



SLOAN GROUP INTERNATIONAL  
INSPIRING LEADERSHIP

# **SGI Executive Presence & Influence Program**

*(exclusively with Sloan Group International)*

Confidence, self-awareness, influence, gravitas — these are the qualities mastered by the most effective and inspiring leaders. Yet they are also qualities most executives struggle to develop and leverage as they move up within an organization.

**So how do you increase your executives' ability to effectively inspire and influence others on matters most critical to your business success?**

## PROGRAM OBJECTIVE

To increase leaders' ability to inspire, direct and influence senior leadership decisions through impactful presentation, interaction and relationship.

## IDEAL AUDIENCE

Existing or emerging leaders who must master engaging critical touch points with senior leadership to ensure individual, team and organizational success.

## SAMPLE NEED & BENEFIT SCENARIOS

1. **IT LEADERS** can often struggle with high-level interaction and strategic bottom lining, leaving many to flounder ineffectively when presenting to senior leadership. This program is designed to help IT leaders increase their confidence when speaking while also knowing what level of detail is most need and when.
2. Emotional awareness and soft skills is not the natural “go-to” for most **ANALYTICAL LEADERS**. And that can lead to unintended oversights and conflict in group or team dynamics. This program is design to help balance an analytical leaders' focus on facts with the equally important component of relatable story-telling and emotional engagement.
3. **LEGAL TEAMS** are required to be confident subject-matter experts. However, that expert confidence can often undermine their ability to deepen relationships critical to both their individual and organizational success. This program is designed to help legal leaders leverage working relationships as much as their legal expertise.
4. The inherent nation of **PRODUCTION TEAMS** is to focus on productivity. Yet, micro-focused productivity alone does not always lead to the most macro-beneficial solutions. This program is designed to help your production teams to expand their ability to address micro-challenges with macro-perspective.

## PROGRAM DESCRIPTION

**What is executive presence?** According to two-thirds of executives surveyed, Executive Presence is first and foremost the ability to project gravitas — having confidence, poise under pressure and decisiveness. Furthermore, executives also rated having speaking skills, assertiveness and the ability to read an audience or situation as a significant secondary aspect to a leader's perceived level of executive presence.

The **SGI Executive Presence & Influence Program™** elevates leaders' ability to impact and influence others in the organization, specifically senior leadership. This comprehensive, multi-touchpoint program is built around the 3 pillars of **Mechanics, Message and Mindset** and utilizes a simple, yet impactful 4-part model: **Somatic Presence, Mental Presence, Emotional Presence and Charismatic Presence.**

Upon completion of the **SGI Executive Presence Self-Assessment™** and program pre-work, the Fundamentals Workshop provides participants a broad introduction into empowered Executive Presence & Influence by exploring what is Executive Presence and what is it not, a personalized perspective through an Executive Presence Profile Report debrief, experiential practice sessions, 1:1 coaching feedback directly in the workshop itself, tips for increasing self and situational awareness when engaging others, and approaches for developing (and leveraging) one's unique style of Executive Presence.

Participants then receive post-workshop 1:1 Integration Sessions to deepen their learning and mastery of the tools they acquired during the workshop to more effectively engage and inspire key stakeholders. As a wrap up to the program, participants will complete an Impact Feedback Questionnaire to establish qualitative and quantitative perspective on program outcomes and join in on a webinar where they will share success stories, commit to remaining development areas, and establish a community of support with each other to continue their Executive Presence & Influence mastery — and accountability to that mastery — post program completion.

## SUPPORTING RESEARCH

There has been much research done in the area of Executive Presence. Below are some noted studies and findings that speak to the importance and value of developing one's ability to effectively be present with and influence senior leaders.

### **Executive Presence Is Important**

A 2012 survey of 268 senior executives conducted by the Center for Talent Innovation determined that "Executive Presence" accounts for 26% of what it takes to be promoted into leadership positions. Being perceived as having leadership potential is key to being considered for (and promoted into) leadership roles, and this requires a baseline of self-confidence, self-awareness, and charisma that get one noticed in a positive way.

### **Executive Presence Causes People To Listen**

A group of 34 leaders, consultants and HR professionals completed structured interviews in which they described people who have different forms of executive presence. They subsequently responded to a validation study that confirmed the major findings from the interview analysis. The results highlighted an important distinction between leadership and presence. Effective leadership causes people to act; effective executive presence causes people to listen.

### **Executive Presence Is Multi-Dimensional**

A study conducted by Gavin R. Dagley and Cadeyrn J. Gasking published in *Consulting Psychology Journal* sought to understand the meaning of executive presence. From interviews with 34 professionals, 5 main findings emerged: (a) executive presence is based on audience perceptions of the characteristics of particular people, (b) 10 core characteristics affect executive presence (status and reputation, physical appearance, projected confidence, communication ability, engagement skills, interpersonal integrity, values-in-action, intellect and expertise, outcome delivery ability, and coercive power use), (c) perceptions are based on impressions made during initial contacts (first 5 characteristics) and on evaluations made over time (second 5 characteristics), (d) the characteristics combine in different ways to form 4 presence archetypes (positive presence, unexpected presence, unsustainable presence, and dark presence), and (e) the majority of the executives described as having presence were men. The findings serve to highlight the complexity of executive presence, particularly in terms of the breadth of characteristics that underpin this construct and the influence of time on people's perceptions.

### **Executive Behavior & Influence Impacts Innovation**

A study in *Strategic Management Journal* investigated the relationship between innovation and executive behaviors and influence versus social culture. Using survey data from six countries comprising three social cultures, executive behaviors and influence were found to have a strong positive relationship with product, market and administrative innovations. In addition, executive behavior and influence impacted both types of innovation, while social culture only had impact in the case of administrative innovation.

## PROGRAM MODEL

SGI's Executive Presence Model is made up of 4 distinct competencies that can be learned and developed. Executive Presence is not just innate — it can also be learned. Each of the 4 competencies below provides leaders a place to start and deepen their learning and mastery process.

**Physical Presence** — One's ability to command their physical posture, gestures, verbal pace and tone.

**Mental Presence** — One's ability to stay mentally clear, focused and on task with what they are saying.

**Emotional Presence** — One's ability to be aware of self and others, and to engage others emotionally through appreciation and acknowledgment.

**Charismatic Presence** — One's ability to positively impact others just by being there (i.e. have gravitas).

These 4 competencies provide a simple, yet powerful — and practical — tool for participants to quickly and easily identify both which competencies have been mastered vs. those that need continued development, while also identifying which are needed most and in which situations.

## PROGRAM ASSESSMENT

The **SIG Executive Presence Self-Assessment** is an insight tool that shines light on one's own self-perception in relation to their level of Executive Presence. It can also provide direction for focusing one's own development in the arena of executive presence and its impact on their leadership. The Self-Assessment also provides a powerful tool to deepen exploration with a coach or thinking partner, and a means to get additional perspectives.

*\*360 Executive Presence Assessments are also available for an additional fee. For more information, please contact your SGI Senior Consultant.*



# PROGRAM STRUCTURE

Below is a mapping of the 9 components of the full **SGI Executive Presence & Influence Program™** with details about each component:



## 1. Launch Webinar

45-minute virtual webinar with participants, their supervisors, coaches, HRBPs and LD Team to ground in the importance, relevance and intended outcomes of the program.



## 2. Assessment

Completion of the SGI Executive Presence Self-Assessment™ to help participants identify their strengths and areas for development for the program.



## 3. Workshop Pre-Work

Completion of activities to help participants “hit the ground running” and maximize their learning during the full-day interactive workshop.



## 4. Full-Day Workshop

Interactive, experiential workshop designed to establish the foundation and fundamentals needed to effectively present to and influence senior leaders.



## 5. Workshop Post-Work

Completion of follow-up activities to ground-in participants’ learning from the workshop and start to prepare them for the 1:1 Integration Sessions.



## 6. 1:1 Integration Sessions

1:1 virtual sessions via a video platform to help participants maximize their learning and accountability in putting their learning into practice during their workday.



## 7. Supervisor Webinar

45-minute virtual webinar to connect with the participants’ supervisors to engage them in the program and provide tips for how to best support their individual participant’s learning and mastery of their new skills.



## 8. Closing Webinar

45-minute virtual webinar to connect with participants to acknowledge their breakthroughs and success, identify areas for continued development and discuss any remaining outstanding needs.

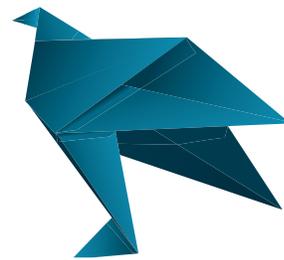
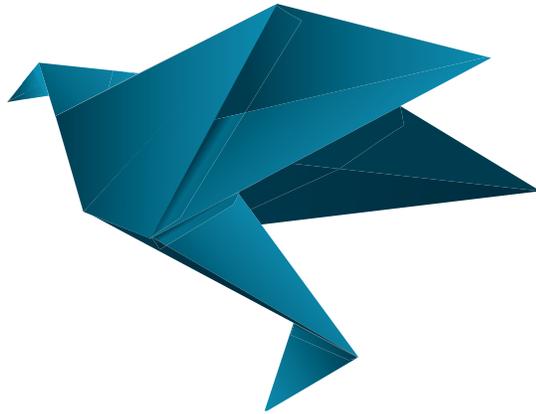


## 9. Impact Questionnaire

15-minute questionnaire to both support the participant in thinking through their learning and breakthroughs in the program and provide the client measurable perspective on the program’s impact.

## PROGRAM OUTCOMES

There are many outcomes of the program for both the direct individual participant and indirectly, the organization as a whole. Below are some of the most commonly reported outcomes:



### Outcomes For The Individual Participant:

- Ability to focus on critical information when presenting
- Ability to “read a room” and adjust as needed to achieve presentation/meeting objectives
- Ability to speak with confidence, clarity and relevance
- Ability to tell useful, powerful stories to augment discussion and deepen audience engagement
- Ability to respond to resistance with healthy debate instead of disempowered, confrontational reactivity
- Ability to expand self-awareness and awareness of others
- Ability to enroll senior leaders in a vision regardless of pre-conceived objections
- Ability to model exceptional leadership skills in any situation

### Outcomes For The Organization:

- More effective decision-making leading to greater bottom-line performance
- Reduced conflict and challenges within teams or divisions
- Greater buy-in across the organization to ensure a cohesive vision and path
- Increased innovation and speed-to-market with new products and initiatives
- Reduced turnover and greater employee engagement
- More empowered, nimble and inspiring leadership

## PROGRAM CUSTOMIZATION OPTIONS

While the program is designed around a core curriculum of vetted components, each program can be customized in a variety of ways, including on a focus in one of the following primary development tracks (depending on your team or organizational development goals).

1. **TRACK 1: Executive Presentation** — primary focus is on helping participants increase their ability to engage and inspire audiences when conducting formal presentations to senior leadership.
2. **TRACK 2: Executive Mindset** — primary focus is on helping participants transition from lower-level “managerial mindset” to higher-level “executive mindset,” and in doing so, be better equipped to effectively interact with and engage senior leaders any time, anywhere.
3. **TRACK 3: Executive Influence** — focus is on helping participants understand how executives leverage relationships and diplomacy to drive organizational movement, and how to utilize that understanding to create greater buy-in for their own vision from senior leadership.

## PROGRAM BONUS

As our way of supporting participants in continuing to deepen their learning and mastery in Executive Presence & Influence, each participant will receive additional resources that will support them post program completion.



## NEXT STEPS

Once you have had the opportunity to review this overview, please contact your Sloan Group International Senior Consultant. They are your partners in determining how to best customize the program to meet your individual needs and development goals.

# Client Testimonials

“ We are using this program as the premiere program for the development of leaders in our Legal group — and will likely be rolling it out for leaders across the organization.”

— VP, Human Resources, Financial Services Company

“ My experience has been very positive to say the least. The full-day workshop was very impactful. It helped me learn how to prepare myself before presenting to a large group, and how to conduct myself during the presentation. I feel a lot more confident and less nervous about presenting in front of large audiences. And the follow-up 1:1 coaching was very helpful in identifying and crafting a plan to prepare myself for my next level of leadership.”

— Program Manager, Multinational Investment Management Company

“ The highly personalized observation and instruction, both during the classroom and throughout the one on one coaching sessions, is the most valuable part of the workshop. While presentation and communication skills don't necessarily change overnight because of one workshop, the accurate assessment and tailored advice gave me awareness of my improvement areas and provided essential input for further development.”

— Senior Solutions Architect, Institutional Systems, Multinational Investment Management Company

“ SGI provides amazing Executive Presence & Influence coaches. Their ability to ‘globally listen’ to a room full of unique leaders allowed them to tailor their messages for maximum impact. They not only helped me understand some of the roadblocks I was facing in my Executive Presence & Influence capabilities, but they also helped me dig down multiple layers to understand why those roadblocks even existed. They have provided me with invaluable approaches to get out of my own way and continue to be at practice with my Executive Presence & Influence skills. They have helped me approach issues in a new, adaptable, and sustainable way, and taught me to do so in a way that will help me grow both professionally and personally.”

— Divisional Data Officer, Top-Rated Health Insurance Company

## Client Testimonials (cont.)

“ I really enjoyed the coaching sessions. And got real benefit out it. The program provided principles of group presentation. Now, when I prepare a presentation, I look at it in a different perspective using the techniques / frameworks we learned. I have more confidence now. Also, the follow-up 1:1 coaching was valuable. The “dry runs” of upcoming presentations gave me insight on what was effective and what could be done more effectively. Those insights I can now take into future practice. The other part I like about this “tailored or personalized” program is that it is not just limited to presenting skills. I also learned techniques / approaches for relationship-building and influence in challenging situations.”

— Systems Manager, Multinational Investment Management Company

“ The Executive Presence & Influence program is an excellent program that I would highly recommend. The program was professionally laid out to maximize our time — from pre-work and group workshop to post-work and 1:1 sessions. The coaches are experts, and provide insight and thoughtful leadership throughout the program. They are able to take small insights to help target solutions to exactly what is needed, and they made it very comfortable for me to engage and be open in our 1:1 sessions (something I have struggled with for years). Role playing during our sessions helped me overcome concerns on how to approach certain challenging situations, and I must say this was a huge confidence builder for me. I was able to immediately put what I was learning into practice, which provided great results. I will continue to use this program’s foundational learning to not only help me development my own executive presence, but also others do the same in my organization..”

— Sr. Director Infrastructure Service Delivery, Top-Rated Health Insurance Company

# Client List



JPMorganChase



# Experience **The Difference**

Please contact one of our regional offices to be connected with your dedicated Senior Consultant. Your Senior Consultant will share more about our award-winning executive and leadership development services worldwide. We look forward to speaking with you.

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