



## Leadership Presence

First Impressions & Physical Impact		
<ul style="list-style-type: none"> <li>• Makes eye contact</li> <li>• Positive disposition</li> <li>• Relaxed smile</li> <li>• Welcoming</li> <li>• Confident, not arrogant</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes easy rapport</li> <li>• Engages others – asks questions rather than dominating conversation</li> <li>• Active listening</li> <li>• Strong posture</li> </ul>	<ul style="list-style-type: none"> <li>• Firm handshake</li> <li>• Dresses for success – style and level of attire at or above role</li> <li>• Calm, without distracting behaviors</li> </ul>
Communication & Dialogue		
<ul style="list-style-type: none"> <li>• Paced; selective with points</li> <li>• Ability to summarize and acknowledge various perspectives</li> <li>• Transparent; not manipulative</li> <li>• Direct and respectful</li> <li>• Effective with questions to gather input</li> <li>• Clear and concise</li> <li>• Appropriate tone</li> </ul>	<ul style="list-style-type: none"> <li>• Persuasively influence and energize others</li> <li>• Comfortable with informal and formal speaking</li> <li>• Well chosen words; avoids “umms” and distracting language</li> <li>• Uses silence effectively</li> <li>• Facilitates meaningful dialogue</li> <li>• Impact without exaggerating points</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors and utilizes voice well</li> <li>• Uses stories to engage others and bring clarity</li> <li>• Explains in ways others can understand (effective vocabulary); avoids jargon</li> <li>• Responds well to questions</li> <li>• Personal ownership and best practices with email, voicemail and convening meetings</li> </ul>
Self-Awareness		
<ul style="list-style-type: none"> <li>• Knows perspective of self held by others</li> <li>• Aware of style, strengths and weaknesses (including formal assessments)</li> <li>• “Masters strengths and manages weaknesses”</li> </ul>	<ul style="list-style-type: none"> <li>• Continual personal and professional development</li> <li>• Aware of non-verbal affect on others – posture, facial expressions, eye-contact</li> <li>• “Debriefs” events to make self-improvement</li> <li>• Monitors “self-talk” – stories or conclusions without factual basis</li> </ul>	<ul style="list-style-type: none"> <li>• Emotional intelligence – aware of own feelings and shows feelings appropriately</li> <li>• Able to monitor and balance emotions under stress</li> <li>• Aware of own values; leads by personal and organizational values</li> </ul>
Interpersonal Effectiveness		
<ul style="list-style-type: none"> <li>• Versatility with various styles and personalities</li> <li>• Perceptive and responsive to verbal and nonverbal cues</li> <li>• Closes the loop with people</li> <li>• Encourages respectful constructive conflict between team members</li> <li>• Ability to facilitate group; manage team dynamics</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively builds trust</li> <li>• Welcomes resistance and challenges without defensiveness; identifies underlying points to strengthen outcomes</li> <li>• Confronts difficult issues</li> <li>• Combats “we – they”</li> <li>• Clear with decision making approach</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizes importance of relationships with others; develops strong relationships</li> <li>• Sets clear expectations</li> <li>• Respectful accountability</li> <li>• Authentic, specific, timely recognition</li> <li>• Earns confidence, “will do what she/he says will do”</li> <li>• Arrives on time; not late</li> </ul>
Strategic Perspective		
<ul style="list-style-type: none"> <li>• Paints compelling “visual picture”</li> <li>• Forward-looking perspective</li> <li>• Generates confidence in direction and ability to deliver</li> </ul>	<ul style="list-style-type: none"> <li>• Connects strategic direction to tactical plans</li> <li>• Describes benefits and impact of solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Credible with data; reserves detail for appropriate moments</li> <li>• Spends time and effort on level of work that produces greatest impact; avoids sliding back into previous role</li> </ul>