



Wake Up Eager Workforce Podcast, Episode 41
A Series About Executive Presence: Leaders Derailed – Why it Happens and What to do
About it -- Produced By Suzie Price

Building Self Confidence and Executive Presence – Transcript
www.pricelessprofessional.com/derailed

Suzie: If you are a leader and you're too high in confidence and too low in humility you can be perceived as arrogant. If you are a leader and you're too high in humility and too low in confidence you can come across as wishy-washy.

“As a leader, you want to strive to be high in both confidence and humility.” That is a quote of the Director of Research and Assessment for Bates Communications, Michael Seitchik. He has a doctorate in organizational development and is an expert in executive coaching and executive presence. He is who I interview today.

We are going to talk about some of the research and statistics that they have from Bates Communication around executive leadership and some of these facts will surprise you. About what it costs a company when a leader struggles and fails, it's very costly. And you may be surprised on what that cost is. You might be surprised about how many leaders are not engaged, even very successful leaders. There may be more disengagement at the top than you think.

And we are going to talk a little bit about the imposter syndrome. I don't know if you know what that is, but we are going to talk about it. And you are going to hear a statistic that might surprise you – it did me about the number of leaders who can suffer from the imposter syndrome throughout their career, at different points in their career.

Michael Seitchik is going to share three root causes why leaders get derailed or off-track. We are going to talk about the executive presence index survey tool. And we are going to talk about areas within that tool that leaders can focus on. It's feedback that they can get around executive presence, things they can do, or better understand how to get unstuck and get back on track. We are going to talk about some research that Michael has around leaders who are known for leading innovative teams and do very well.

We discuss valuable, and I think very practical tips and ideas to help leaders demonstrate confidence and humility. And it explains what true confidence in a leader looks like and acts like.

This is a great interview, it's episode #41, I can't wait to share it with you. Let's get started.

Hey, there welcome my name is Suzie Price of Priceless Professional Development, where we help senior leaders build and sustain an energetic, committed and drama-free workforce. I am the owner of Priceless Professional Development. We have been in business now for fourteen years. I am a professional facilitator consultant and author.

And some of the things we do here at Priceless Professional Development is selection assessment. I am an expert in a tool called TriMetrix, and we use those results from the



TriMetrix assessment in selection throughout the lifetime of employees from onboarding to development, and team building. And I have recently added the executive presence index tool for senior leaders or for any leader who is getting for stepping into a bigger stage. Where influencing others becomes a bigger part of their job responsibility and a need for success and building skills in that area.

I am excited episode #41, this episode today, because it is the last of a four-part series for now on executive presence. The title of today's topic is *Leaders Derailed – Why it Happens and What to do About it*. And as I mentioned in the start I am interviewing executive presence expert Michael Seitchik.

The show notes for today's episode can be found at pricelessprofessionals.com/derailed.

So, I've talked about this in other episodes, but I will quickly up-to-date. I became certified in the executive presence survey tool last summer. Where I went to Boston and studied with Bates Communication, prior to the training class and certification program, I completed the executive presence survey myself. Michael Seitchik, the person we are talking to today was my coach. And what I found from him was he is a good listener. He was very practical. He was able to tie all of the thoughts together and points together for me on my survey tool and has helped teach us how to do that. And you will see a demonstration of that during some of our discussions today.

So, I want to refresh your memory on the definition of executive presence. It's the qualities of a leader as seen through the eyes of others that engages, inspires, aligns and moves people to action. So, it's about what we are measuring in the executive presence index, the skills or the qualities that will allow you to influence others, so they are inspired and aligned with you in the business initiatives and causes people to move forward. It is seen through their eyes. So, it's not always your intentions, but what are people seeing and how are they reacting to how you are leading. And there are three main areas that we cover: character, as how people experience you and trust you; substance, how you lead, your credibility; and style, what people see and how you command the room. So, it's character, substance and style. So, those are the three main dimensions.

There are other episodes available, as I mentioned this is a four-part series, and you can find the directory and the other episodes at wakeupeagerworkforce.com, where you can also at wakeupeagerworkforce.com subscribe to our podcasts. Download our iPhone app. And I would love for you to leave a review. If this episode helps you, or any of the episodes that we have had have helped you, if you wouldn't mind taking time to leave a review, that would help others find us. So, I appreciate that.

So, I am going to give you a little bit of an overview of Michael's background, and then we will get right into the interview.

So, as I mentioned he is the Director of Research and Assessment for Bates Communication. He is a certified Bates executive presence index feedback provider and he offers coaching and assessment interpretation to senior leaders and executives. He has worked for 30 years with senior executives and this is really true, you will experience this in the interview, but he believes that coaching provides leaders with one critical thing, highly successful and powerful executives



rarely get – the truth about the impact about their behavior on others. So, he does this in a very smart way, he is really good about telling the truth, and he talks a little bit about that in our interview today. Where he was a full-time entrusted advisor to the CEO of a major hospital, and that has I think appears to have formed a lot of how he coaches. He has wonderful experience. He has coached over 900 senior executives from companies like Johnson & Johnson, Lock Key Martin, Verizon, there's a long list of large companies where he has coached senior executives. Prior to joining Bates, he operated a successful consulting firm and he also worked as a managing director of another consulting firm RHR International. He has created workshops and unique approaches to executive development that have been featured in the *Wall Street Journal* and *New York Times* and *USA Today*, many others and he has a degree from Trinity College, Bachelor of Arts Degree and a Doctorate in Adult Education Group Dynamics and Organizational Development from Temple University. Highly qualified, very nice man, very wise and lots of good insight to share with you.

So, let's get to the interview.

Voice Over: Welcome to the Wake Up Workforce Eager 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: Welcome Michael, so glad to have you here today.

Michael: Well, thanks for having me.

Suzie: I am excited about our topic, Leaders Derailed and first though, before we get into you sharing all of your expertise and knowledge and insight; what I want to do is ask some kind of fun questions, so we can get to know you in that way.

And the first question I am going to ask you is tell us about your favorite guilty-pleasure TV show.

Michael: Okay. I don't have too many of those guilty-pleasures, but one is I really like *The Voice*. I don't watch other competition shows, but I like this one because 1) the music, especially doing the face-off rounds, it has a lot of high energy and I really enjoy that. I also like it because I find the judges are trying to bring out the best in people. They are like coaches, so they are pretty positive, even the judges that are competing with each other kind of help each other's contestants, so it's really about bringing out the potential in people and, finding their voice. For that reason, I really enjoy it. My wife thinks I am crazy, but I really enjoy *The Voice*.

Suzie: I like that. And I used to be a big fan of *American Idol*, which I hear is coming back. But one it keeps me up-to-date on music, because I kind of get out-of-date on what is happening. You know, so I like that part. Kind of like what you said, you like the music, and the other is yes, seeing people reach their potential, and become more of who they already are is pretty invigorating.

Michael: Right.



Suzie: Awesome. Okay, so tell us a little bit about your favorite possession.

Michael: Well, I had to think about this one, because I have a number. But one of them is I have a number of old bottles a former student collected for me. A long time ago, I taught at a school for minimally brain-damaged and emotional disturbed children. And he liked to rummage through old trash dumps. Every once in awhile he would bring me a beautiful antique bottle that he would find at the bottom on a dump. And he gave it to me as a gift, as a way to say thank you for all of the emotional support I gave him. So, it really is meaningful to me because kind of the thrill I get out of coaching people or consulting organizations going through change, is seeing that people change in behavior. And his behavior changed, and he was thankful, he would give me these gifts. So, they are meaningful to me. You know when I see them I smile, because you know I think of him and all of the work we did together.

Suzie: It is such a beautiful humble gift too.

Michael: Right.

Suzie: Very poignant.

Michael: Yeah. So, actually I am looking at them now. They are in my office.

Suzie: Ah, that's neat. How many years ago was this?

Michael: I am pretty old, that was in 1969.

Suzie: Wow. So, they've stayed with you all of these years that is a favorite possession.

Michael: Yeah. Right. Through all the moving and everything.

Suzie: Has a lot of meaning. Reminds you why you do what you do.

Michael: Exactly.

Suzie: And where it all started, I bet.

Michael: Right.

Suzie: Awesome. I appreciate you sharing that. Now, we are going go into talking about our title today, or topic in our title today. About leaders and derailment and how people can be the best that they are and become more of who they are and not let things that speed bumps or roadblocks take them down the path that doesn't let them be the best of who they are.

Your organization, Bates Communication has done some research that you shared with me. And I will mention it here. That derailment, executives who are failing in some way or another can cost an organization more than twenty times more than an executive's salary in some cases amounting to millions of dollars. So, that's an amazing number. I had heard eight times, but that's probably not always at the C-Suite or the top executive suite. So, 20 times an



executive's salary, and I hadn't heard this number before either; only 34 percent of managers and executives are engaged. I think that's interesting.

We hear that about cultures. You know we hear that about just about engagement in general. But I didn't always apply to that to managers and executives. Did that surprise you, the 34 percent?

Michael: Unfortunately, not entirely, for a number of reasons. I think one is people are not necessarily happy in their jobs and maybe because of the economy. They feel a little stuck. I am old enough to remember that you would change jobs to move up, and the rule of thumb when I was younger was you didn't change jobs or change companies unless you were going to get a 25 percent bump in salary. And when you tell many of them that today, they just can't believe it. I mean it's like...so it was a different time.

But the other thing is I think that many executives, even very successful ones, because we tend to coach highly successful executives; they are not great at engaging other people and getting them involved. And part of that is because they probably got promoted because they were can-do, action-bias people who got things done. And when you get to a more senior level, I mean this is almost a cliché, you have to start getting work done through other people. You can't do it all yourself. And for some people that is a hard transition to make because they have been so successful at getting it done themselves that when they get to the more senior levels it's quicker and faster to do it themselves or they don't trust the other folks to do it as well as they do.

So, again it's not surprising that engagement scores are low, because not all executives value or know how to really engage other people in a meaningful way.

Suzie: So, the many executives if they have this bias which I can totally see that, the can-do, action-bias, that's why they got promoted; so, they are not happy in their job. Thirty-four percent are not engaged, not happy, because they are doing either too much, they have too much on their plate, or they are frustrated because they can't get as much done as they want to get done. And it often ties to not being able to delegate or let go.

Michael: Yeah. Or they don't feel appreciated. There's just too much going on. Their roles are not clear. Their responsibilities are not clear. Change is happening so fast. The amount of ambiguity and uncertainty that people are doing with, they are just kind of longing for the days of the past. Which are not going to return.

Suzie: Are not coming back.

Michael: Yeah. Not coming back.

Suzie: Just keeps going faster, right?

Michael: Exactly. And more matrix and things are getting done more in teams. Which makes it even harder and you are not necessarily in functional or professional teams, you are in cross-functional teams. So, how do you get more engaged in that when you are dealing with peers and trying to influence peers. So, it's a lot trickier today to feel engaged.

Suzie: You kicked it off with a little bit of this is their ability to influence the need for that to be a stronger skill exponentially.

Michael: Right. Yeah. The days of command and control leadership, that is fading fast. So, when you are working in teams, particularly project teams where the leader is not necessarily your boss or is higher in position and everyone is kind of a peer; that makes it harder to how do you speak up, how do you get your voice heard, how do you influence the group? That all becomes much, much harder.

Suzie: So, one of the other statistics in your research talks about 60% of all companies site leadership get as they are taught, but business challenge. So, it sounds like many companies are saying we don't have the leaders to go to our top ranks, they are not ready.

Michael: Yeah. They are not ready and part of it is because, as I said before in other words, if the previous leadership has not delegated very much, there's little chance for people to learn new skills to stretch. The other is that business models are changing who the competition, who the competition is is changing, things are changing so rapidly that people are not necessarily prepared to lead in these new kinds of environment because essentially, everyone in some form or another is probably leading a transformational change. So, kind of no matter where you sit, no matter what your formal title is, you are probably trying to implement change. And most people have not been trained or experienced enough in how to do that. And that is what people are facing. So, the type of leader we need today, is not the leader is that we have experienced. So, there's not that many role models of what to do.

Suzie: So, with these statistics and our topic talking about going off-track, or derailment, or leaders who are struggling even though they are successful, there are some challenges that can either get worse or get better. And you have talked a little bit about...

Michael: So, you know what we find in our practice is that why people come to us, they are usually very successful, but something has changed. They are now in a kind of have to perform so to speak on a bigger stage. In other words, they've gotten a dramatic increase in scope or responsibility or they have to lead a transformational change, or they are in a new role, they are in a new organization. Something is very different. And so, it's again the old standard, you know what got you here won't get you there. o, they have been very successful, but their facing a context that is very different and they need to kind of hone their skills. So, sometimes their strengths are helping them and sometimes they are actually getting in the way because it's an over-strength. Or they need to use muscles they haven't used that much in the past and they just need a little help in figuring out – okay, what do I need to do that's different, and what do I need to do to leverage my strengths. So, that's what we find.

The folks we use aren't necessarily derailing; they are just a little stuck.

Suzie: Yeah.Yeah. So, some of the warning signs if you are someone running a company and you are looking at your leadership team and you are not feeling stuck, you are clear, things are going along well, but you are looking at your team and you are thinking about who on my team might be in this place where they are very successful, but things have changed and they are a little stuck. Some of the warning signs that they could look for – what would that look like?

Michael: Right. Well, you would see people exhibiting some kind of distress. I don't necessarily mean you know total dysfunction, but you know maybe they are losing their composure a little bit more than used to, getting a little bit short, or they seem frazzled, or a little out of sorts, or even depressed or confused. There may be a number of signs. But what's behind it is their a little shaken up by the fact that what used to work isn't necessarily working anymore.

And the people that are in the position that I was talking about. They are new in the role, or they are new in the organization. They are being pressured to show results very quickly, and yet they are trying to navigate something that is fairly new. So, they are under a tremendous amount of stress. And stress often brings out least favorite characteristics.

Suzie: Yes. That's when the over-strengths, we can really overdo what we do I think as well.

Michael: Right. Right.

Suzie: We are good at being assertive, so we are even 1,000 percent assertive because that's our default we are under stress and we are overdoing.

Michael: Exactly. Exactly. And it becomes kind of a viscous cycle. So, for example, if you have too much to do, and you can't do it all yourself, but you feel pressured to get it done you start to move quicker. So, do things by yourself, you don't explain what's going on as well as you should. So, that the people who work for you are kind of confused. Like, why are we doing this?

In other words, the boss is usually brighter, quicker, faster than everybody else, that's why they have been promoted. And they have kind of been there done that. So, when they see a problem, they go, I know what to do and they just go out and do it. So, they never explain the rational behind what they are doing. So, the people that are on the team don't understand where the boss is coming from. So, they hesitate to make a decision, which just proves to the boss that they are incapable of making a decision. So, he does it himself/herself even more. So, it becomes a vicious cycle because the boss keeps on getting disappointed. Proving that the boss needs to do it himself/herself and the other people are saying, well I'd do it if I was clear about what I am supposed to do. Or why are we doing it a different way? I have no idea. So, they hesitate. You need to break that vicious cycle.

And that's what I do in the coaching part. You know I help people kind of break that vicious cycle. Which is actually paradoxically to slow down a little bit. Not entirely. I'm not trying to get people fired. But you know. There's sometimes when you need to slow down, explain how you got from A to B, and say, do people have any questions any concerns. So, that you are setting up people to succeed, rather than trying do it yourself and getting in that vicious cycle I was just talking about.

Suzie: And when you explain it, it makes so much sense. But when someone is in the midst of it that's how somebody successful could derail, is that they are in the midst of it. They can't stop the cycle, no one around them is offering assistance maybe, because everybody is moving fast.



Michael: Well, actually just yesterday I was giving some feedback to a CFO of a major corporation, and he wanted feedback because he is possible heir or parent to the CEO. And he knows that he needs to change a little bit. Part of his problem was one of the things we measure is confidence. And I think we are going to get to that into that a little more depth later.

Suzie: We are going to talk a little bit about that, yeah.

Michael: But this person is highly confident, he's also a six foot five, weighs 250 pounds, and has been with the company a long time. And has experienced everything and is really competent. But what happens is because he is so confident so powerful as a personality, he is very passionate, he wears his emotions on his sleeves, he intimidates people.

Suzie: Yeah. Shuts them down.

Michael: He didn't realize how much of an issue that was until he got this feedback. And his confidence, which obviously serves him well in many, many ways was actually getting in his way. Because his peers were not speaking up in the meeting, they would complain behind his back, outside the meetings. So, things weren't getting done because people were being passive aggressive. Because they didn't feel comfortable enough telling him to his face that they had some concern. Things weren't getting done as smoothly as they could have had he allowed for them to voice their questions and concerns upfront.

Suzie: It's interesting how it often times boils down to communication and trust and information, time. Like you said, you have to slow down to speed up often times.

Michael: Right. So, what we talked about was the need for him to be more intentionally about when and how he involves others. So, sometimes you need to make a quick decision, and that's fine. But if you do that all the time, if you are doing it all by yourself, then things like engagement, and all of the other things that we have been talking about go down. To involve other people often takes more time. But you get more engagement, and hopefully your involving people that know things that you don't know so you are getting to a better solution. Okay, so, you have to be intentional about so when do I involve other people, who do I involve, why am I involving them, am I clear about how we are going to make this decision? So, he needed to broaden – it's field classic situational leadership. When is it appropriate for him to make a decision by himself, and sometimes that appropriate, but sometimes it's not the right thing to do for many, many reasons.

Suzie: Interesting. And if he had never gotten the feedback and never gotten open to actually sitting down and looking at, okay people are seeing me this way and that's the piece that is keeping me from being ready to be the CEO, and maybe even keeping me from being totally affective in my current role. If he did not have that feedback and just kept on keeping on, he might be one of the statistics, he or she or someone else like this person who ends up not being the successful person they are made to be because they derail. Because these things just multiply, right?

Michael: Right. In other words, he gets passed over for the CEO job, but never knew why, because he never got the feedback about – for years his peers had been complaining about him behind his back. Right? And so, he gets surprised.

Suzie: Everybody knows it except the person.

Michael: That's right. In other words, it's not his intention to be intimidating; he is a really nice guy. And one of the other facets we call them, that we give feedback on is concern. He had really high concern scores. So, people really like him, but there are afraid of him.

Suzie: Yeah. I can tell he cares, but I am afraid I am going to get beat up or something.

Michael: So, people get very confused. It's like this guy is very concerning but he just shuts down discussion. So, you know, he just had to tweak a couple behaviors to really make a difference. It's paradoxical. I said, so paradoxically people are saying, if you're really concerned then let us speak up more.

Suzie: Yeah. Again, we get you care but we also don't have a voice. And that's probably, I am trying to think of what facet that would be, probably interactivity?

Michael: Right. Well, they are a number. In assertiveness he was very good at stating his opinion, but he would shut down discussion, you know.

Suzie: Yeah. So, before we go, we are going to talk a little bit more about the facets. Let's just kind of recap what you would say, or the root causes of a leader, successful leaders starting to go off-track. We are using the word derailment. They maybe aren't derailed at this point, but they are doing and feeling some things that could cause that to happen. What would be a summary of some of the root causes?

One of the things is unaware, being unaware of what you're doing in influencing others. What else would you say, or would you put that in the top root causes?

Michael: You know, what is a lack of good feedback throughout their career. In other words, even people who get promoted sometimes they really don't have a clear idea of why they got promoted. So, people need very specific feedback of about what they are doing well, and what they are not doing well and need to change. And organizations are not good at that, generally. Some are, and some aren't.

But in terms of why people derail, or you know get stuck is because they haven't had good feedback and when they do get feedback, they don't get kind of coached in actions they can take to change people's perceptions about them. So, it's not unusual for me to start revealing the feedback report, and the executives say, oh I've heard this before. And I say, well, so why haven't you changed.

Suzie: Yeah. What actions have you taken? Ah...

Michael: Either no coaching, in my opinion, not very good coaching. Because at the end, and you know this from having been through it, what I do at the end of the first coaching session is say, so what are one or two actions that you can take in the next week or two? What's a meeting that's coming up? What's a real situation that you are working on right now? Where we can figure out what's a small little change you can do to make a difference. Because, one it has



to be practical, too it has to be done soon or people going to get too busy and forget about it. And it has to be something real. Right? This is a might-to-do, this is something that you can apply right away. Then people can see, oh I can do that.

Suzie: Yeah. It's doable.

Michael: This is coaching, this is not psychotherapy. We are not asking people to change their personality, it's just change, so in other words...the person I coached yesterday. So, the next time you bring up a recommendation, you can even leave the room, but ask people, okay write down on a piece of paper what are two or three concerns about my proposals. Or what are one or two things that I haven't I thought of that I need to think of.

In other words, that's not hard. But it gives people a voice, it legitimizes it as opposed to him saying, well what do people think. Well who's going to speak up? Nobody.

Suzie: Yeah, not gonna.

Michael: Nobody.

Suzie: You learn the hard way.

Michael: Right. You have to intentionally create a safe space for them to do it. You have to change your behaviors. And so, you just give people what, to me seem like simple obvious things, but to executives who haven't had the chance to really reflect about this. It's like, "Oh I can do that, that's not hard."

Suzie: It's when it's our issue, when it's our moment. We can see it for other people, but when it's our thing, it's not very obvious. And it needs to be very plainly spoken. And then you are like, "Ohhh."

Michael: Right. Right. Yeah. So, one is not getting good feedback.

The other is one of the insights people get when we coach them is insight into the gap between their intentions and people's perceptions. So, like this executive I have been talking about, the one I coached yesterday, because it's fresh in my mind. You know his intention was not to intimidate people, far from it. Right. So, what he learned was all of the behaviors that he was doing that could cause other people to think that they couldn't speak up. Alright.

So, we all have good intentions. But we are sometimes unaware of how it's actually being perceived by others. And that is extremely helpful to people, especially senior executives who don't always get the best feedback because people are a little nervous about telling ...

Suzie: You're a senior executive.

Michael: That's right. I mean I had to convince this guy. I said, you are the number two person in the organization. I don't care how nice of a guy you are, that's going to intimidate people. I told him the story about myself, which is clearly my favorite topic.



Suzie: You have good stories. I've heard some of them, I like them. Tell one, now.

Michael: It was about 20-something years ago, I was in healthcare. I was at an academic medical center. And I was the manager of organization development. So, I was in human resources. Which is probably the least prestigious function in any organization. And I was at the lowest level, I was a manager, right? And HR reported to the CFO. So, the CFO saw me make presentations and things like that. The CFO became CEO. And the day he became CEO he asked me to be his right-hand man. On a Friday, I left work being the manager of organizational development. And on Monday I jumped five levels. I jumped five levels and I was the right hand of the CEO. I was working in the CEO's office. And my biggest shock was when I am walking down the hall that first week, people interacted with me differently. They were now scared of me. And I'm thinking, hey I'm just the same guy. And they are going, oh my God, I've got to be careful what I say in front of Michael, people would read my facial expressions.

I mean one day that first week, I had just had an argument with my wife, so I looked upset. And they are thinking, "Oh, my God what's wrong. He's now has privy to all of this secret information about the organization, maybe we are not doing well, what's going on?" I mean when you are at a power-hold position, people are reading everything. And they are usually reading it a negative as they can.

Though, in addition to his confidence and his experience and his physical size, and his booming voice, I mean he had to realize that he's not good 'ole Chuck, right? He is a power person, and that's going to change the way people interact with you and perceive you.

Suzie: It's surprising how often leaders forget the level of influence they have from the minute they step off the elevator or walk into the building, everybody is watching.

Michael: Sure.

Suzie: It's easy to forget. It's easy to not realize that.

Michael: Yeah. That's why when, you know, a leader sits around and he or she, well what do people think, tell me the truth. That's what I want, the truth. And most people in their heads are going, no you don't.

Suzie: No, you don't.

Michael: No, you don't. I am not going to tell you the truth. But as you can tell from the way I talk, that's never been an issue with me, and that's why that CEO asked me to be his right-hand person. Because he knew I would tell him exactly what I felt, and what I was hearing through the grapevine without revealing confidences.

Suzie: Yeah. When I found out you were my coach through the certification process, and I loved it when I looked on your website. One of the things that you talk about or in your bio is tell the truth about the impact of behaviors on others. So, I am like oh, yeah, he does that. So, it's like good luck, you need it because I need to hear it.

Michael: Right.



Suzie: So, do all of us. That's great. So, let's talk about – what would you say the top three facets measured in executive presence index survey, and I know it's probably hard to pick some, but I guess what I am thinking about is who's listening. And saying, okay think about these areas, what are three areas that you see most often that cause an executive to start going off-track, start derailing some that are measured? What would you say?

Michael: Well, I think this may sound silly, but I think all of the things we measure we call them facets, are equally important, but the importance of a facet varies with the leader's context. What challenges they are facing at this moment?

So, for example, if you are trying to implement a transformational change, a major change, what might be important is vision. But if your goal is to become like I was with that CEO, a trusted advisor, or a coach. Maybe the most important facets are concern or resonance or integrity. So, while they are all important, what becomes most important depends upon what challenges you are facing.

So, for example if your role is essentially to be innovative, then I would focus on different facets. So, it really depends upon what you are trying to do. So, our coaching is not formulaic, like this is the most important facets always. It really depends on the context.

Suzie: The business context and then how the person is engaging in that context, you are going to see facets show up that are scored, sometimes facets or areas in the EXPI are scored lower, they don't matter as much because there are other things that are more important to whatever the business...so if it's innovation or if it's change, you are going to focus on the facet that most relates to that mission, right?

Michael: Yeah. Again, to go back to the person I coached yesterday. In other words, if his major issue is he wants to be perceived as the next CEO, then what we did was looked at his strengths within that frame as well as his development needs within that frame. How were his strengths helping position him to be the next CEO? And how were his development needs getting in the way?

Now, if he said he was leading a major change initiative or he was in charge of major integration because....

Suzie: There's nothing in particular that says, hey, if this is happening the executive maybe headed toward derailment, necessarily, there's nothing that would stand out to you and say?

Michael: Well, we have one facet, integrity. Which is the highest rated facet of everyone we have done. But if someone is really low on integrity, I would say that's a game changer.

Suzie: And you say highest rated, usually because you're coaching successful executives. Integrity is scored – most people tend to score that pretty strong or pretty high. Yet it's

Michael: Right. They wouldn't be where they are if they didn't have high integrity.



Suzie: In the assessment it's about being dependable, reliable, fair, moral behavior, promise keeping...

Michael: Right.

Suzie: A little summary of that.

Michael: That's kind of table stakes. If you don't have that, I mean you are probably not even in the game.

Suzie: Alright. So, one of the areas that I wanted to talk about is confidence. And the reason is because often times leaders appear confident to others, so you can miss the signs that they are struggling, that there is a problem because they look the part. And I see that as being some confusion sometimes when people think, okay, well he's confident or she's confident. She's running the show, she's a slam-dunk, you know in regard to being successful. But I think sometimes we miss what is going on that's not visible. Like hidden signs of stress. Or like you said, some of the – how they are being perceived or gaps, they've not really gotten the feedback. I found some research that you did on confident leaders, or a paper that you had written about it. And just talk a little bit about your key findings around confidence.

Michael: Sure. One thing is we differentiate between self-confidence, which is what most people talk about and what the popular press talks about a lot. So, there's self-confidence, but there is also something we call social confidence. Social confidence is how you show up, how you are perceived by others. So, self-confidence is what's going on in your head, and social confidence is how you are perceived by others.

So, sometimes some people I coach are low in self-confidence and are surprised that they scored high in confidence because we measure social confidence. So, in other words to us confidence is things like, are you decisive? Are you confident enough to invite different opinions? Do you take reasonable risks? Do you take accountability when things don't go so well? That's what we call confidence.

So, sometimes someone has a lack of self-confidence and they show-up as high in confidence, and they go what's wrong with this survey?

Suzie: How does that happen? Because I don't really feel that. I am glad people see it, but...

Michael: Yeah. So, we go over the items and say, this is how you are showing up. Now you may have lots of worries or self-doubt in your head, people don't see that. All they see is what you are doing. And that is perfectly normal. In other words, when I coach CEO's, and you get to like the second or third session with them. They talk about all of their doubts and how nervous they are. I am making decisions that affect 50,000/100,000 people, and I'm not so sure I know what I am doing, you know. Things are not so certain. I am making educated guesses.

I coached one person who was the number two person in one of the biggest financial services firms in the world. And in about our third session, he started to cry. And I said, what's going on? He said, "I am so miserable, I am so unhappy in my job. I don't have a good marriage and I hardly spend any time with my kids and they are growing up, and I don't know who they are." I

am thinking this guy must earn \$10/\$20 million dollars a year. And he is miserable. And he could easily just retire. I mean he has enough money, and he is near retirement age. And so, I said what's keeping you from kind of slowing down or semi-retiring. He said, if I slow down, I will never forget this, he said if I slow down, people will realize that I am just this stupid bank teller.

So, that's how he started out. He started out as a bank teller. And in his head, and this true of many people, their self-image is still who they were when they were like 20/22-years-old. So, he has what the popular press calls the imposter syndrome. Right? He said, I just got here by luck. I have no idea how I got here. I don't deserve to be...in other words he was one of the most powerful financial executives in the world. And his self-image was that he didn't deserve to be there. So, he worked tirelessly because he felt that if he slowed down, people would see through it and think...

Suzie: That his "true self" ... yeah.

Michael: Right. So, it's amazing when you get to the people who are at the top, they have all of this self-doubt. Right? But they come across as confident. And that's important. So, I mean hopefully most people don't have his self-confidence issue, that's pretty extreme. But it's actually healthy to have some self-doubt. In other words, if you have no self-doubt then you are going to be over confident and you are going to come across as an arrogant know-it-all.

So, what we found is that the social confidence that we measure, actually and I'm not going to get too geeky and go into the research, but there's published research that shows that kind of confidence correlates with organizational performance, engagement, all kinds of things. So, we find that what is important, is it's good to have self-confidence, but to be hard about it, that's not what is important in terms of the business world. It's can you make tough decisions? Do you invite people who have different points of view? Do you hold yourself accountable? Those kinds of things. That's what makes a difference.

Suzie: And to touch on the imposter syndrome – which is interesting, because it seems like if you feel that so strongly, that I don't deserve to be there. And I do think almost everybody goes through a bit of that, I would guess, or a lot of people do. Any thoughts on what people think about or do more of or less of to work through that struggle?

Michael: Well, first of all, research shows that 80% of people suffer from the imposter syndrome at some point in their lives, 80%. Now, people talk about it more in terms of women have it, but that's just because women talk about it more openly.

Suzie: Many men tell me that they are. . . and it's so interesting to hear that it's 80% in your research, that's interesting.

Michael: Yeah. And the valid research is that there's not that much of a change between men and women. But women just talk about it more. So, people think about it more that women have it more, but it's equal across genders.

Now, that's embedded in people's perceptions about themselves, and I just say I am a coach not a psychotherapist. So, you are not going to change that, and actually data won't necessarily change it. In other words, when I say. . .

Suzie: It's an emotional response.

Michael: Yeah. So, if you say to someone who thinks they are an imposter, and you say, "Well look at your confidence scores," they go, "You see that just proves I'm fooling people even more." So, you know in other words, that's the frame they have. So, it's very hard to change that with some people.

Although, with some of the people I have coached, when I normalize what they are experiencing, in other words, everyone has some self-doubt that's healthy. Right? But you're making decisions; you are doing all of these other things that really count. So, you are doing fine, right?

I mean I had a person she was relatively young, she was in her late 20's, but she was so bright and so good. She had such a strategic mind. That she was actually a counsel to the executive team. So, she is thinking what the hell am I doing here? She is just so helpful and just gives us great insights and meanwhile she is thinking, wow I don't belong. And I am saying, yes you do. Look at the feedback. They actually want you to speak up more, right? But she was afraid to speak up too much. And they are saying, no they want you to speak up more. So, I mean just talking through this sometimes helps people see that they actually – what they are saying is valued. People don't think they are a phony. You may wonder how did I get here when I am 28 years old. Which is understandable. But look at the feedback.

Suzie: That getting feedback can be a piece of the puzzle. It won't be for some, the reframe won't help, but for others getting the feedback and understanding you know how others are seeing you sometimes can help people readjust how they are seeing themselves.

Michael: You can put a slightly different frame on it and that can be helpful. It's not a magic bean kind of thing. It's not going to suddenly change people's personality. But it helps them see a little bit better. And actually, what she started to do was to even speak up more, and she got even more positive feedback. So, that is a virtuous circle. A good circle. Oh, and so she got more confident.

I got a lot of confidence when I was this right-hand of this CEO. For the first couple of months I would give him ten ideas to improve the business every month. And after, I think it was the second or third month, he said Michael, I don't want you to give me ten ideas, I want you to give me 50. And I said, "I can't give you 50 ideas a month." He goes, "Why not?" I said, "Well you know particularly like some of those last items they are not going to be very good. You know. It's going to be stretching it." He said, "Okay, so let's assume the last 40 items you give me, half of them are junk or three quarters of them are junk. Let's say three-quarters, so now I have 20 ideas. Not ten. Give me 50 ideas." So, he gave me permission to be wrong. That did so much for my confidence, I haven't shut-up since.

Suzie: Bless him or darn him. I don't know.

Michael: In other words, and some of the "crazy" ideas we would go, hmmm that's an interesting idea. In other words, if you are listening to this podcast and you are boss, give people permission to take a reasonable risk. Or if you are not the boss, talk to your boss about



what would good look like, what would you like me to do more of? Get permission because that's what is going to loosen some of people's potential. They may be intimidated or not clear what you want.

When I have a boss who gives me permission, it just loosens a lot of my potential.

Suzie: And in a way when he gives you permission to be wrong, he saying I like your ideas. I see your strengths. And for me personally, I think that every person who has had the biggest influence in my life and helped me more and more every day move out of being someone who is wondering if she is an imposter or not has been all of the people who believe in me and express it either said or unsaid in different kind of ways. You can figure this out, or took risks and said, okay, you take the podium and you lead this. When I really wasn't ready, but that person saw that I had some ability and just let me do it. You know so I just think, that translates – that's what he was saying to you. And I think that feedback does, and I just think that's what leaders can do when they look for people's potential and reflect it back to them, said or unsaid ways. That helped well.

It's 80% of the people have an imposter syndrome at some point, some level or some degree of it. We all need to be telling each other a little bit more about what we see in them, and what we appreciate their potential.

Michael: Give people permission with guardrails. In other words, give people permission but also put some constraints on it. Like I want you to come up with ideas, but you can't spend more than X amount of money or it has turn a profit within blah, blah, blah, whatever. In other words, be realistic, it's not just let the horse out of the gate, it's kind of what are your expectations, what's inbounds, what's out of bounds, those kinds of things.

Suzie: Alright, we are going to close out the confidence with this last question and maybe it will be a revisit of what we have talked about, but we are talking about confidence and how it can help a career or hinder a career. And we talked about the differences, social confidence and self-confidence. With social confidence, say somebody has low self-confidence, but know they have power on social confidence. Talk a little bit about behaviors or actions. You touched on it. Being decisive. But talk a little more in depth about how you can be perceived as having social confidence as a leader.

Michael: Okay. So, one relatively easy one, one of our items is that you invite dissent points of view. Because to other people that shows confidence because you are open, you are not shown as being arrogant and saying well I have all of the answers. In other words, if you have confidence without much humility, you can come across as arrogant. So, one of our items, as I said it's inviting dissent. That's relatively easy to do. I think I gave a small example is okay, so I want everybody to write down, and it's important that you have them write it down, because if you just say, what am I doing wrong? And they are intimidated they are not going to say anything. Write it down.

Suzie: Well, I asked, and they didn't tell me.

Michael: Right.

Suzie: Well, it's because...yeah.

Michael: I've said kind of how old I am, so remember Kennedy, JFK When he was president, out of the gate he had a fiasco, the bad takes, where we tried to invade Cuba and it was a fiasco. The next crisis he faced was the Cuban Missile Crisis. Where he took a totally different approach, and I won't get all into the weeds here, but one of the things he would do is he wanted more conflict. He wanted more dissent, productive conflict. So, once in a while he would leave the room, because he knew as president; 1) he was intimidating people and 2) some people were probably saying things they thought would please him and he didn't want to hear that. He wanted them to kind of from their own positions of expertise, whatever it was, who one of the military people or one of the other people in his cabinet, you know, treasury. He wanted each of them to feel free to speak up from their point of view about what to do. And he would periodically leave the room, right? That was a clear message I want you folks to really speak the truth, duke it out, say what you got to say when I am not here, that's a simple thing to do.

Have people write it down, you can stay in the room, but call on the first person; what's number one on your list? What is something I am not thinking about, that I need to think about? And you write down on the white board or whatever. Then you call on the second person. The first person can only do one thing, because if you let someone dominate that's the end of the discussion. You call on the second person, what's on your list? Yeah, you go around. So, you get five or ten ideas out there and then you can have people vote on what's the key thing.

Now, throughout this process you haven't said much. You haven't responded, right? Because what you are doing is listening, and then at some point, then you can respond. You can either respond on the spot or say these are really good concerns that I haven't thought about. Let me get back to you later today or in a week or at the next meeting, but you give concern or question the respect that it deserves. Which doesn't necessarily mean that you are going to agree with it, you can clearly disagree. But give your rationale. Then people will say, "I was heard, my idea was respected," that shows confidence. It shows confidence in them and also confidence in yourself that you are confident enough to hear what you might be doing wrong. Because you don't have all of the answers. That's true confidence.

Confidence in kind of running over people, people will see through that.

Suzie: I like the process. Facilitation, it's being a facilitator at that point. It's taking off your "I run the show" hat for a period of time and facilitating conversation and making it easy. I always say you know, weigh in last. You know when ask an opinion, don't start with your opinion. You weigh in last.

Michael: Our research on innovation we looked at 1,000 leaders and looked at the leaders who we were told in their comment section, because at the end of the survey you have open in the comments, we looked – what leaders were called leading innovative teams in which people had said they need to work on being more innovative and leading innovative teams. And we found significant differences. Without going into all of the research that's exactly, in other words, the ones that had teams that were consistently innovative – it wasn't because the leader was the smartest person in the room, quite the contrary. They scored high on humility and engaging people and getting the best ideas out of the team. Not imposing their ideas on the team but getting the best ideas out of the team and having productive conflict. So, too much confidence, if



it's shutting things down, can really be harmful to having an affect of having high-performing teams.

Suzie: That's a big shift for highly confident leaders, some leaders.

Michael: Yeah. Well, if you look at some of the firms today that are consistently innovative people write a lot about PIXAR and their movies. They challenge each other. They come up with ideas it can be from anybody. That's what they do. And a lot of the companies that are the most innovative consistently, sustained, have this approach. If you look at Google, they looked at their teams and did research, they used Google, I don't know where they find out...What difference in high-performing innovative teams and the ones that weren't and they came up with the same stuff.

It's having a good, clean fight. Creating a safe environment that allows people to really speak up and have a good fight.

Suzie: At the end of the day, engagement is about, hey I matter, my opinions matter...

Michael: Right. And it's about coming up with the best idea. It's not about consensus and having necessarily everyone agree and you come up with this mediocre thing because you want everybody to agree. No, it's like what's the best idea?

Suzie: And if we can have a good, clean fight, then all of the ideas get on the table. Everybody has been heard, then you don't have much of a fight. Because like okay, I've been heard, now we will sort it out. So few teams are able – it is more rare than it is common, unfortunately.

Michael: Right. And a lot of these companies have a mantra that is disagree and commit. In other words, once we've had a good fight, the fight being about ideas, not about personalities, relationships, sometimes you win, sometimes you lose. And if you lose, this is where we are going, so let's commit to that idea.

Suzie: It would take a leader that's invited the interactivity. That's humble enough and confident enough to do that. Then also someone who has sat down and talked about the vision and talked about the why. And I am listing some of the facets in the executive presence index. But, so many of those skills are about being a great influencer and facilitator. And I tie those two together, I don't know if you do or not, but ...

Michael: Absolutely.

Suzie: A good influencer, you are a great facilitator. So, you ask questions you listen, you are present with people.

Michael: It's the servant leadership idea. And what we've found specifically with confidence is that we have another facet called humility. And they are usually like a Ying and Yang. In other words, if you want to be high in both, if you are high in confidence and low on humility you can be seen as arrogant. If you are high in humility and low in confidence you can be seen as a little wishy washy, you're not making decisions, a little too easy going, not too business focused, so you want to be high on both.



So, people that are too high on confidence in a sense, they're intimidating people, like this person we were talking about. He said, well should I lower my confidence? I said no, no, no. Raise your humility.

Suzie: Yeah. There we go. Yeah.

Michael: You don't want to lower anything. You want to find out kind of what is the other anchor to this and so ...

Suzie: I like the words "what is the other anchor," that's great.

Michael: You want to be high on everything. So, what are the other facets that are linked to it, correlated with it that might enable you to change how people perceive you? But again, I don't want to make this CFO less confident.

Suzie: No. You got to balance that out, so you aren't shutting people down.

Michael: That's right, that's the key.

Suzie: I love that. So, it's so interesting. I am actually looking at all of items, so for humility on the executive presence index survey there are six items that are statements that people are asked about how they see their level of humility as a leader. And same thing for all of these areas that we are talking about. So, when you are saying, I want you to be high in both, what you are saying is when people see you they see someone who has social confidence, takes risks, asks for input, invites dissent, but they are also seeing someone who is self-aware, open, vulnerable, curious, genuine, respects others. So, I think that's the quote of the day, there is so much wisdom that you shared, Michael. But the wanting to be high in both confidence and humility would be a potential game changer for someone who is trying up-level in all areas of leadership.

Michael: Right. And there's a lot written about humble leadership too. You just don't hear about them because they are humble.

Suzie: They are low-key about it. So, let's go to some wrap-up questions. If you could put one billboard anywhere, with anything on it, what would it be and what would it say?

Michael: It just say be curious. Part of that is because, as I think I mentioned before, people used to work in functional and professional silos, and they generally interacted with people just like themselves. Which is what we like to do. We like to be with people like ourselves. There was little diversity of thought or background, so now we work in cross-functional, cross-cultural teams and we interact with people who think differently than we do. So, this causes conflict. It is inevitable. But these differences are also, as I said, the basis of innovation. That's what you want.

So, we need to be more curious about why others see things differently. We often experience people we have conflict with as being difficult, that's not their intention. They're just seeing things differently. So, what we need to do is try and ask other people questions, i.e. "Gee, I



came to a different conclusion, how did you approach this? What were your assumptions? What were you thinking?"

You need to be curious because we are now dealing with people who are different than we are, even just professionally. So, you know, marketing and operations, they need to be more curious about where each other is coming from because there is a lot of truth in each person's point of view. Tease it out and find out what's going on.

So, my billboard would be; BE CURIOUS.

Suzie: I like it. It ties to what we were just talking about. Which is having enough confidence to be humble enough to say, huh what are you thinking? How does that work? And that is a facilitator. So, if a facilitator says, I want to guide and make things easy and understand, that's great I love that.

So, what advice would you give your 25-30-year-old self about executive presence and leadership?

Michael: Good question. I would tell my 25-year-old self to watch more closely how people react to what a leader says or does. And not just on what the leader does. In other words, I would look at leaders and see what they do, but I would pay more attention to how people are reacting to that. In other words, what is it about how the leader communicates that makes a difference in people's motivation and performance. Look at their reactions more. Watch the audience. See what – I would say observe more and participate a little bit less. Because I was really focused a lot on getting my point of view across and getting my voice heard, so I would do that a little bit less and observe more.

Suzie: Which ties to your billboard, actually.

Michael: Yeah, actually it does, thank you.

Suzie: If you are really curious, something that I always try to remind myself, it doesn't always work, but I try to in that is be more focused on them than myself. So, more about where they are coming from and what they need, as I get older it gets easier. I am less worried about how I look, and how I am coming across.

Michael: Yeah. Well also you know as a facilitator that you're going in and out of say the meeting you are running or the workshop that you are running. It's hard but sometimes you are focused on what you are presenting, but once in a while you have to kind of remove yourself a little bit. And say, okay let me look around, how's the energy, what are people's faces saying, what's going on, and I think leaders need to be able to develop that skill a little bit more. Sometimes it's being in the orchestra and being in the balcony. Sometimes you're in the orchestra. Sometimes you need to step back and take a look of what's going on.

I've run workshops where I've made the CEO an observer. He or she could not participate. Which drove them crazy.

Suzie: The direction too is hard, but it's like okay don't participate at all you need to participate last.

Michael: Right. But they said, they just learned so much just by observing. They were amazed by what they missed.

Suzie: And it is tricky when you are the CEO and you are running the business, you are so busy running the business, you are so busy being the orchestra, so to speak and leading the orchestra, it's to sit in the balcony and just take it all in, that's a whole different perspective. Lots of good insight.

Michael: You know, one of the items we have on the survey is how adept is this person at reading and responding to nonverbal cues. And when people score low on this, and lots of executives do. I ask is it because you don't see what's going on or it's because you see what's going on and you go on anyway because you don't have time to stop and ask people what's going on. And it's 50/50. Half of the executives, I don't even see what's going on, and half say, I see what's going on, but I don't want to deal with it. And again, that's that action bias. That's that action bias. You need to slow down, kind of see what's going on, because you may think everything is going fine and if you look at people's expressions, they are going ... I got another meeting in ten minutes. What's this person

Suzie: Yeah. I am saying yes, but I mean no. So, I will say yes to your face, and then when I leave I am just not going to do it.

Michael: And then they're surprised at when execution goes sideways.

Suzie: Yeah. So, last question. Let's close this with one bit of advice, or wisdom, so I don't know if you could narrow it down to one, that you want every leader to take away from our discussion today about confidence, executive presence, we talked about derailment, what's the last bit of advice you would like to share?

Michael: I'd say, everything we talked about, everything we measure, is a behavior that is valuable to change. So, you always have the choice of changing how you show up. Your presence, your leadership, how people perceive you. So, like the example, if your confidence is intimidating people, you can do something to change that. Your behavior – your personality isn't going to change that much, that's hard to change. But your behaviors you can change. So, most people leave our coaching sessions feeling really positive and a little bit rejuvenated. They feel relieved because they have just read all of this feedback, like oh, my God.

I remember when I went through this and got feedback from our CEO, Susan Bates, one of my reactions was, what is she thinking about, why is she so wrong.

Suzie: What does she know?

Michael: Then I thought about it again, you know, I can see why she thinks that way. And we had a great discussion and I changed one behavior. Changed one behavior, and it made a big difference in how people perceived me. It's all malleable to change. It didn't change my personality. But I changed one behavior.



Suzie: With self-awareness, other awareness I can manage myself and my behaviors.

Michael: Yes, that's right.

Suzie: You have to be aware, you have to be willing, right?

Michael: Yeah. A very famous kind of one the founders of organizational development, Eddie Seashore, she always used to say to clients, up until now. Oh, I can't speak up, I am too afraid. Well, up until now. Now we are going to talk about...

Suzie: You can try to stay that way but where you are going forward could be different.

Michael: Yeah. It's up until now. Up until now you couldn't take that risk, but let's work on how you are going to be different.

Suzie: I like it. Wonderful thought to close with. Thank you so much for sharing today.

Michael: Well, thank you I enjoyed it. You are good facilitator.

Suzie: Ah. Thank you. Well you are a great coach, I was lucky to have you as my coach through my certification process and I am very blessed to have you on today to share.

Michael: Well, great, thank you, Suzie, I really appreciate it.

Suzie: Okay. I hope you got as much out that interview as I did around executive presence, about leaders who derail, confidence, innovation, humility. The show notes for today's episode can be found pricelessprofessional.com/derailed.

So, recently I had someone stop me and say, hey I wanted to tell you about your podcast, it was a certain episode that she had listened to. She said I've listened to it five times and it has helped me so much. And I don't know if you have ever heard of the Mark Twain quote, "I can live for two months on a good compliment." Well, that's true for me, I can live for two months on a good compliment. It made my day. She just kind of told me it in passing. I asked her a few questions about what about it stood out for her, that just gave me the appetite to want to continue doing the podcasts and so I would appreciate it if you found meaning here today or at any other time in the past with a podcast; could you leave us a review on iTunes. You got to Wake Up Eager Work Force.com and you click on the subscribe button or you can send me an email note, and say hey, this is what I got out of this and then I can use that on my website if you give me permission. You can tell me it's anonymous or not anonymous. But you can also leave a review on iTunes and there what happens that helps us come up in the rankings a little bit, and helps people who are looking for something like this who want to be a Wake Up Eager Leader, who want to build a Wake Up Eager Work Force, who want to be the best that they can be and bring out the best in others. It will help them find this information.

So, thank you for thinking about that. Thank you for tuning in today. You can also find me, I will say my email address again, suzie@pricelessprofessional.com. I am on Twitter, at Wake Up Eager. I am on Facebook at Wake Up Eager. And of course, on LinkedIn Suzie Price, and if we



connect, I think when we connect on LinkedIn it means you get to see what goes through my feed within LinkedIn, and we share episodes and headlines from episodes on LinkedIn every day. So, if you want to stay in touch that way. That might be a good thing to do too.

So, our next episode is episode #42, and I am going to talk about – we are going to get off of executive presence for a little bit and we are going to talk a little bit about selection and how to debrief a TriMetrix talent report in three steps. So, this is going to give you some insight if you are not already using our TriMetrix talent reports for hiring and selection and making promotion decisions, it's going to help you how to put some science into your hiring decision. I am going to go into three steps, very simple steps that can help you debrief a TriMetrix talent report. I often write-up debriefs for clients, but this will help you be able to understand the different parts of the assessment or do your own debriefs if you wanted to go that route. I will also in episode #42 give you a recap. I just returned from an annual conference in January in Scottsdale. Which is a great place to be in January, I was at an annual conference with my assessment partner. Which is the organization that I work through for the TriMetrix assessment. And I will talk a little bit about what is new for 2018. So, that's going to be episode #42, and you will be able to find it at pricelessprofessional.com/debrief.

Thank you for tuning-in. Thank you for being a part of the Wake Up Eager World, and reach out if I can help or if you have any suggestions or questions suzie@pricelessprofessional.com. I will see you on the next podcast. Thank you.

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