive Presence Index tool in May of this year and one of the people who trained me to become certified is Scott Weighart, the person I'm interviewing. So I'm excited to talk to him and share his information with you. Want to mention a couple of things and we'll jump to that in his Bio here in a minute.

Suzie: I want to mention a couple of other things outside of today's podcast, which is updated website. I mentioned it in episode number 37, just want to mention it again here, so the reason that might matter to you, maybe you can find materials easier if you're looking for information, you go to our blog post archives and I've organized those a little better and also have organized the podcasts so that you can find them based on topic. So if you go to pricelessprofessional.com/blogarchives, that's all lower case in one word, forward slash blog archives. Then you can click on and find links. So we've written over 500 articles and you'll be able to find the groupings of the podcasts based on different topics like leadership or hiring or communication or Executive Presence, team building, trust. So I want to mention that in case you're interested in some specific topics. Also want to let you know how you can get in touch with us and me, we are on Twitter at [wakeupager](https://twitter.com/wakeupager) or on Facebook, it is Wake Up Eager and I'm



on LinkedIn, be happy to connect with you there, so reach out and I also post, our Client Services Manager Shaunna, posts on a regular basis on LinkedIn, different episodes of the podcasts. So if you see those and you're willing to share or comment so that others can find the podcast, that would be awesome. We also have a podcast app that is free on the iPhone and you can also listen to us on Stitcher if you use an Android, you can find us. But it's the Wake Up Eager Workforce podcast and you can find a full directory of all the podcasts at wakeupeagerworkforce.com. So want to also mention that this podcast is brought to you by audible.com and you can get a free audio book and download with a 30-day trial if you use our link. It's audibletrial.com/wakeupeagerworkforce, audibletrial.com/wakeupeagerworkforce. They've got a 150,000 titles. You can listen from your iPhone, your MP3 player or your Kindle. Right now I am continuing to listen to a great book that I'm going to recommend and actually do a book summary on, an article on, because it's so relevant and so well done is a book called "The Coaching Habit: Say Less More and Change the Way you Lead Forever," and it is awesome. Very simple questions. The way he explains them and the stories he uses, it's a bit humorous and very good examples and it has helped me sharpen the saw around the questions that I ask and just a good book. So it's great to listen to. I'm in Atlanta, Georgia and you know, traffic and sitting in your car is kind of the life we live here, but even if you're not in a long commute, you can listen to the audible while you're doing errands or working out. It's just a great way to stay inspired and focused on building skills and leveraging strengths. So audibletrial.com/wakeupeagerworkforce, and I appreciate that they support podcasts like this. So speaking of podcasts like this, let's get to the show, episode number 38.

Suzie: You can find the show notes at pricelessprofessional.com/executivepresence, it's all one word, pricelessprofessional.com/executivepresence. And it we always do all the searching for podcasts by a name that is relevant to the topic and it's always one word and it's always lowercase. So Executive Presence is the for episode number 38.

Suzie: So, I want to tell you a little bit about Scott's background. He is the Director of Learning and Development with Bates Communications and he is a great facilitator and teacher. He did a large part of the certification that I was in as I mentioned at the start, and he's fun to talk to you. You'll see how he's very interesting. He's a curious person in regard to he loves to learn and curious about interesting things in the world and knows a lot about a lot of different things and he is truly an expert on this tool. He's trained hundreds and hundreds of consultants and maybe even thousands of leaders. And so he runs the Community of Practice over at Bates Communications around Executive Presence and he writes a lot of articles and does our webinars for the people who are like me, coaches and consultants who are certified to use Bates tool. So prior to being at Bates in 2011, he spent two decades in the education and private sector. He's all about learning, so he has spent his entire career becoming an expert teacher through helping adult and student learners reach their potential and he's written five books on everything from, I told you he's an interesting, organizational behavior and ice hockey. So he was also a project manager and a medical writer for an organization and has taught classes on organizational behavior at Boston University. So he is out of Boston, and Boston is where I went to get certified and where Bates Communication, the creator of the Executive Presence Index Survey Tool, that's where they're located or headquartered. So let's get started. Let's go to the podcast and we'll check back in at the end. I know you're going to enjoy it.

Suzie: Scott Weighart, thank you for being here today.



Scott Weighart: Thanks Suzie, it is great to be with you on the show.

Suzie: So appreciate your training of me and the Executive Presence certification and taking time to connect right now because you're flying to England tomorrow to do a certification and you've got a full plate. So I just appreciate you taking the time before such a busy week to do this.

Scott: Well, I love to talk to kindred spirits about topics like Executive Presence and influence and all the things that I know you do so well with your clients, Suzie.

Suzie: Oh well, that's always a work in progress, but thank you from all of us. It is always a work in progress for all of us because these are eternal skills, but I love how you teach and the stories that you tell and how well versed you are in a million different topics and part of that might be due to all the travel that you do. So we're going to start out with a fun question. Not only do you travel for work, but you have some interesting travel interests. Tell us about your favorite travel destination.

Scott: Well, I guess it is a pretty improbable one, although it is getting to be a more popular place to travel, but the country of Iceland with it's Northern most capital in the world, Reykjavik. I have been there 4 times starting when I was 23 and most recently, a few years ago, our family of four did a home exchange, in Akureyri, which is a small village in Northern Iceland.

Suzie: OK. How did we end up in Iceland, especially when you were 23 years old?

Scott: I graduated from college and kind of wanted a European adventure of some sorts. So I had a work permit in London and that was kind of challenging, but I managed to get a job and find some ways to keep myself busy and make a little money and explore Europe. But I had a copy of "Let's Go Europe," if you remember the old travel guide, which was sort of geared to people my age. And I kept reading about Iceland and it just kept describing it as being kind of like being on the moon, like being like no other place on Earth. And I happened to see an independent film that had a little footage of it around the same time when I was in London and I just thought, "Well maybe this will be my last destination on a lengthy tour of Europe." So I went there on the way back home and was just enchanted by it. Just amazing. As you drive around, you can drive around and see nothing but rocks and lava for miles and miles and it gets a bit monotonous. Then all of a sudden you might see one of the top 10 waterfalls in the world, or the most active geyser in the world or some other worldly beaches with this most beautiful non-tropical beach in the world is up there. So I'd be the first to say, Suzie, that it's not for everybody, it is coming from Atlanta, where you might find a little chilly up there, it is super cold, very rainy. If you're a big fan of shopping, I probably wouldn't put it top of your list. But if you like nature and the outdoors and about as different of a place as you can get within a four and a half hour flight to Boston, it gets us to a great destination. So I love it. Swimming pools, birds, waterfalls, just a lot of nature and just a dearth of people on the roads as well. So it's about the size of Kentucky and only has about 300,000 people in it. So it's really a spectacular and different.

Suzie: That is different. What did your family think and say, were they as enamored with it as you are?



Scott: Probably not as enamored as me. They respect and admire the fact that, and appreciate the fact that Dad is really into this place and they found it interesting. I don't think they have the drive to go back as frequently. I can be happy to go back each year, but I think they don't love it quite as much as that. But certainly found it very, very interesting. And the fact that there is all kinds of outdoor swimming pools was certainly popular with the whole family.

Suzie: It sounds like, if I was interpret your description, like you enjoy just how different it is from Boston or it's just completely different from even other travel destinations, and the nature part.

Scott: Yes, that is true, the first time we went as a family, we went for just three or four days before we did the home exchange and we went to London afterward and they liked it well enough, but we went to the Museum of Natural History as soon as we arrived in London and my wife's comment was, "I feel like everyone we saw in the country of Iceland is in this museum right now." So kind of that of a culture shock you all experience going to a new place where, I mean the main ring road of Iceland, you can get out of your car right in the middle of the road and go ahead and take a photo because there's not going to be anybody else coming along the way anytime soon. Probably not something you would attempt on an Interstate in the Atlanta area, I would imagine.

Suzie: Absolutely not. So yes, it just a whole different pace, a whole different mode of life and living.

Scott: So culturally, and there's a lot of interesting literature and music that way, but again, I'd be the first to say it's not for everybody. You've got to have some really good rain gear. We did a waterfall hike once and it started to pour and my daughter hates to be uncomfortable and wet and she just bawled her eyes out coming back from that because she was feeling miserable, she was getting drenched. So the rest of us kind of said, "Well what are you going to do?" So it's a little, can be a little uncomfortable if you're not used to that. And then if you run out of gas in the middle of nowhere, it makes you realize that "Gee, if we run out of gas, here we, they're really maybe nobody around for 50 miles."

Suzie: Oh wow. That is different. So Iceland, everybody's now thinking, I never thought about Iceland.

Scott: It is different. I mean what most people do is the southwest bit with the Golden Circle tour. Well worth doing, but I think the North is really unusual and worth looking into as well.

Suzie: Awesome. So let's share one more fun bit of information because everybody's heard about your interesting background and going to learn about Executive Presence as we go forward, but what's a funny story your family tells about you?

Scott: This is a good one, because of course we're going to talk about Executive Presence and as you know, authenticity is a key part of Executive Presence and telling stories is actually a good thing leaders need to do. So here's a pretty good story for you Suzie. This one's popular by co-workers too, our President says we tell the story too many times, so many, many years ago now, it was probably 10 or 15 years ago, we got a new kitten and strictly an indoor kitten and my daughter was maybe three or four years old at the time, so people will probably

understand that. Well, of course we are going to defer to our daughter to let her name this new kitten. She thought about this for a few days and this kitten, we kept her in her room and she'd always hide even in a tiny room. We often couldn't find her very quickly. So my daughter Hannah decided to name this kitten Peek-a-boo. So OK, cute name. Not probably what I would've chosen, but that was fine. Peek-a-boo. Well, I mentioned this to my brother soon afterward. He said, "You know, that name is going to get you in trouble sooner or later." I said, "Well maybe, but I don't see this as an indoor cat, so it's, it's not going to be a big deal." Well, naturally maybe a few months later I get home and my daughter's just about in tears. She's very upset. "Daddy, Daddy, we think Peek-a-boo maybe got outside," like, well how could that happen? And she said, "Well, there were some workmen here, a plumber or somebody came and the door was left open for awhile and we can't find her anywhere." "Well, did you look everywhere in the house because you know, she can be hard to find." "Yeah, we looked in every room, we can't find her, you have to find her." So I thought, "Oh boy!" So this is really, first I was just really upset thinking my daughter's upset and what a disaster it's going to be if we can't find this adorable new kitten. Well then I start walking the neighborhood and you have to picture this Suzie, it's twilight and it was getting dark out. We have two elderly sisters who live across the street. So I'm walking through their yard yelling out, "Peek-a-boo, Peek-a-boo," but just imagining that they think some pervert is out there and trying to look in their windows or something like that. They're going to call the police and I'm going to have to explain why I'm wandering the neighborhood yelling "Peek-a-boo." So I went back and forth between being really upset and then just, you know, saying this is just a ridiculous situation. So when it finally got dark, I came back in, no Peek-a-boo, and came back in and ready to break the news to my daughter and as soon as I walked in she said, "Daddy, we found her. She was up in the attic room! She'd gotten off into a corner of that room. She was here the whole time." And I said, "Oh great!" That's one of our classic moments of humiliation. So we often find at Bates that moments, so we say, oh, the best ideas for stories for leaders wondering are often these kinds of things, awkward moments, humiliating moments, mistakes, dumb ideas. That's better than your great achievement stories because I think they do humanize you a little bit and show you and that maybe you're not always your best, and everybody can relate to that.

Suzie: It's a key attribute as you mentioned you tied that to authenticity, is one of the attributes in the character dimension. So you just share your challenges or funny things that you've done that makes you real, relatable, And it is real.

Scott: I mean, nobody's perfect and you can't make stuff like that up is the thing, you know, you have to be either an author or a pathological liar or both to come up with a story like that. So those, there's always great raw material. And I, we always say a lot of leaders say, "I'm not a storyteller." And we say, you know, my colleague Craig Bentley likes to say, "You know, if you're breathing, you've got stories." You probably, not a week goes by where you don't have, it could be some minor event, it's just getting used to building that muscle and saying, "Well, how might this situation lead to some sort of leadership lessons? Something about change or something about difficulty, something about what to do when things go wrong." Maybe I could use that cat story for something like that, you know? How do you deal with a bit of a crisis, you know, that kind of effect or making sure that you've really exhausted one possibility before you pursue another one perhaps?

Suzie: Yeah. There's so many ways to tie that. So when, we'll talk a little bit about storytelling, but let's kick it off first. You are an expert in Executive Presence. You are working for an



organization that certifies people like me, and you have people on your team who do the certification as well as facilitate this program of Executive Presence, and you have from my knowing, the only researched, validated science, validated Executive Presence survey. So let's kick it off with talking about what is Executive Presence?

Scott: Executive Presence, so what we did as you indicated, we came up with this, something called the Executive Presence Index or EXPI, and that was the result of us, with the help of a team of management psychologists, digging into research in a variety of areas, not just psychology and industrial psychology, which as you know, is just usual go to for these kinds of assessments. And we dug into that to figure out, what is the research telling us about in the fields of social action theory, in terms of communication, even philosophy and ethics, areas like that. So we looked at all these areas to figure out what is the science telling us about, not only what leads to influence, what's the kind of influence that drives business results. And the definition we landed on Suzie is that Executive Presence is the qualities of a leader as seen through the eyes of others that engage, inspire, align, and move people to act. So just to kind of paraphrase that for you, for a moment, that as seen through the eyes of others is one thing. In other words, a sort of a, tree falls in the forest and no one's there to hear it. In my view, it probably doesn't make much of a sound or not one that matters at least, so in the same way here, it's the qualities of a leader that show up and the perceptions of others and they have to result in some kind of impact happening. So that's what we talk about, engagement, inspiring people, aligning people and moving them to act. The act might be to get people to move on, embracing change initiative or just being more engaged or driving growth or cutting costs or any number of things, but that's how we define Executive Presence.

Suzie: How long has this Executive Presence Index, the EXPI been in play? How long have you all been using it? I was just introduced to it this year.

Scott: I think it's been about three years at this point, we've had that, we piloted it with about a 100 leaders to make sure it was measuring the things that we thought it would measure and then we started rolling it out and now we've had thousands of leaders go through it, and an important distinction is unlike say the Myers Briggs, which, you know, I could give to my 17 year old son if I want it to be EXPI, is really geared toward Senior leaders or people on the trajectory to get there. So either senior leaders or high-potential leaders. So when we've had thousands of people go through it, generally at larger firms, but have some smaller firms as well.

Suzie: Why care about Executive Presence Index? I hear it, "Oh he just didn't have the gravitas." And so that's what drew me to your tool and your research is OK, here's a way to quantify this thing we're looking for. But let's back up a minute and talk about why does this matter? So we want align and inspire the team. Do we know that Executive Presence gets us there?

Scott: So I think it does in the way that we've defined it. And I think we've perhaps elevated the definition of it, but that's kind of getting ahead of myself. What I would say is, as long as I've been at Bates, and probably before that, we've have many of our clients, again, often Fortune 500 companies or large companies in general, would come to us and I might say, "Hey, you know, we have Jill on our team. We think she's terrific. We think she could be a senior leader, but we're not sure if she has the Executive Presence she needs to be successful at that next

level." So we'd say, "OK, so what do you mean by that?" And they go, "Well I don't know Scott, but I know it when I see it." And as you could imagine for Jill on that example, that's pretty frustrating if we just say, "Go work on that Executive Presence," or if I say, "Go work on gravitas," "Well I don't know what I need to do about that." So we recognize, I'd say about half of our coaching clients were coming to us with this need to work on Executive Presence. And either nobody could tell us what it meant, or sometimes they would say, "Well yeah, Jeff needs to work on Executive Presence. He really needs to be communicating more of an enterprise-wide view or Jane needs to work on Executive Presence, it's really an issue of attire. But also how she's communicating to her direct reports." So it was a bit like whack-a-mole when we did get some kind of definition of it. It was, yeah, it would just pop up here. Well it's attire. Nope! It's really strategic thinking, no, but it's really about kind of opening up and sharing who you are as a leader. So we finally thought, well enough, we need to get down to business here and get some science around this. So I think some earlier definitions that people were throwing around Executive Presence, we also found kind of limiting. They would just say it was attire, gravitas and I dunno, maybe character. And we just thought there was an awful lot more to it. So we really looked. We chose to define Executive Presence as really a tool of influence. You know, what is it that leaders bring to the table that helps them influence each other and that's why we think it matters so much. The more Senior you get in an organization, as you know the leadership coach, you get promoted because you're an expert in finance or information technology or supply chain or marketing, but the more you rise in the ranks in the organization, the more of those technical skills are assumed and they would be considered necessary but no longer sufficient for your success. Which is really why you have to have more tools for your toolbox and other ways to think of it is you could argue that communication becomes the only tool that a Senior leader really has to work with, isn't it? But if we can't communicate and get work done through others, we really can't do much of anything. So I think that's why understanding all the tools of influence, and helping understand what is it within your character, within your substance, sort of the way you go about doing things and the how do you communicate with people into the way communication in order to get people aligned to get things done. Which is how we landed on that three dimensional model of character, substance, style.

Suzie: So let's go into that. This model in three dimensions that we're looking at are, let's talk about each one a little bit, character, substance and style. People think of style, often, when they think in that Executive Presence because it's like how does somebody look, how they come into the room and so I'm going to have you dive into each one of those. Styles is what you see, substance is talking about, maybe, I guess their leadership and how they lead.

Scott: And the content you bring, maybe.

Suzie: You know the content you bring. And then the character is going to be the fundamentals that you can't see necessarily, but people how they experience us, how much trust they have with you. You give the official, I was just skimming it and I've actually got it on my desk, laid out those little cards, so when we were at the certification Bates gave us these cards and it has each dimension, those three dimensions, style, substance and character, and then it has descriptors of what's being measured under each one of those dimensions. But for the moment it's, I'm just looking at the cards and kind of reorienting back to our certification process, but talk about each dimension and where you choose to start, maybe pick why you decide to talk about that dimension first.

Scott: You could make a case for starting with style or you can make this a case starting with character, but I think I'll start with character because that's probably the deepest layer, and you know, arguably the most important in some ways. So character would be the qualities we develop early in life, usually in our family of origin and they are the keys to really engaging others and leading them to trust us. And we can also think of character as being fundamental to what our temperament and disposition is. So this is the stuff, what I ask people to talk about, why their integrity score is so high or why humility is so high often people will say things like, "Well, this has just always been the way I've been." Or "Gee, this is something that was drummed into me at a young age, that you do the things you say you're going to do when you keep your commitments." Not to say that even though those things are developed early in life, not to say we can't have an impact on how people perceive those. So for example, if you said to me, "Suzie, you know, gosh God, I'm an introvert." What I would probably guess, and I may or may not be right, is that you would then rate pretty highly in a facet of character called restraint because introverts are a little bit more ready, aim, shot, rather than shoot and then if you miss then shoot again, just introverts really like to think and have a little more processing time. So an introvert, for example, would get a high rating on the quality of restraint more often than not, being kind of calm and deliberate and a lower rating in authenticity because they do hold back. We might be left wondering at times what are they really thinking or feeling, but in any event, these are qualities that were developed earlier on in life. And then we have to think about, well, what could we do now to maybe make them come across differently? So think character and think temperament and disposition, and think about qualities that are important to building trust. From there...

Suzie: I was just gonna say, jump in real quickly, so interesting is a reminder that we've got these dimensions and they've got what you all call, these facets or areas underneath that you just talked about. You're being graded on, you're getting feedback from people on how they perceive you. So it's their perception of your character. So what's so great about this tool is you may be intending to be authentic or in the example you just gave with the introvert, or maybe that's just not your strong suit and with this feedback, people perceive you as inauthentic, where that's not your intention at all. But with this feedback now you can build their level of trust with you by realizing, OK, I'm going to work in that specific area.

Scott: It is very nuanced or influenced, in that sense, the nice thing is it's not even saying, "Well, Suzie, go work on authenticity." I'd be able to say to a leader, "Well, with the each facet, there are also items within the facet." So really drill down...

Suzie: Pick specific areas that you can say, "OK, where did they score me low on authenticity?" Well, there's a specific behavior I can go address. Right?

Scott: That introvert, very frequently, we get very high ratings on an item about how sincere they are there, they're not fake or phony, but they might get much lower scores on the item. It's not difficult to recognize how he or she really feels about an issue. So that gets that more transparency. People say, "Oh, I have a low scoring on authenticity. People think I'm a fake." Well, no! In fact in that very item they gave you, or maybe, you're not, you don't really open up or you don't share your personal experience as much as we talked about with storytelling. Leaders like this, about this because it helps us really drill down and get into OK, don't worry about this part of it, this is another area, and it even more specifically, as you said, you're getting rated not just by yourself as you do with many assessments, but by your manager peers



and direct reports. So I might say, “Suzie, your manager loves you. Your direct reports love you, but hey, it's your peers that are rating it a little lower on this one.” So it might be interesting to dig into understanding what might be leading to that perception regardless of your intent.

Suzie: That's so awesome about this too. As you said, it's very nuanced and it's very particular to where you are right now. On top of that, you're always thinking about what's your business context? What are the goals that you're focusing on? What's next for you? So you choose from the feedback what's most important, you know, in the business context, and you get very specific feedback, which allows you to make very specific course corrections if you choose.

Scott: So just to kind of come back to the dimensions for a moment, if character is about early childhood development or early life development, substance is more about adult development if we're on that path to being a senior leader. And these are qualities that are key to building credibility in the eyes of others. When you think character, you think trust. When you think substance you think credibility. If you think about your own trajectory or my own trajectory as a leader, Suzie, you know at this point in your career you've had a lot of experiences. You've gotten to try out different things and some of them have worked out great, maybe some other ones didn't work out as well as you hoped. That happens to all of us as well, but you kind of develop over time. You start to recognize patterns. You start to learn from what worked in the past and you learn to adapt to new situations and all those kinds of qualities add up to substance over time. So what you would see as most leaders tend to get much higher ratings in that character mentioned than they do in substance because we're all, as we said earlier in the call, we're all works in progress. We're all still learning. So if a leader gets a lower score in some of those substance facets such as vision, practical wisdom and residents would be three examples, I would say to them, “You know, that's not unusual and there's probably some things we could do to address that.”

Suzie: So you said most leaders get, what would you say, higher score in character of the three dimensions?

Scott: Yeah. Character tends to be higher rated on average. There's exceptions, there's some leaders, all of their scores when substance are much higher than character, but on average you'd see things like integrity tends to get rated very high. Humility tends to get rated pretty high. Restraint can be a little tough for leaders in that character dimension. But when you look at substance that vision fast and in particular is the lowest rated of all 15. And I've actually just written a little article about why that is because that's an interesting one. There's a lot of reasons why vision is difficult, but there's a lot of things we can do to help leaders have their vision come across more, that combination of strategic thinking and inspiration.

Suzie: So character as a whole, that whole dimension gets rated higher, there's some areas within it that some leaders tend to struggle with. Substance is one that sometimes is not, if you're looking at trends, is not always rated the highest and one of the areas that people struggle, leaders, executives, is sometimes within the dimension of substances about vision, inspiring vision, is that what you're saying?

Scott: Of the 15 facets, there are 5 in each dimension, that would ranked number 15 in terms of the mean scores of thousands of assessment.

Suzie: Yeah, that's interesting.

Scott: Resonance is tough for leaders too, that ability to be not only fully present and attentive, which is hard for all of us in the era of the smartphones, pulling our attention away from the person at hand, but also resonance or how much are we attuned to what the other person is thinking and feeling and wondering versus defaulting to our own thoughts and our own ideas and so forth. So that's one that gets rated a bit lower in folks as well.

Suzie: Interesting. So under substance sometimes if they're rated lower resonance and vision can cause people to maybe not get as much credibility, that part of the credibility in your influencing because of those areas?

Scott: Yeah, so then if we look at style, so style you sometimes people get confused because they think style is purely the great duds that you're wearing. There's an element of that. We have at a facet called appearance were in part we look at are you wearing level appropriate attire and we do often recommend leaders work with an Executive Image Consultant, if there's opportunities to develop there, and we have somebody we work with here, but there's a lot more to the style dimension than appearance because think of style as how much do you use two ways communication to get people aligned to drive execution? So again, character we think of as synonymous with trust. We think of substance giving us insight into credibility and style is more about execution. How do we get people talking and how do we have dialogue with people so there's clarity about who's doing what to gets things done. There's a sense of who we need to get to the table and who we need to include in having a say in it that we have regular conversations with folks and that if there is conflict toward getting things done, that we can feel its constructive conflict that you and I can go back and forth and maybe agree on our outcomes and disagree on the means of getting there. But we can sort that out if we're good at the assertiveness facets within that style dimension.

Suzie: If you didn't use your words, if we just said words that everybody would know, execution, credibility and trust.

Scott: That's correct.

Suzie: Within the tool is measured in 15 different areas within those three novels.

Scott: It's rather simple shorthand. But if people find it helpful in getting their heads around it.

Suzie: It's a lot of names and trying to apply what the definition is in the Executive Presence Index and you know what our perception of it is?

Scott: So the fact that the matter is Suzie, is as you probably experienced when you went through it yourself, and as I did when I went through it myself, you know with all leaders who go through this, you're always gonna find some great news based on who you are or what you're trying to drive, something to feel really good about. Maybe it was that appearance, that you really show up looking ready for the game, or maybe it was your interactivity or you're, maybe you are high-end vision, which is nice because that's more unusual. But I think everybody who goes through it and find some things to feel good about and then some other things that maybe

give them pause, and we made clear this assessment is not about fixing leaders who are broken and there is a tendency of leaders to look at whatever small portion of the glass is not full, and so we have to kind of talk people off the ledge and we try to focus on strengths first and then try to not overwhelm people. I always say, if I tell you to go work on 15 qualities of Executive Presence, you might get back into bed and call it a day and curl up in the fetal position and just say, this sounds awfully hard. So we try to narrow down to maybe two, maybe three facets that we think are going to be most impactful for you to focus on based on your business imperatives, based on the things you're trying to drive.

Suzie: I have a tool that I use for general leadership, it's not nuanced and as powerful as the Executive Presence Index, but it works with people receiving 360 feedback and there's always the, what I call the "S.A.R.A Response," which is Shock, Anger, Resistance, and then somewhere there's some Acceptance and it's, you know, even if you have all high scores or all high low scores, everybody goes through that. You know, and there's all, like you said, there's always good news and there's always things you pause and think about, but it is that flow of cycling in and out of a little bit of shock, like I didn't really like reading that and then a little bit of anger, they don't know what they're talking about. And then resistance, well, I don't have to do any of that, I'm the leader. And at some point through facilitation and coaching and time, there's some acceptance of OK, really that's really something I want to focus on, 9 times out of 10, that's what happens, right? You've seen it more than me since you've been so immersed in it.

Scott: I remember you sharing that acronym, to is it normalizes the response that we're all human. Hey, you know, I went through all that "Sara Response" myself and I probably looked at 50 or 60 of these before I even went through it myself, so even going through it doesn't preclude you from going through those stages of kind of swimming in the data a little bit at first. I'll say to people, OK, you're going to feel this way, but then we want you to start thinking of it as a bit of an intellectual treasure hunt and we're going to give you some processes to follow, so you know, if you can get over that initial anger and say, instead of saying why did, who was it, who wrote this comment about me, who gave me, who gave me this one on resistant? So if you can get people to kind of work that through, and I often say, well you might want to pour a cup of coffee on the weekend or open a bottle of wine on a weekend night and just kind of be curious about it. And often that's what happens. Once people dig into it, they'll go, "I rated myself really high in inclusiveness, why is it that everybody else rated me a good bit lower?" And I could share a story of how a leader got to the bottom of that, if that's helpful at some point here too.

Suzie: Yeah, sure, why don't you do it now.

Scott: A leader a while ago at a company, probably all your listeners would know a big telecommunications company that does some work in entertainment as well. There was a woman there, I called her, I try to think of a name that makes sense, Paula, let's call her. So Paula was really upset because I think she gave herself about a 4.5 out of 5 on the facet of inclusiveness and everybody else gave her like a 3.8. So she was very upset about this and I won't use the exact language she used about it, but she said, "Gee, I thought I was good at this, but I guess I'm not very good at it. I'm really bad at it." And she used a worst word than that. I said, "Well, I wouldn't look at it that way at all, but it says to me is you have the spirit of inclusiveness and I would say it very well is a strength for you. Well, we have to try to work together to understand is what might be keeping the strength from showing up and the perceptions of others." So OK, we dug into it and I had her tell me about a time when maybe

she was being at risk of not being seen as inclusive and what we arrived at is she was very high in a facet we call confidence, which isn't just self confidence, but as you know from going through the program, it's really more do you have a strong sense of decisiveness and a bias to action. And she was very high in that and what it came down to was she wanted very badly to include people, but if they were slow and kind of dawdling and struggling to get to the quote unquote "right answer," she would then start leaving a bit of a trail of breadcrumbs to kind of show them where they should be getting them to speed up the process and inevitably her comments, at the end, that I reminded her, we are saying that she could be seen as manipulative, which sounded so negative to her, but then I said, well, what we're describing, do you think there's a chance that tactic of kind of telling people you want to, I want you guys to decide, but then if it doesn't happen within 15 minutes, you're starting to say, well, hey, it's bigger than a breadbox and hey, we're looking for a solution that, what about if we looked at this and people were starting to go, oh, wait a second, you know, you said you wanted my involvement and now you're pretending you don't want my involvement, you just want us to come to this thing. If you just decided, why did you bother even asking us that? Of course, then the next reaction is what all call all or nothing thinking, she's just like, "So what am I supposed to do, Scott? Just tell them, OK, you guys decide and I'll just keep my mouth shut while you guys do nothing or don't get it done in the next three weeks." So no, you don't do that at all, you find a happy medium, which is to say, "Hey, everybody really want to get your input on this, however, we also have a deadline where I need to get back to my boss by noon Friday," and say this is what we're going to do. So from now until Friday, you know, whether it's in a group session or come into my office, I am wide open to your ideas, or even in a meeting I said could take a half an hour or so, we're going to take a half an hour to define the problem and admire the problem, then we're going to take a half an hour to generate alternatives to the problem, and then we're going to take a half an hour to weigh those alternatives, and ultimately you guys are going to decide on one, but we're going to do all those things within 90 minutes. So you can satisfy your need for speed without getting too involved in it or feel like you're manipulating the results too much. So that was something that she felt that was within her, I wasn't asking her to forget about the fact that she has that need for speed, but she was creating more of a time bounded inclusiveness where she could include others, but let them know like, "Hey, you know, this is not going to go on ad infinitum here either."

Suzie: Do you know if she had success with it?

Scott: I haven't talked to her since then. I think so, I know she came away from it very excited and she came to a program with us, so she had a chance to work on it some more. I haven't, that was just a few months ago, I haven't had a chance to see how it went. But it is probably the most gratifying when I had a woman who was really struggling with restraint, that one we said is harder in the character dimension, and we talked a lot about what triggers her emotionally and how she reacts.

Suzie: And restraint, the a definition, let me just read it real quick, got the card in front of me; displaying a calm disposition characterized about reasonableness and by avoidance of emotional extremes or impulsiveness.

Scott: So she came to one of our Executive Presence Mastery programs, which you can take the assessment and come to a two-day program. We have them just for women or just for mixed audiences. So she came to a mixed audience one. And then we do a follow-up call six

weeks out and she said the nicest thing, this is a woman of Indian descent. And she said, "Scott, I think it must be providence or something that sent me to, to this program at this exact moment in my career because wouldn't you know, after you and I worked on these things on the phone and after I came to the program and worked on them, I got in a situation where I was bullied by someone in front of a large group while I was facilitating a discussion. And everything we just talked about and just kicked in, and I just handled it. Somebody was going off and belittling my comments and I didn't get angry, I didn't get emotional. I just started asking them questions, you know. "OK, so what leads you to say this?" All the things we talked about asking questions. We had talked about generating more light and less heat and you know, things you can do to buy time when you're feeling triggered to slow things down and hold back. And the upshot was she handled this guy so well that everybody came to her after the meeting saying, "Wow, I can't believe that guy was so mean to you and you just handled it with such class and distinction." HR got in touch with her to say they had heard this guy was way out of line and they were going to talk to them about it, but that she had been exemplary about it. We had talked about when you retain your restraint composure, you retain an upper hand, actually empowering. And uh, that's exactly what she was able to do.

So that's the nice thing about this too, is that you've probably taken assessments in your career, I know I have where you go, "Huh? So that's really kind of cool to figure out this is my preferred style or type," and "Gosh, I wonder if I'm ever going to use that for anything." And this is just the opposite where you say, "Well, you know, there's some interesting results and we've talked very explicitly about how these relate to me, what I'm going to do about it, why they matter, and what the next steps are going to be."

So I think that's one thing that even if leaders come into this a bit skeptical, Suzie, and I'm sure you've seen that as well, like "OK, what's the real business impact of this?" It almost can't help but be relevant. So our batting average is pretty high and a lot of leaders will say, "Yeah, I was wary coming into it, but boy, you know, I really liked this, it felt more personal because it got into things like character and it felt more specific and relevant and actionable." And the other thing is, remember that the difference between this and a lot of other really good assessments that have been around for a long time is that there's an advantage to the fact that this has not been around for a long time. There's a lot of more recent research that's come out since the year 2000 that we're able to build into the model, a lot of these things about authenticity and concern and integrity. There's more recent research that we were able to mind for that. So that's why people often will feel like it captures things that aren't in other assessments because the other assessments were built on research that wasn't around at the time that they were made.

Suzie: In a world about what people need from their leaders, they want to listen to you and be influenced by their leaders.

Scott: Yeah, absolutely. Uh, yeah. Things have changed. You think of how much more global we are, you know, a lot of stereotypically feminine qualities I would say are now getting recognized as more important, that leaders today need to be more collective leaders rather than heroic solo kind of leaders, so leaders who can be inclusive, connect people show that resonance, show that concern. Cause you're often leading global project teams that kind of form and disband and reform and so forth over time. We really need leaders who can pull people together, and fairly quickly and fairly much in the short-term versus long-term days.



Suzie: Yeah, and the character piece, the trust, is such an element of, talking about moving faster, you know when there's low trust, everything slows down.

Scott: Exactly, yeah. People tend to “poo poo” the character qualities to some degree. Well, of course we have integrity. That's a given, but as you say, you could think of integrity as a quality that speeds trust. Now here's some breaking news that you haven't even heard Suzie, even though you came to our program, because I only heard this in the last week or two, we've actually done research and now that we have so many leaders who've gone through the assessments and we looked at leaders who are in companies that are high growth, meaning at least a standard deviation above what you would expect given their industry and the economy, and we looked and compared them to leaders, at least the standard deviation below in growth, and we looked at their EXPI results to see are there any facets that really “pop” in terms of what would be qualities that would explain what leads to being in a high growth company or high growth leader versus low growth. And you know what the number one facet to explain what that was? Integrity. One of the so called soft facets, people tend to dismiss it as that. We found that integrity, to your point, and I think it'll make sense to you, is one of those qualities that we don't have all the answers as to why that is. But five of the six items, integrity was highly correlated with a high degree of physical significance to leaders working in high-growth companies. So all leaders who have integrity tend to have pretty high scores, but the ones at the highest growth companies tend to have really sky high scores.

Suzie: Wow. So here's the official definition: acting with fidelity to values and beliefs, living up to high standards of morality, veracity and promise.

Scott: When we say integrity, we often think of the first part. You said that kind of moral integrity, but there's also that behavioral integrity and that turns out to matter too. For these leaders is, do you do the things you say you're going to do? You could be a very honest person, but if you're forever promising things because you're so good hearted and good spirited, you love to promise things, but you don't follow through, maybe you cancel your one-on-ones or you just don't get things done, that tends to erode trust as well.

Suzie: Yeah, that's some great research. It makes a lot of sense. I'm always so aware of trust and because you can see it everywhere, as soon as you start looking at OK, where is their high trust from personal relationships, to professional relationships to client, to stores and businesses, you know. So if I trust you, the transaction is so quick and easy and fast and if there's low trust, everything's bogged down.

Scott: One consultant I respect a lot says he believed that a lack of trust is the only real objection. If you can't close a deal or you can't get somebody to do something. And we said to, you know, well, “Oh, there's plenty of other objections,” I said, “OK, what are some other ones?” We said, “Well, budget.” “Well companies always have a budget, it is whether or not they want to give it to you is another thing.” But that's not really an objection is you're, unless you're dealing with a substantial company of decent size, they have budgets. It's just a matter of do they trust you enough and believe the fact that you can deliver something to them that will help them, move the needle in a way that matters to them.

Suzie: When you talked about focusing on, and I wanted to go back to this because I talk about it a lot on different podcasts that I've done with clients, two things that is a focus of debriefing and your interaction with people who have completed this assessment is very much in alignment around focusing on strengths is the first one and making sure that we don't lose track of the strength and often that's because one, that's what got them where they are. Two, oftentimes we can have an over-strength or what I like to call a blind spot, we overdo that one and you kind of mentioned that when you talked about the introvert having maybe more restraint, so an over-strength that sometimes would cause her to be less than transparent. You know, you're a fan of focusing on strengths. You're going to look at the development opportunities, but just talk a bit about that.

Scott: My only caveat would be I'm a little weary of some assessments that want to exclusively focus on strengths and say, you know, you're just wonderful exactly the way you are, it's just a matter of finding the right context for you to shine and well, there's something to be said for that, but the other hand, I think we all have stuff we can work on. And one person who came to the program, as you did, said you know, you at least want to be sort of responsibly average in all these qualities at the minimum, for one thing. But you know, I see your point philosophically. Yeah, there is that human nature tendency to want to dive in and leaders have this in spades, right? Well let's fix the problems. Focus on solving the problem. We had a client who said, you know, his son got three A's and C+ on his report card. So he sat down and immediately said, "OK, well what's going on with the C+?" And then only later I realized, "Gosh, why didn't I start by saying, "Hey, you've got these three A's. That's great. Yeah, that's great. And what are you doing when the ones where you're getting A's that maybe we could translate over to the one that's getting a C+?" So that's a little more departmentality.

Suzie: The Gallup research talks about the 3:1 ratio, so if you get a balance, your three positives of course correction, it allows people to, because where your strength is, you might overdo that and that becomes your course correction. That's one thing. And two, it just keeps people functioning where they already are strong and they don't lose track of that.

Scott: When you talked about that S.A.R.A response, so often by the time we're on our second call with a leader, they're in a better place with that, but not always. So that's one thing it does. If they're still in that kind of anger and resistance phase, just the fact that I'm going to, yeah, I'm going to call it, talk the leader off the ledge a little bit to say, "OK, you know, I'm so worked up about this. OK, we'll talk about that down the road there, Tom." But first off, let's talk about your strengths and let's tether them to the things you need to drive." And when we agree that you need to show up as a trusted advisor and strategic partner and wow, look at all these strengths you have in the character dimension, these are going to really serve you well with that trust. And then that might remind them of the definitions, as you've been doing for us as we've gone along. My secret sauce a little bit is if there's a strength that I think is either a potential over-strength and or it's one I think we could maybe leverage, I might say to you, "So Suzie, tell me about the strength you have and concern, kind of just tell me how this shows up for you as a leader?" And often leaders and talking about that quality will give me some hints as to how it might be an over-strength or how we might be able to tap their natural strengths. Like an example, a person like yourself, an independent coach who went through this process, and one of my bits of feedback to her was, you know, you really need to be shown as more of a thought leader, like you're doing all these great things and thought leadership and your practice, Suzie, but she was not. And I said, you know, if I were you, I'd have a blog or webinars or something and she goes,

“Oh yeah, a blog. I've been meaning to do that for a while.” And I said, “Yeah, you've been meaning to do it, but you're so high in concern and resonance that you're worried about everybody else except yourself. You know you're overstrained because certain residents. But then I said earlier, I asked you to talk about integrity. I said, “How does integrity show up for you?” You said, “Oh, well if I tell you I'm gonna do something, Scott, by gosh, I'm going to do that. I'm going to honor that commitment. That's like a core of who I am. How about this Ursula, I'll call her that, how about this Ursula?” If you promise your client base and your all your email list that you're going to have a blog on your website on August 1st, she kind of went, “Ha, then I would really have to do it,” and I was like “Yeah, exactly!” So I don't often tell people that's what I'm doing at that point, but the idea is I wanted to make that thing that she should do, make something feel like it's within her to do that, A, and B, that it's almost would be internally inconsistent with who you are and how you see yourself if you don't do that. You know, all of our development goes for all of us, they kind of feel like Mount Everest. And what I want to make them feel is like a staircase or a or a little hill to climb, so by focusing on how we can look at our development themes, which naturally, you know, maybe for you, the one that seems really hard to you is easy for me and vice versa, but we have to do is how can we change? Like what that introvert example we'll go back to, so what can we do to, if I really don't like being in the limelight and I don't like talking about myself, what can I do to make that more palatable for myself and make it feel like something that makes a lot of sense for me to do. People say, “Oh, that's another, that all or nothing thinking.” People will say, “Oh Scott, what you're saying is I have to spill my guts and share my most painful childhood memory. Like a, no, I didn't say that.” No, I mean if you want to at your own par ell, I guess you could. But you know, the one woman I said that to, I said, “You know, you told me about how much you learned about your strength and humility from earlier in your career and how powerful that was.” And I said, “Do you ever tell stories about that?” And she said, “Uh, no I don't.” And I said, “Would that be uncomfortable?” She said, “No.” And I said, “Well, what about sharing some dumb ideas, you had that job or mistakes you made. I mean that's consistent with your high humility.” She was like “Oh yeah. I've got plenty of those. I'd be happy to talk about that.” So I said, “Well, there you go!” Because she was thinking she had to open up or she's like, “Oh yeah, people I work with, they want to talk about trips to the hairdresser and I hate that stuff, but maybe I should suck it up and start doing that,” and I said, “I wouldn't. I think it is kind of stupid. I think it's harmless, but it's not really giving any great insight into you, so don't talk about that stuff that's uncomfortable for you. Let's try and make sure you see that it's within you to share something of yourself, but you can be selective about it and take your time and plan it out in advance.”

Suzie: And what that comes back to again is this interest in strengths, so you're leveraging strengths, things that you're naturally good at once and you can claim it and then you can use that to build in an area that's going to help you build others perceptions of you as a leader.

Scott: Absolutely. That's one way we tackle that vision one, which I told you it's so hard for people and a common complaint you get, “I'm just not visionary, so I'm not a great idea person, I just can't do it.” And they'll say, “Well, you know, you're really high in inclusiveness, really high in residence and humility. You're great at reaching out to other people, any reason you couldn't go on a 30 day vision listening tour and kind of see what everybody else thinks, what would be exciting to them, what would be inspiring to them?” Then you kind of synthesize it and play it back to people and you can give credit where it's due because I know you're the kind of person who would want to do that and people will say, “Yeah, I think I can do that.” So it's also getting people, you kind of reframing, reframing the problem because that's the only thing he was

visually, you know, “Oh, well that's not really my job, Scott. I'm a director of marketing. I'm not the CEO, you know.” “Like, well yeah, look at the items vision. You still have to take daunting goals and make them seem realistic, exciting, attainable, right?” So people will confuse the big picture course of the whole ocean liner of the company with what they need to do to get people jazzed about things they need to do. So that's part of it. So it's reframing the problem and also reframing using your strengths and reframing how you think of the solutions as well. So that's what makes it so exciting is to be able to move the needle for leaders on that really within an hour, often on the first call

Suzie: Right, because it is so detailed, my report was so detailed and it was so helpful and you know, being a recipient or receiver of this is so good. You should always experience the tools that you're using and do it on a regular basis so you can remember how it feels and you know, stay in touch with the sensitivity of it and the importance of it and what works and what doesn't work for people and being present and all of that. But one of the things that I often talk about is, you know, let's not do 50 things, let's do one or two things right now. And you mentioned that earlier and it really helped me when I was going through this and I was so pleased. Again, such so much alignment with you and Bates around how you do your work and this process is the one or two items because leader strategist, mix it up and take everything on and then nothing happens.

Scott: And a colleague of mine, Elizabeth Freedman, she on the side has been a lot of personal training for people. She used to be like a gym rat and helps people out. The way he put it to me is, you know, no one's excited to go lose 20 pounds. Right. That just sounds overwhelming. Yeah. You know, and especially as you get older, it just seems like that's never going to happen. Well, that's making the Mount Everest goal, so you have to make micro-goals. So she might say to a client, “OK, we're going to get excited about trying to lose one pound or we're going to try to get excited about going grocery shopping and buying a lot of vegetables instead of a lot of stuff we've been buying instead. So can you just change some little things?” I follow through on her advice. A year ago I thought I want to get in better shape and you know, my wife and I were like, you know, in our fifties, and we start to feel like it's hard to lose weight. And I said, “Well, OK, let's set a goal to not gain any weight. You know, let's start with, so what are we going to do to make sure we don't gain weight?” Well, we joined a gym and we agreed we'd go a certain number of days per week for a certain number of minutes per day. And I said, “OK, I love my wine and my beer, but I can eliminate a few nights a week of doing that.” And just those things alone, sometimes I'd be up, no gain, no loss, although it would be a pound. Other times it would be a couple of pounds and you go six months out, I'd lost 15 pounds, so it was pretty good.

Suzie: That's my thing. I always say one percent a day and in 70 days, you're twice improved.

Scott: Yeah, I love that quote of yours.

Suzie: Yeah, I stole that from somebody else, so I don't get to put my name on it but I say it all the time and I don't know where I got it. So I'm kind of a hard charger myself, on myself and on the business, but I'm also very tied to being in the flow and in alignment and happy, which sounds soft, but I don't care about that, you know, the happy with my life, happy with my work,

happy with my clients and so, you know, that is in conflict. But that whole concept of reminding myself one percent a day and in 70 days your twice improved is so soothing, calming element.

Scott: My thing is like, you know, as you mentioned, I'm going to England tomorrow and I did a big 17 day tour of Europe delivering a lot of programs solo and my mantra there was if you could walk in feeling physically and mentally great, everything else was going to fall into place because it's all constant. I know it's all stuff I enjoy. Like what do you need to do in terms of self-care sometimes. So in terms of your happiness, if you're not happy, you should think of that as a barometer and say, you know, I gotta do something about this, you know, or short term you might have a tough day, you might have an unhappy day. But if that's the trend you need to say, what variables do I need to kind of manipulate here a bit so I can bring my best self to work. Because that's the other thing I like to say, and I think this is my own quote, or maybe I stole it from somewhere, but "You're only as good as your last night of sleep." So the goals that can often seem pretty reasonable if you've had a bad night of sleep or if you're stressed or are really taking on too much, all of a sudden you take a perfectly nice hurdle and you turn it into like the Great Wall to climb.

Suzie: To me that all ties to Executive Presence, it's not specifically measured here, but it shows up in each of these dimensions with the Executive Presence. If you want to influence people, you take where you are everywhere you go and so who you are radiates out and who you are isn't what you say, it's how you be. And, and you know, maybe it's, you know, I'm sure, I know it's measured in composure, I'm just looking at some of these attributes.

Scott: Well, I can tell you here in this last week, Suzie, I was down in Florida doing a two day program with, I think it was 11 leaders who have taken the assessment. So we do a time and energy management module, which is something you didn't get a chance to see at certification, but we do it with business leaders a lot. So one thing I do is I have a big laminated model up in the wall and I give everybody a post-it note and they write their name on it and I say, "OK, look at these 15 facets. When you're not at your best in terms of managing your time and energy, which one of the facets do you think suffers the most?" So then we all slapped our post-it notes up there and you wouldn't be surprised to hear, we probably had representation of about 8 or 10 of the facets are at least 7 or 8 out of the 15. So you know, some wouldn't surprise you, restraint, composure, you know, you're going a little, a more tightly wound, more likely to show frustration. But for me, I put interactivity, now interactivity for me as a strength, but for some people you have a strength that evaporates under pressure. So for me, I really like in my office to go around and talk to people and have great back and forth. But if I'm under the gun I tend to pull up my office and people come in, I'm like, "I really don't want to talk to you right now." Somebody else, they might pick appearance, you know, that I'm usually prepared and I, and I'm kind of look the part, but I start looking frazzled when I'm not together. Or vision, you know, when I'm usually pretty good at vision or I'm not so good at vision, it gets even worse, it really goes out the window when I'm not managing my time and energy. So, all the stuff in this model is at risk when we're not taking care of ourselves. So it's certainly not just soft, feel-good kind of stuff. It's stuff that really can make all the difference in helping and hindering us as we look to having influence in others,

Suzie: And so for leaders it ties into taking care of yourself, but also as you go into this assessment or survey or index and you get your results, picking the one or two areas will help you, um, you know, not gain weight, to tie it to what you shared. Be Quicker.

Scott: You know, one-way to think of it is, is they're all tethered or a lot of them are tethered together. So you heard us talk about this and certifications. So let's say we decided, if I just said to you, I want you to work on restraint, we'll stick with that one. Let's say that's something you say I want to get better at. I might say to you, "Well Suzie, the nice thing, if you could work on restraints, so just work on being more deliberate and slowing down. Well guess what? You're going to create more time for your resonance to be attuned to others. You're going to slow down enough so you won't have that over strength and confidence so much. You'll inevitably be creating more room to be inclusive of others, for example. And that might create more for humility if you're slowing down." So that's the other thing is if we focus on making one boat in the harbor rise higher, we're probably going to make at least two or three others rise along with it, which is another reason why we want to just focus on one or two.

Suzie: Because they all interact, there's a couple that when I was debriefing from our training session and kind of getting all my thoughts together around the knowledge around this, there are a couple that they probably all interact, but there are a couple that were most related to the other facets and what I counted and you can tell me if it's correct or not, the interactivity facet was related to nine other areas. So having interpersonal style and exchange of information with people seem to impact a lot of the other dimensions or facets.

Scott: There's a few I like, because if a leader's interactivity, is like, if a leader's interactivity is lower or one of the lowest, I might start with that one, because if you think about it, if you don't have interactivity, which again is that two way back and forth, quantity and quality of two way communication. So if you don't have a lot of that, it's going to be hard for me to notice your practical wisdom, isn't it? Or even if you're very authentic, if I'm not in touch with you on a regular basis, I might not really appreciate that, or you're not giving me as many opportunities for you to show that residence or to show that inclusiveness. So that's can be a good starting point sometimes. If we have a gap in our quantity and quality of two-way communication, we're going to impede a lot of the other ones. On the other hand, if we can improve that, for just like reps as you say in weightlifting, you know, you get more reps, get more opportunities in front of people and they're going to see more of these other qualities come across. But that's a really good one, one that's correlated with others, but there's several that work that way.

Suzie: It is a fascinating tool and I'm so excited to share it with folks, and I appreciate your training of me and your willingness to be on this call today to talk about it. You're obviously an expert and passionate about the subject, so you're a great guest. So as we kind of work towards a close here, but I'm going to ask you a "Scott question," but it's related to Executive Presence, and it's if you could put one billboard anywhere, put anything on it related to Executive Presence, what would it be? Where would it be? What would it say?

Scott: That's a good one. I might say that never forget that Executive Presence is in the eye of the beholder, and I think I might put that in the kitchen of every corporate Fortune 500, every large firms to just remember that. In other words, your Executive Presence, it doesn't happen in a vacuum. It's really how other people perceive you or another one you could say is every time you interact with someone, you're making a deposit or withdraw into your Executive Presence bank account, as a way to think of it. So we all have these opportunities, every time we have an interaction with each other, people are going to be proceeding us. If I interact with you, Suzie, I'm not going to be saying, "OK, well how's Suzie's Executive Presence today?" But on some unconscious or subconscious level, we're always appraising each other, we're always drawing

away inferences and we want to build that bank account and recognize that if we're always focusing on what we can do to come across well in the eyes of others, that's going to help us get more out of ourselves and get more out of them as well. I gave you maybe two for the price of one, but I think that's the main thing and that's why I think the multi-rater aspects so important. You know, it doesn't matter how smart you are or how authentic you think you are, if other people aren't experiencing you that way, and that's often the most powerful thing. People get very hung up on, "Gee, I had a 3.95 and I wish I had a 4.3, a lot more interesting to me is, is there alignment between how you see yourself and how other people see you? Because if there is, then that's going to be powerful, if there's a big gap including a gap, we often see happy blind spots, where maybe you're rated yourself really low in vision, whereas everybody else is like, "Wow, you are so inspiring." Well maybe we can liberate you from that anxiety and say, "Hey, focus on something else where you could move the needle a bit more." So I think understanding that how we see ourselves as is often at odds and more often than not there will be some gaps between how you see yourself and how others see you. So if you're going to change that, you can't change that without building awareness first. So that's why I say remember, "It's in the eye of the beholder." Your intentions don't matter if they aren't coming across in the perceptions of others.

Suzie: Huge self-awareness project and then from there it gives you the tools to self-manage.

Scott: Exactly, exactly. That's where it starts. It's not about where it ends and it's a work in progress rooms, Rome is not built in a day. So you know, we get a lot out of that hour, but ideally we follow up with a program or coaching and continue because over, as you know, if you really want meaningful, lasting change to happen, that's one of my big frustrations, I would say, I guess the last fleet of people with maybe, this would be a third billboard you could put up, is remember it's not a, it's not a quick fix. Companies will call us up and saying, "Oh, we hear you have this wonderful stuff on Executive Presence. Can you help us?" We say "Sure." And they say, "Yeah, could you come in and do a one hour lunch and learn with our leadership team?" Say, well, "I guess we could, but I'm not sure what the point would be of that." I mean, I guess we could teach you a little bit about what it actually is. You're not going to come out of that feeling like, "OK, now I get it. I know what I need to do." Yeah, so it's a, it's an investment of time and energy. You need to find out. You need to go through a process. You need to have some science to it. Just reading a little bit about it. It's like kind of giving a menu to a starving man. It's not going to ultimately do something.

Suzie: It's a process and an experience and no one percent a day and all of that we talked about.

Scott: And ideally working with someone like yourself as well, you know, working with a coach over time who can keep your eyes on the prize and, and make sure we're looking at new opportunities all the time to say, "OK, you know, you're unhappy with your practical wisdom score? Here we go. Here's the chance, your boss is pushing this assignment down to you, you're unhappy with your boss pushing it to you. Maybe you should embrace it. Maybe this is a chance to show that you could deliver some real insight."

Suzie: Two final questions. Talk to your 25 year old or 30 year old self and what would you tell little Scott or young Scott, who was a young adult at that point, what would you tell young Scott about Executive Presence in leadership? What would you want him to know?

Scott: This is interesting, I'll tell you the story about my son who is 17, close enough that it will read. I wrote a blog about this. His name is Tim and he's quite introverted and very self-critical. Last year he said, "You know, Dad, I just feel like I'm not good at anything. He's good at running. He's a cross-country runner, a distance-runner, so don't feel like I really have anything that valuable." And so I pulled out the model for him and said, "You know what, let me walk you through this character dimension, and I described the five qualities and characters which are authenticity, integrity, concern, restraint, and humility, and I described them to them and I said, "What do you think of those?" He's like, "Wow. I feel like all those things describe me, you know, I'm somebody who's genuine. Um, I try to do the right thing. I care about people, you know, I'm definitely pretty careful in what I say and do and I'm pretty humble." And I was like, "Yeah, so you have to realize there's power in what you know, but there's also a lot of power in who you are, and never forget that because who you are is one of the most important ways to influence others and make things happen." He said, "Wow, I'm going to go upstairs and write that down in my diary because that's really exciting." So I guess that's what I would say to my younger. We tend to be like, yeah, yeah, I'm a nice guy. Yeah. Yeah. I, you know, I keep my promises, that stuff really does matter. So I think probably remind myself that for better or worse for all of us, that that character is more defining and what we know is a movable feast, right? Well, how much we know and the experience we can change that. Who you are, the flip side of that, who you are as a harder thing to change, but if you've got that, you've got what I call the hard earned aspects of Executive Presence, so I think I'd want to reassure my young self that you know what, things are gonna, work out fine. You may feel like you don't know a heck of a lot and I really didn't know a heck of a lot at 25, if you bring that character to the table and you keep trying to learn to appreciate the fact that this other stuff's going to happen for you, it's gonna work out well in the long run.

Suzie: Last question. So much advice or wisdom. So feel free to repeat anything you said, but what's your last bit of advice or wisdom that you'd like every leader listening to this to take away and to remember about Executive Presence?

Scott: Don't forget there's a lot of great reasons that have made you as successful as you are to date, and you should by all means get clarity on what they are and basket in them a little bit. And by the same token, the other side of the coin is there's gonna be other tools. If you think of the Executive Presence as a 15 tool toolbox, I can promise you there's a few tools in that toolbox that could be stronger for you, and as successful as you've been and how much you liked and trusted and you've gotten this far in your career, the more you want to rise up in the organization, the more it becomes a matter of incremental improvement. So even improving a little bit in some of these areas that maybe aren't natural strengths for you, could make the difference between you being a Vice President and a Senior Vice President or Executive Vice President and somebody in the C-Suite. So never lose sight of the fact that we're all a work in progress, we all have strengths we can build on. We all have things we could get better at. And if you could be a little courageous to be willing to find out what people really, really think about what you're doing well and what you could be doing better, to me, you're on the track to being all the leader you could be.



Suzie: The big part, is the next level, but it also is the legacy that they leave. I think of a chairman who is very successful, but his legacy changed when he decided to leave a legacy, you know, and started focusing there and the things that we're measuring are things that do that.

Scott: Yeah, so another metaphor I use like that is, you know I think probably everybody listening knows the movie "Back to the Future," so I sometimes will say the leaders, you know, if we could jump in that DeLorean time machine and go a year out or two years out or whatever time horizon you want to look at, if we think about legacy at all, what would we want to have looked different about you? What would you like to be able to envision about yourself? Is it that you want to be seen as a little more in touch with what others care about? Do you want to be that much more engaging and inspiring or that someone who just feels that much more confident and comfortable on a big stage? Is it that 1:1 meetings where you want to feel like you can talk about tough things and not have it destroy the relationship? Whatever it is, think about where you want to be and then as we've talked about, work backwards, what's something you can do is the next week or two, whether on your own or with the help of a mentor at work or an accountability partner who's a colleague or a friend or a coach, someone like yourself.

Suzie: Well, this has been awesome. You shared so many pearls of wisdom and I can't wait to share it with folks and I just appreciate you taking the time. And thank you for all the training and the writing that you do and just thanks for being a part of the Wake Up Eager Workforce podcast.

Scott: Well, it is a pleasure Suzie. I really am a big fan of yours and I think it's great how you're crewing all this experience and knowledge and then you go out and share it with your audiences. So we're just kind of pass it along and that's a really good feeling. So I, I'm really pleased to hear that you'll be sharing with people and I'm a big Suzie Price fan and really looking forward to hearing more about you and how you continue to grow in your practice and how you continue to do such great things for all the leaders that you support.

Suzie: Awesome. And the good goes round and round.

Scott: Absolutely, that's how we like it.

Suzie: OK, thank you!

Suzie: I hope you enjoy the interview, I liked his closing billboard and it's a great summary for, I like so much what he shared, a story, uh, about encouraging his son. And that's a beautiful story. But here's a couple of closing comments around what he said on his billboard is, "Never forget that Executive Presence is in the eyes of the beholder." So the idea there is just remembering that we could have good intentions, but if that's not how it's being received, we need to be open to feedback. Whether you do something like the Executive Presence Index Tool or whether you just listen and ask people, have how is it going meetings, and create an environment where people will really tell you what they really think. Because as Scott said so well, every time you interact with someone, you're making a deposit or withdrawal into your Executive Presence, bank account with them and his words, these are his words, and I'm echoing them, "Your intentions don't matter if they're not coming across to the perception of



others.” So when influencing is your job, so the higher you go up in an organization, that's why Executive Presence matters. When influencing is your job, how you show up, your character, your substance, your style, how you execute your credibility and your trust, are other ways to say those three dimensions. Everything you do, your behaviors are magnified tenfold. So the power of a tool like this is to get insights into other's perceptions. You know what your intentions are, but are they coming across? And the big takeaway and “Ah ha,” excitement for me about having this tool is that presence and influence can be measured. It matters to measure it, especially the higher up you go so that you know what's getting in the way of making the difference in the business and in how you influence others.

Suzie: So again, to recap a couple more things. The three areas, the three dimensions that we measure are character, substance and style. And you could say it another way, the style part is execution, the substances is your credibility and your character is your trust, the dimensions within there. I've got a handout PDF that lists the definitions of the different facets that we talked about, so that is available in the show notes. If you go to pricelessprofessional.com/executivepresence, you will see the show notes or if you're listening to this podcast on your iPhone, you can tap the app and the show notes should show up right there. And so you'll see definitions of these and you'll see an actual PDF that you can open up that will give you an explanation of those areas and list them out and I'm also going to provide in the show notes, you'll see their definition of vision and resonance and an article about over strengths. I call them blind spots. They call them an over strength. Same thing is using your strengths so much that it becomes a blind spot or something that causes you to stub your toe. So all of that will be in the show notes at pricelessprofessional.com/executivepresence.

Suzie: I want to remind you that for you, the listener of the Wake Up Eager Workforce, podcasts that Audible has a free audio book download with a free 30-day trial to give you an opportunity to check out their service. And so I recommend Suzanne Bates, the owner and founder of Bates Communications, and the people who certified me and the Executive Presence has a great book called “All the Leader You Can Be: The Science of Achieving Extraordinary Executive Presence, All the Leader You Can Be: The Science of Achieving Extraordinary Executive Presence” by Suzanne Baits. That is on audible.com, so you can download that by going to audibletrial.com/wakeupeagerworkforce, audibletrial.com/wakeupeagerworkforce, so you can listen to her book and you can learn more about Executive Presence and get more information about what we talked about, these three dimensions and these 15 facets of these areas. And then you can also reach out to me if you would like more information about the Executive Presence Index Tool. And I have some information on my website if you want to look that up. Now that my website's better organized, you could probably easily find it if you go to the coaching tab, but you can also find it here at pricelessprofessional.com/coachingpresence, so coaching presence, P-R-E-S-E-N-C-E, coaching presence. If you type that in, you'll go straight to some information about this tool. Happy to have had Scott on the podcast today, happy to have you tuning in. If you have thoughts, comments, or suggestions, send me a note, Suzie@pricelessprofessional.com, on our website we have a pricelessprofessional.com/suzie, S-U-Z-I-E. You can send me notes, comments, or suggestions. I look forward to our next episode. I'm going to do some more on Executive Presence, so episode number 39 will be coming up in a few weeks and you'll get some more information about this idea of influence and your behaviors and making sure that how you're being perceived as what you intend, is being perceived the way that's going to make a difference and work for your benefit and for the



company's benefit. So look forward to the next time we connect. Until then, continue to focus on waking up eager, to talk to you soon.

Outro: This episode of the Wake-Up Eager Work Force Podcast was brought to you by Priceless Professional Development. Thank you for tuning in. If you enjoyed today's show, head over to pricelessprofessional.com to gain access to more professional development resources.