

Executive Presence – Cracking the Code

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Who are We?





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About Us



- Community of **80+ leading organizations** creating a community of **thought leaders** to **awaken leadership** to **possibilities** and **accelerate** change



- Global non-profit think tank **driving awareness** of the **challenges and opportunities** faced by **diverse groups** through **cutting-edge research** and **accelerating** the business case
- Research published in multiple Harvard Business Review reports, books, articles and blogs



- Founded in 2008 – advisory practice with global reach focused on **converting CTI's ground-breaking research into action**
- Thought partner to our clients by accelerating understanding of and commitment to the business case and **developing and implementing strategies** that unlock the heart and brain power of companies
- Long-term close collaborations** with companies across industries



Offices in: New York, San Francisco, London, Frankfurt

Engaged Transformation

Ensure Accountability

Turn into Action

Accelerate Commitment to Change

Awaken to Possibilities

Build Awareness

- **Create awareness within leadership** of their uniquely important role as motivators, resources, and guides
- **Ensure common level of awareness and understanding** of innovation and inclusion throughout the organization

- **Collect and provide data** on the current innovation culture and status quo of diverse talent as well as identify gaps and opportunities
- Identify **leadership gaps around innovation and for diverse talent**
- Identify **core management processes and systems** that promote innovation and their gaps

- Provide leaders with **necessary resources and hold them accountable**
- **Showcase extraordinary leaders** that promote and foster innovation and diverse leaders
- **Measure progress and impact** of initiatives against the identified targets and KPIs
- **Promote open and ongoing communication** by establishing clear communication channels

- Ensure **visible leadership support** in promoting innovation and diversity
- Define **innovation targets and KPIs** to promote innovation
- Design and deploy **targeted leadership programs and leadership opportunities for diverse high-potential talent**
- **Assess** existing talent management processes and **develop action plans** for improvement

- **Define concrete and assessable goals** for programs
- **Track impact** of implemented strategies and initiatives to ensure progress
- Develop approach to **gathering and analyzing data** for metrics that align to goals and objectives
- **Communicate success** to internal and external parties



Task Force for Talent Innovation



Stalled Progress at the Top

34% of the “marzipan” layer (just below leadership) is now female, yet women comprise only:

9% of CEOs globally

4.2% of CEOs at Fortune 500 companies

4% of CEOs in FTSE 100

16% of board members at Fortune 500 companies

27% of the “marzipan” layer is now people of color, yet they account for only:

4% of Fortune 500 CEOs

10% of board members at Fortune 500 companies

15% in Asia
13% in Europe
7% in Switzerland
6% in North America

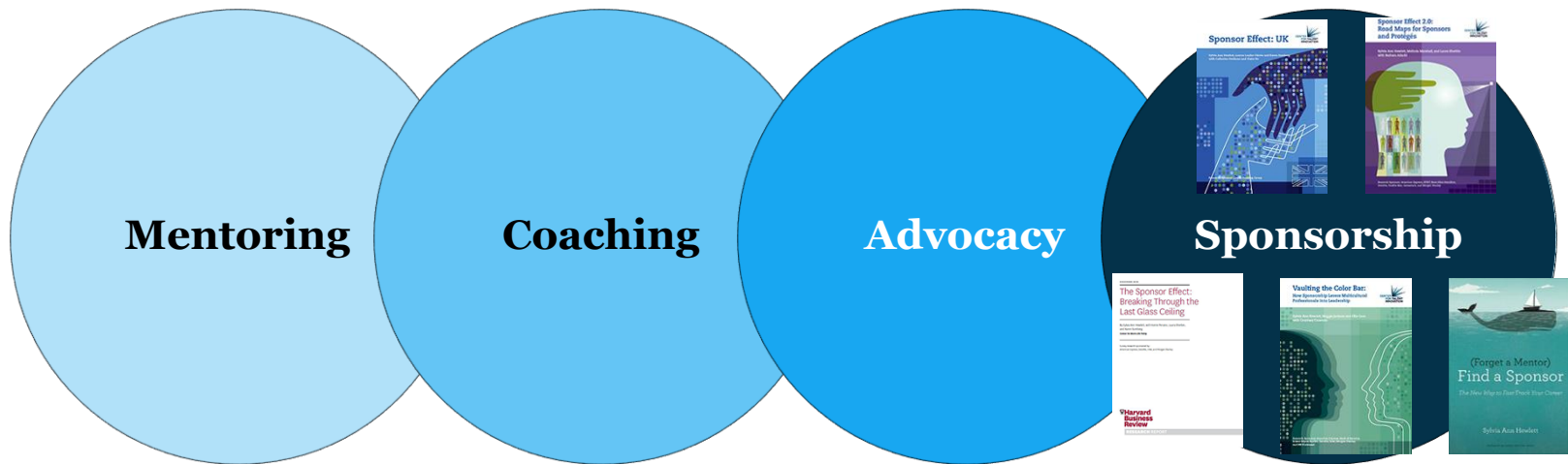
Why?

No difference between men and women on the credentials, experience or performance fronts
BUT...

Women and multicultural (African American, Hispanic and Asian) talent don't have powerful sponsors to propel and protect them through the perilous straits of upper management

The Sponsor Effect

All types of professional relationships are critical at every level & development stage



- Self directed relationship
- Supports, encourages and reinforces career development and personal & professional growth

- A relationship facilitated by the company between an executive coach and top talent
- Also, may represent the manager/employee coaching relationship

- Informal
- May lead to new opportunities
- Ownership and accountability not necessarily placed on advocate

- Meritocratic, earned by top performers through exemplary performance
- Reciprocal relationship between sponsor/sponsored candidate
- Sponsors endorse: movement/promotion, reward/recognition, and provide opportunities for visibility and exposure
- Reward is endorsed, NOT guaranteed

Sponsorship Challenges

1

Waiting To Be Picked

- Men are *more likely* than women to believe who you know is important in deciding promotions*
- **77%** of female employees believe that a combination of hard work, long hours, and credentials drive promotion at their firm
- In focus groups, executive women talked about their distaste for corporate politics and “playing games”

2

Ambition & Ambivalence

- Women are *more* aware of the sacrifices involved in getting to the top
- **77%** of men and **64%** of women at the marzipan level are eager to be promoted to the next job level

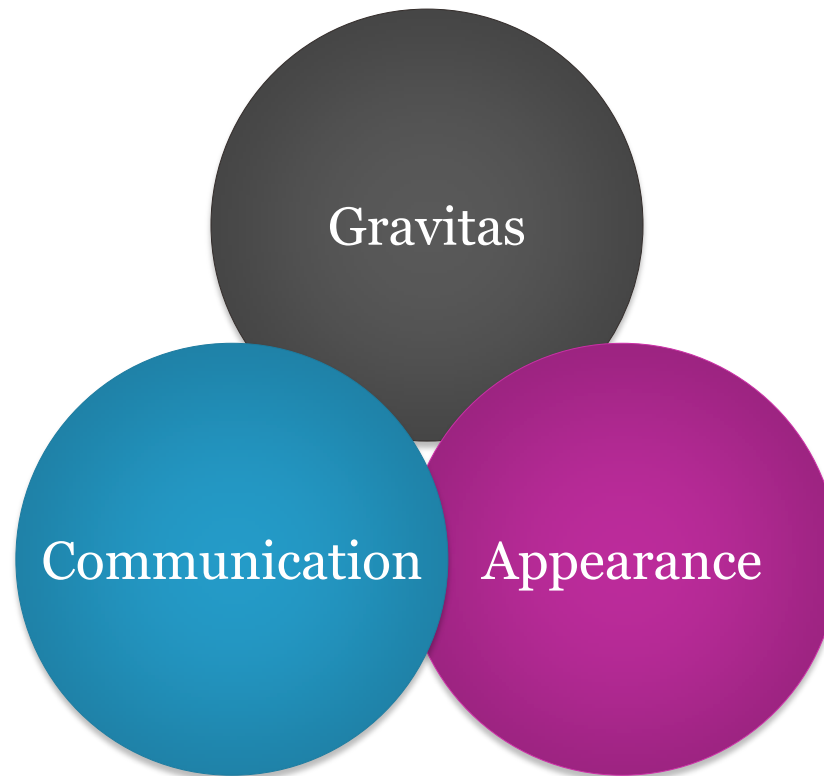
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Executive Presence

- **66%** of men and **58%** of women agree that “promotions at my company are based on whether candidates look and act like C-suite executives.”
- Men are **47%** *more likely* than women to receive feedback from male superiors
- Women’s largest source of Executive Presence feedback is from women at their same level

What is Executive Presence?

Three Universal Dimensions



Remember
*Organizational cultures vary
(Google vs. Goldman Sachs vs. Gap)*

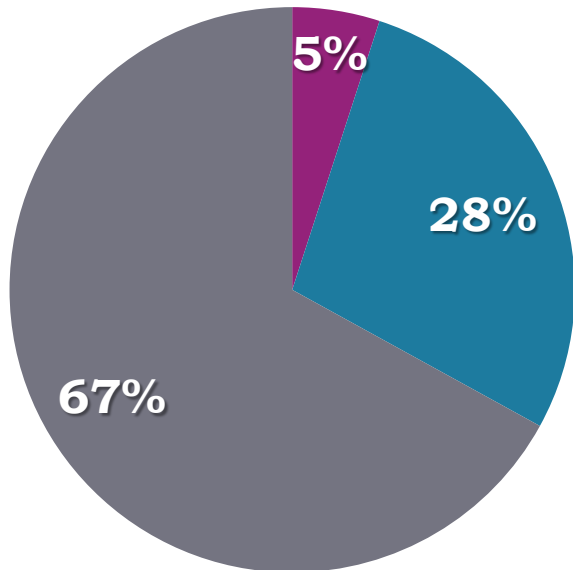
Participant Poll

Show of hands:

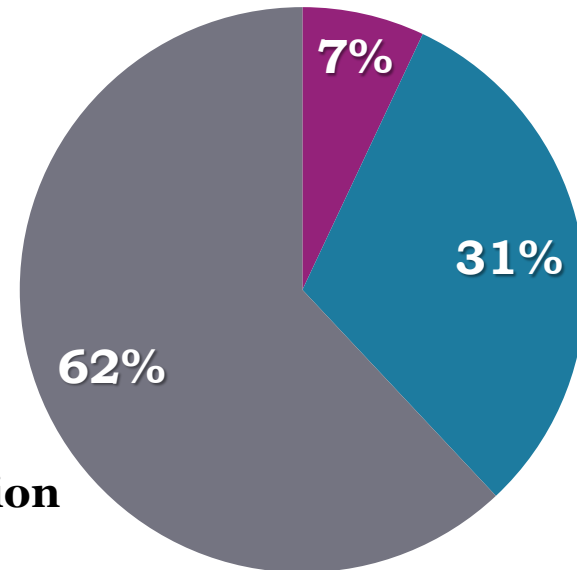
- Who believes Gravitas is the most important element of Executive Presence?
- Who thinks Communication?
- Who Thinks Appearance?

The Most Important Aspects of Executive Presence

Top Level Executives*



All Respondents



- Appearance
- Communication
- Gravitas

*Top level executives are defined as the top two levels

Images of Corporate Leaders



What are the Challenges for Female Talent?

Walking a Tightrope

Female Leaders Have Less Latitude



Participant Poll

Show of hands:

- Have you ever received feedback on Executive Presence?
- Of those who received feedback, who knew how to act on this feedback?

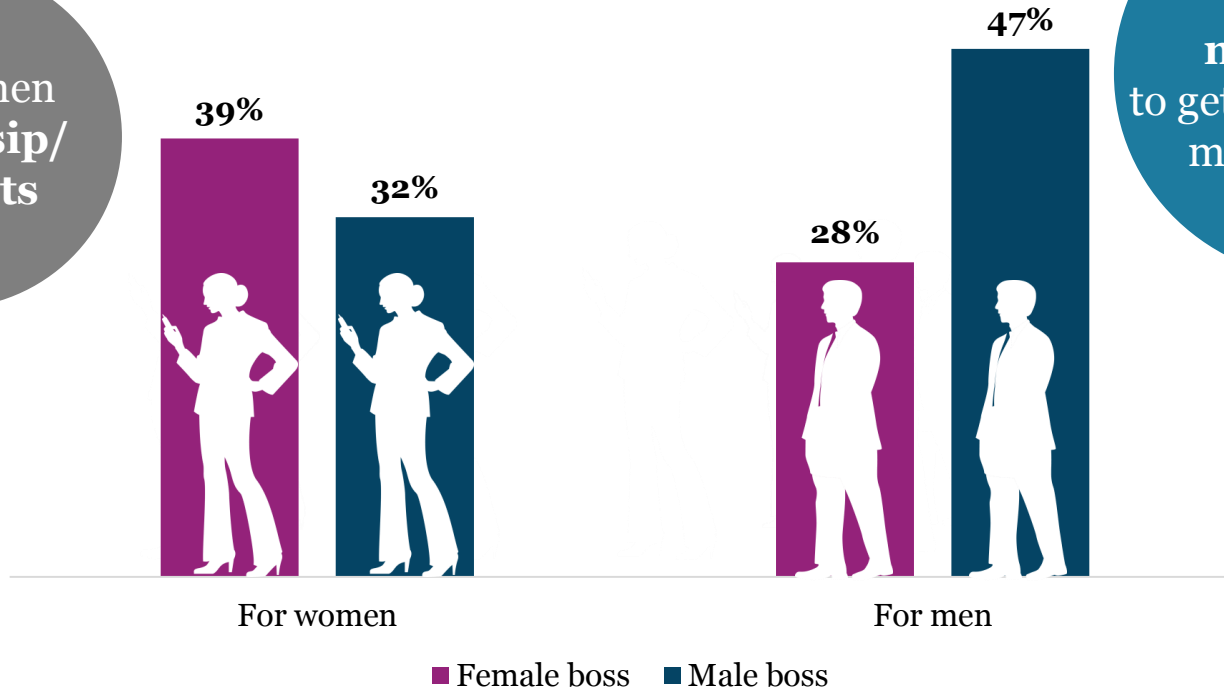
Feedback Failures

Women Fail to Get Adequate Feedback

Sources of feedback on executive presence

Senior men
fear **gossip/**
lawsuits

Men are
more likely
to get feedback from
male superiors



Feedback – Giving It

- Ask for and get **permission to provide feedback**
- **Offer honest, concrete observations** about the specific behaviours and explain how they detract/what effect it had on you
- **Suggest actions** and alternatives, as well as potential positive outcomes
- **Pause and listen** for clarifying questions
- Don't say it in **public**
- Find the **right messenger**
- Lead with **sincere compliments**

Feedback – Getting It

- Learning is maximized when feedback comes **soon after the performance**
- **Request and contract for feedback** right before your “observer” observes you
- **Avoid yes/no questions** when soliciting feedback
- **Clarify vague feedback** (e.g. “You can really cut people down”)
- Respond to feedback in a **constructive way** that doesn’t cause observer to regret sharing it
- When you have received some useful feedback, **take advantage of the trusting mood** and ask, “What else?”

What is **Gravitas**?

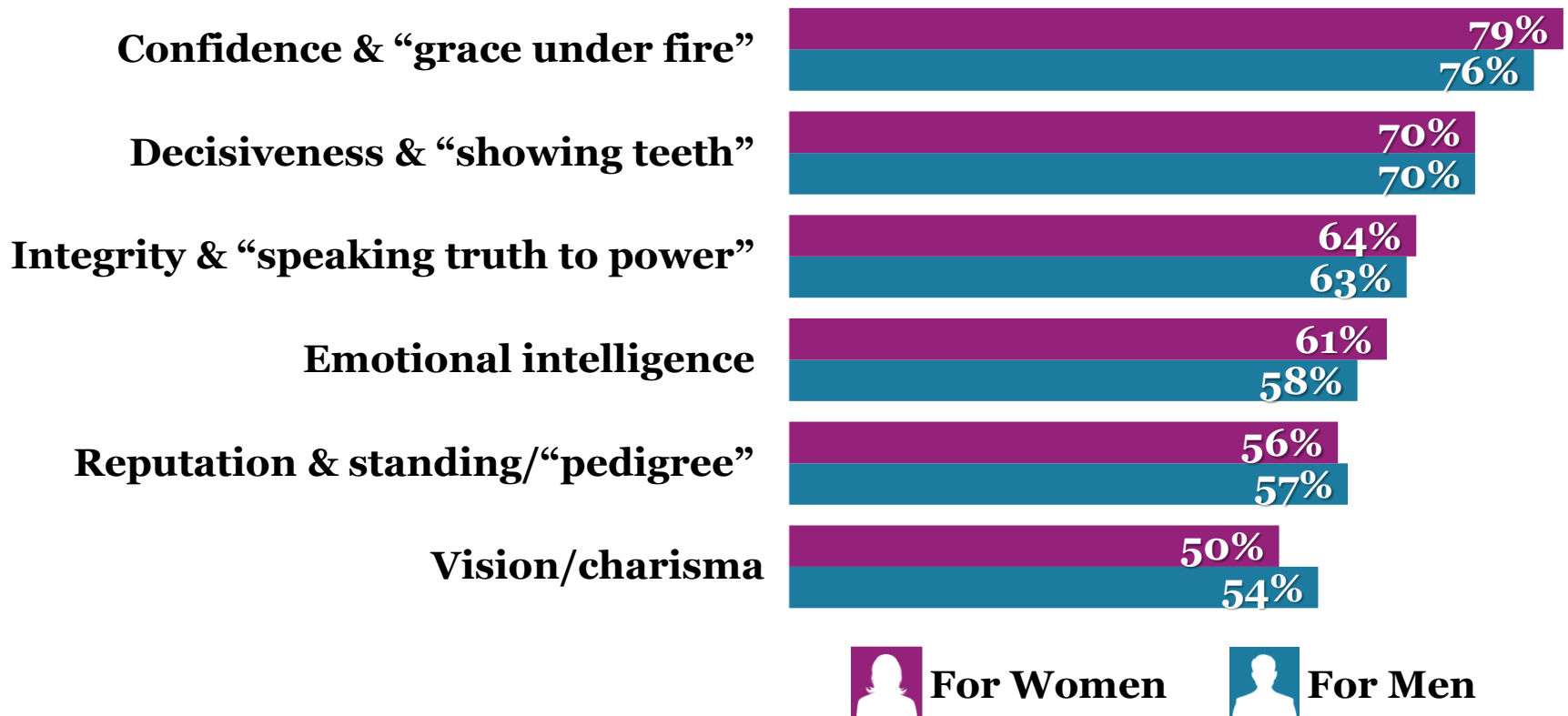
Participant Discussion

Please share:

- Who in the public space do you consider having gravitas?
- What makes you say so?

According to Senior Leaders

Top Aspects of Gravitas



Hillary Clinton



www.youtube.com/watch?v=TCoAKNQBv80&t=1m12s

Gravitas Blunders

**Sexual
impropriety**

**Distant and
in a bubble**

**Shallow/
light-weight**

**Lies and
cover-ups**

**Inflated ego/
bullying**

**Off-color or
racially
insensitive
jokes**

*From focus groups and interviews.

What is Communication?

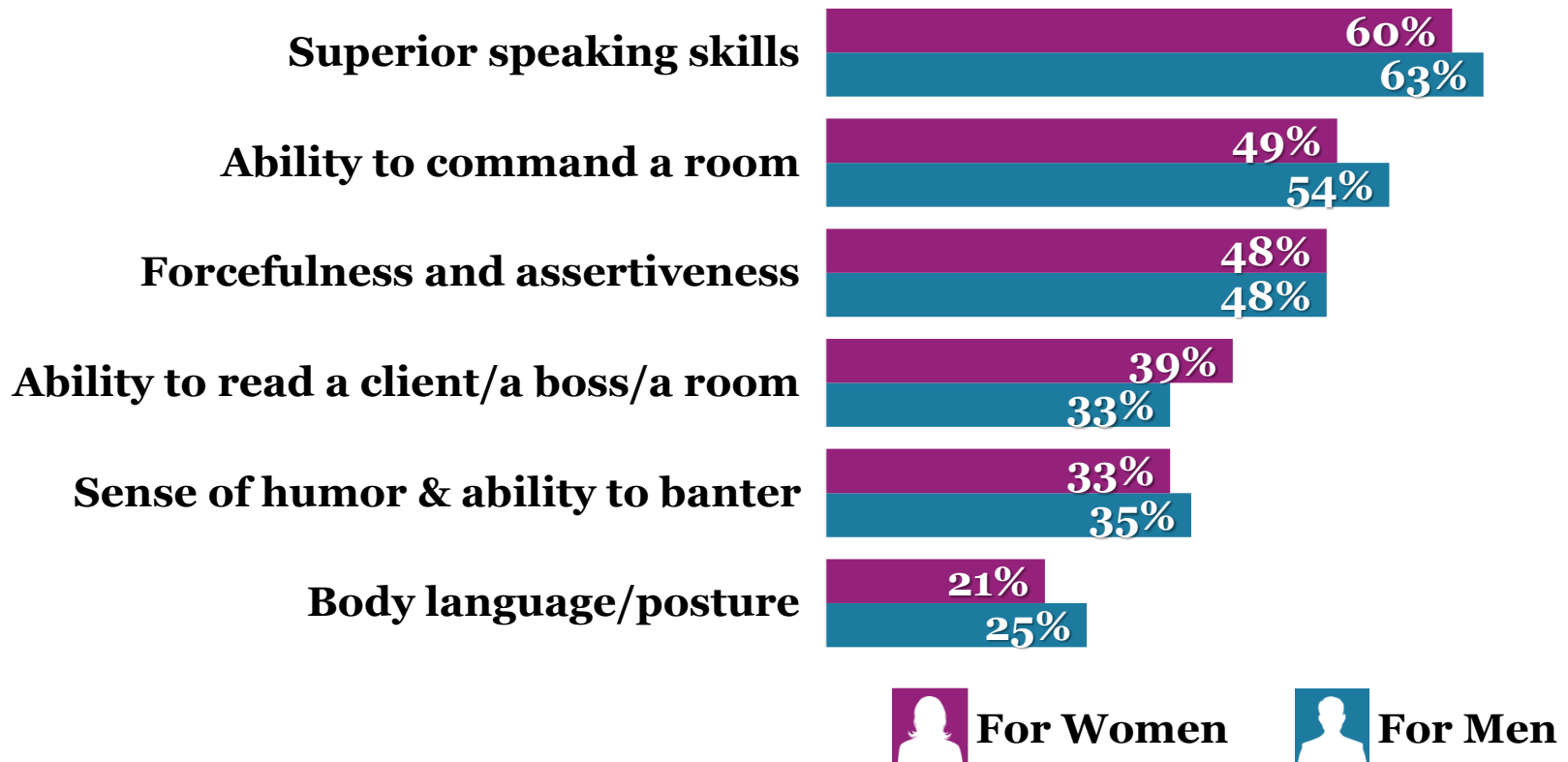
Participant Discussion

Please share:

- Who in the public space do you consider great communicators?
- What makes you say so?

According to Senior Leaders

Top Communication Traits



Three Components of Strong Communication

• Verbal – The Words You Choose

- Choice of words
- Structure of message

• Vocal – How It Sounds

- Voice
- Fillers
- Organization

• Non-Verbal – How You Look

- Gestures & Clothing
- Movement
- Eye contact and Expressions
- Visuals

Anne Hathaway



<http://www.youtube.com/watch?v=TwWSxTiSmfg>

End at 0:57

Mark Zuckerberg



<https://www.youtube.com/watch?v=o3hu3iG8B2g>

Communication Blunders

Constant device checking

Breathlessness & visible trembling

Crying

Rambling and redundant

High-pitched or shrill

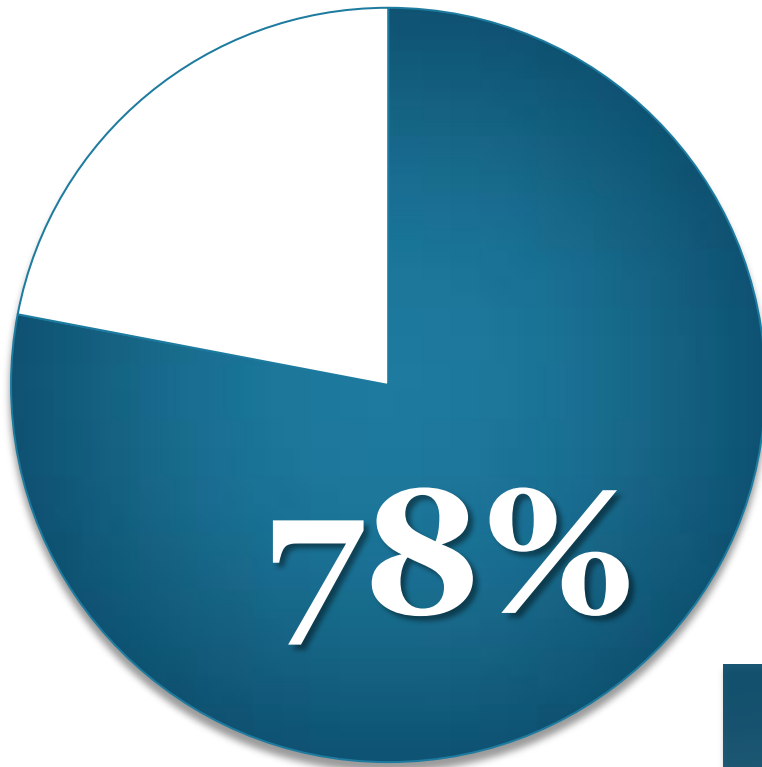
Over reliance on notes/props

**Boredom-
Foot-tapping/
doodling**

Failure to establish eye contact

*From focus groups and interviews.

Online Communication Also Matters



of professionals first search online for information on new colleague or prospective hire

Curate your on-line image

What is Appearance?

Participant Discussion

- What is the first word that comes into your mind when you see the following pictures?

1986



2003





Condoleezza Rice



Condoleezza Rice

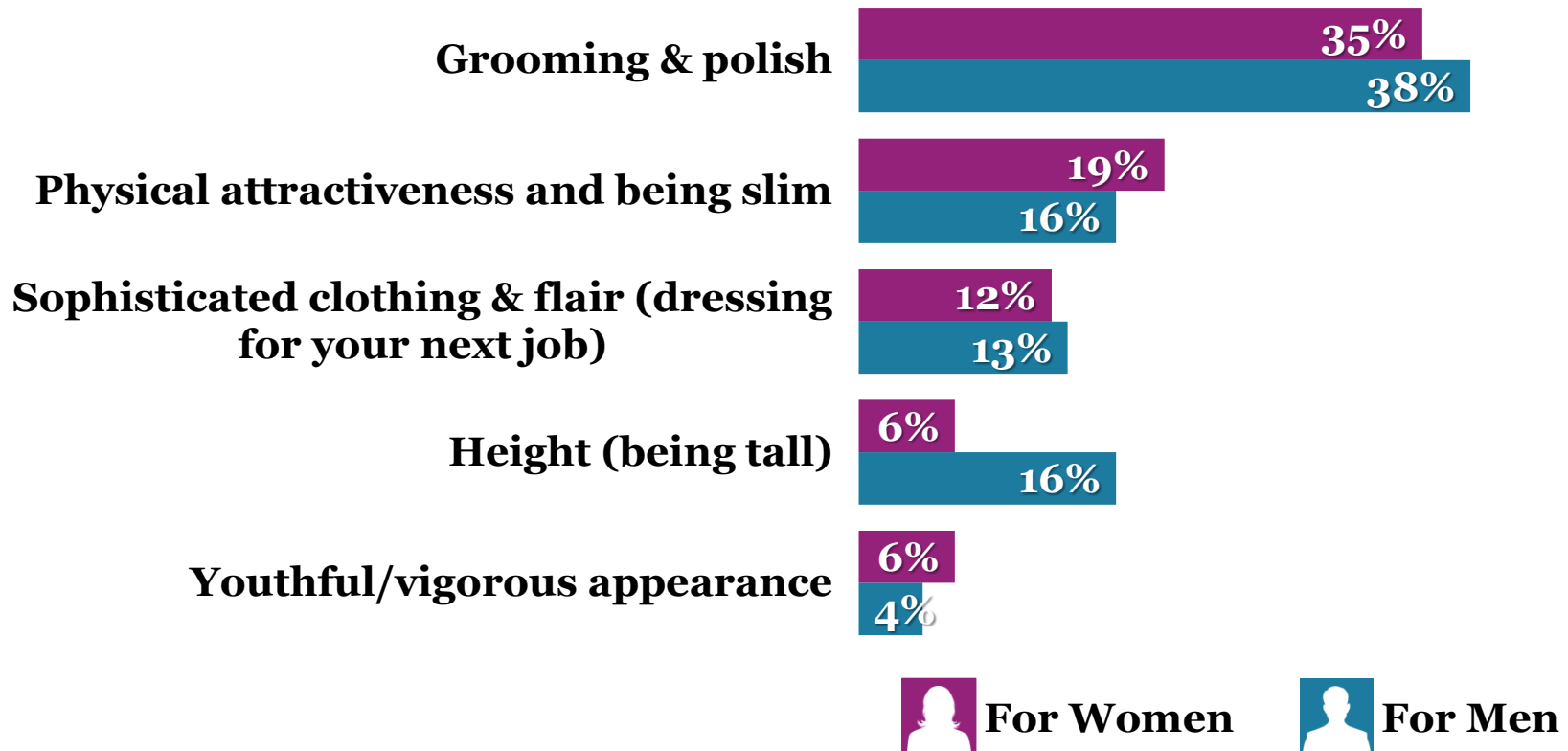






According to Senior Leaders

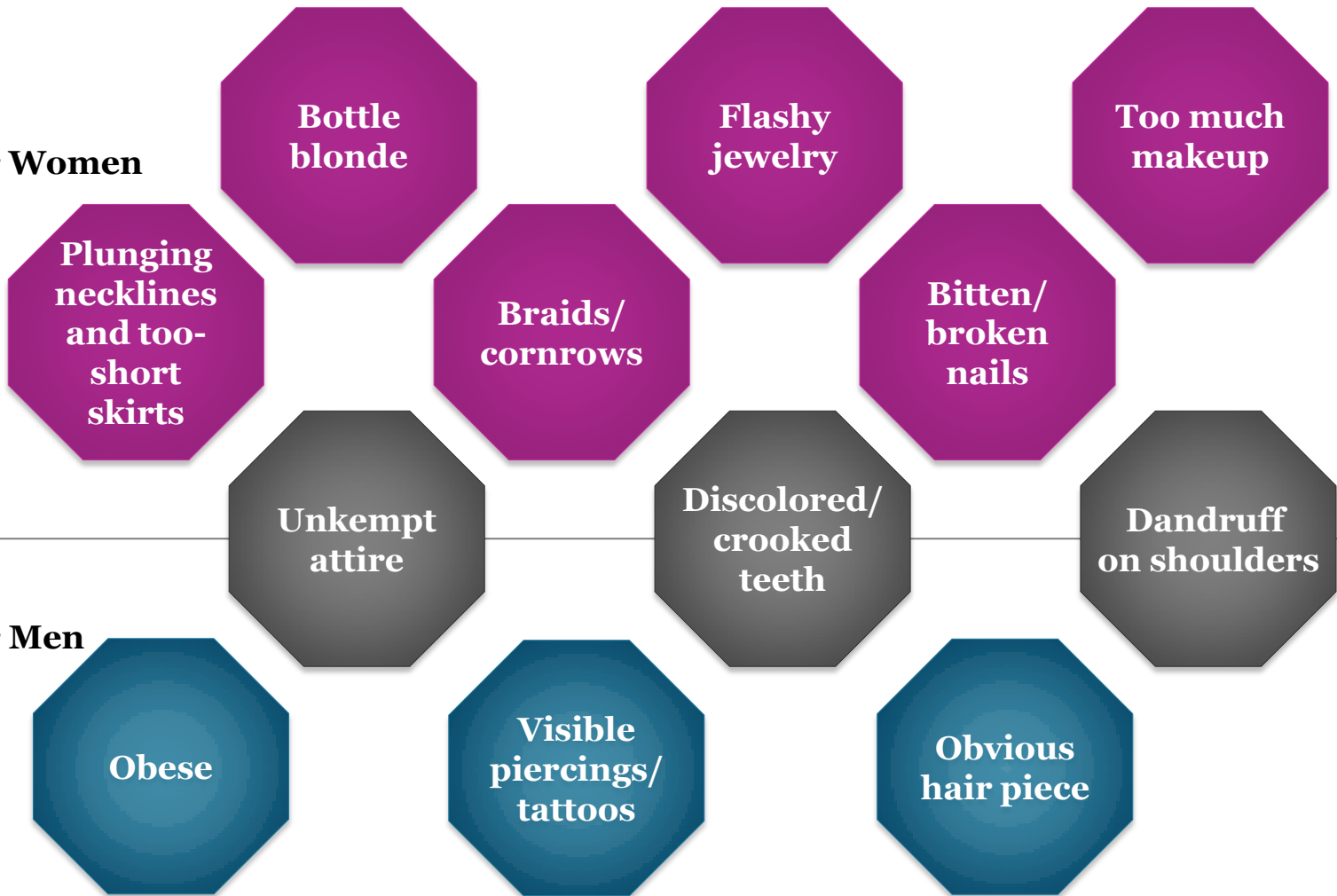
Top Aspects of Appearance



Appearance Blunders



For Women



For Men

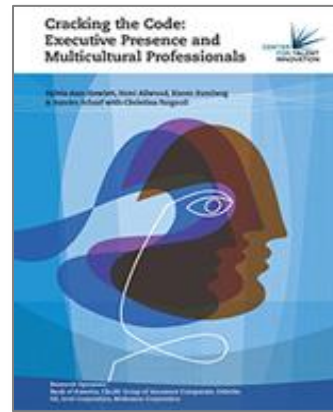
EP Tips and Tricks

- **Identify Executive Presence role models inside or outside your organization**
 - What contributes to their EP? What can you draw from them?
- **Tap into your network**
 - Think about those in your network who you'd feel comfortable asking for feedback, ask them for feedback and ensure that it is clearly actionable
- **Leverage internal resources**
 - Participate in professional development, executive coaching or employee groups to build your EP
- **Understand your authenticity**
 - Know where you would feel comfortable giving way and how you can feel authentic to yourself

Further Resources



Executive Presence
Center for Talent Innovation



**Cracking the Code:
Executive Presence and
Multicultural Professionals**
Center for Talent Innovation



Executive Presence:
The Missing Link Between
Merit and Success
By **Sylvia Ann Hewlett**

Available at Amazon and
Barnes & Noble
or at our Conference

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