Executive Presence – Cracking the Code

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CAS
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Who are We?
Sandra Scharf
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Managing Director, Hewlett Consulting Partners
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


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Engaged Transformation

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

Awaken to Possibilities

- 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

Accelerate Commitment to Change

- 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

Turn into Action

- 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

Ensure Accountability

- 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

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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:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9%</td>
<td>CEOs globally</td>
</tr>
<tr>
<td>4.2%</td>
<td>CEOs at Fortune 500 companies</td>
</tr>
<tr>
<td>4%</td>
<td>CEOs in FTSE 100</td>
</tr>
<tr>
<td>16%</td>
<td>Board members at Fortune 500 companies</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4%</td>
<td>Fortune 500 CEOs</td>
</tr>
<tr>
<td>10%</td>
<td>Board members at Fortune 500 companies</td>
</tr>
</tbody>
</table>

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

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

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

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

**Sponsorship**
- 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

3. 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

*Based on UK research data
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*

- Appearance: 5%
- Communication: 28%
- Gravitas: 67%

All Respondents

- Appearance: 7%
- Communication: 31%
- Gravitas: 62%

*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**

<table>
<thead>
<tr>
<th>Positive Trait</th>
<th>Negative Trait</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too bossy/loud</td>
<td>Too quiet/retiring</td>
<td>31%</td>
</tr>
<tr>
<td>Too provocative/edgy</td>
<td>Too dowdy/mousey</td>
<td>25%</td>
</tr>
<tr>
<td>Too pushy</td>
<td>Too self-deprecating</td>
<td>29%</td>
</tr>
<tr>
<td>Too young looking</td>
<td>Too old looking</td>
<td>6%</td>
</tr>
</tbody>
</table>

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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

- For women:
  - Female boss: 39%
  - Male boss: 32%

- For men:
  - Female boss: 28%
  - Male boss: 47%

Senior men fear gossip/lawsuits

Men are more likely to get feedback from male superiors

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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

- Confidence & “grace under fire”
  - For Women: 79%
  - For Men: 76%

- Decisiveness & “showing teeth”
  - For Women: 70%
  - For Men: 70%

- Integrity & “speaking truth to power”
  - For Women: 64%
  - For Men: 63%

- Emotional intelligence
  - For Women: 61%
  - For Men: 58%

- Reputation & standing/“pedigree”
  - For Women: 56%
  - For Men: 57%

- Vision/charisma
  - For Women: 50%
  - For Men: 54%
Hillary Clinton

www.youtube.com/watch?v=TCoAKNQBV8o&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

<table>
<thead>
<tr>
<th>Trait</th>
<th>For Women</th>
<th>For Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior speaking skills</td>
<td>60%</td>
<td>63%</td>
</tr>
<tr>
<td>Ability to command a room</td>
<td>49%</td>
<td>54%</td>
</tr>
<tr>
<td>Forcefulness and assertiveness</td>
<td>48%</td>
<td>48%</td>
</tr>
<tr>
<td>Ability to read a client/a boss/a room</td>
<td>39%</td>
<td>33%</td>
</tr>
<tr>
<td>Sense of humor &amp; ability to banter</td>
<td>33%</td>
<td>35%</td>
</tr>
<tr>
<td>Body language/posture</td>
<td>21%</td>
<td>25%</td>
</tr>
</tbody>
</table>
Three Components of Strong Communication

- **Verbal** – The Words You Choose
- **Vocal** – How It Sounds
- **Non-Verbal** – How You Look

- Choice of words
- Structure of message
- Voice
- Fillers
- Organization
- 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

78% 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

- Grooming & polish: 35% for Women, 38% for Men
- Physical attractiveness and being slim: 19% for Women, 16% for Men
- Sophisticated clothing & flair (dressing for your next job): 12% for Women, 13% for Men
- Height (being tall): 6% for Women, 16% for Men
- Youthful/vigorous appearance: 6% for Women, 4% for Men
Appearance Blunders

For Women
- Plunging necklines and too-short skirts
- Bottle blonde
- Braids/cornrows
- Flashy jewelry
- Too much makeup

For Men
- Obese
- Visible piercings/tattoos
- Obvious hair piece
- Discolored/crooked teeth
- Dandruff on shoulders
- Unkempt attire
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

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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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@SandraFScharf