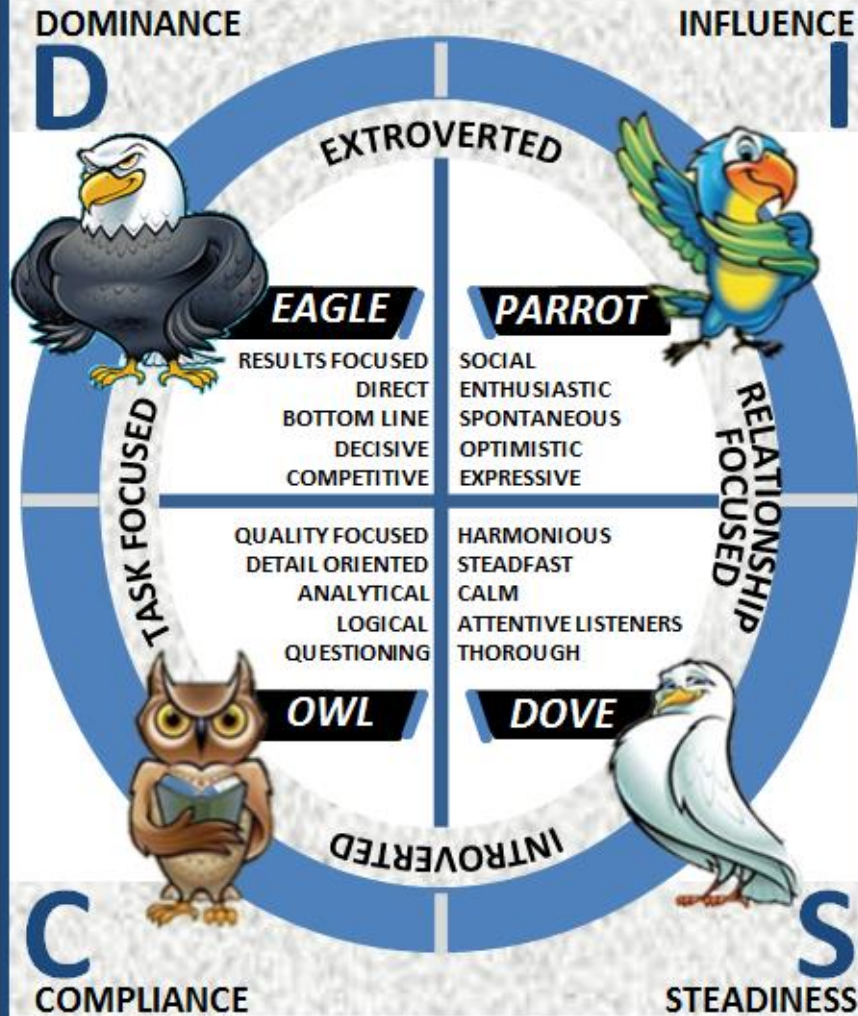


PODCAST: “Executive Presence” (EP) Susie Price & Shawn Simon

Support for EP: Assessment/Models/ References:

- DISC – Motivators- EQ
- Validation for DISC /Style
- Bates ExPI Multi-Rater Model for Executive Presence
- The Power of Options (HBR)
- Agyris Ladder of Inference
- Influence Equation

DISC AT A GLANCE



TIPS FOR INFLUENCING EACH STYLE



EAGLE

- OPEN WITH THE BOTTOM LINE
- EXPECT AND RESPOND TO CHALLENGES
- COMMUNICATE WITH CONFIDENCE
 - BE BRIEF



PARROT

- OPEN WITH YOUR VISION
 - SMILE
 - ASK THEIR OPINION
- CREATE ROOM FOR INNOVATION



DOVE

- OPEN WITH RELATIONSHIP BUILDING
 - BE CALM
- FOCUS ON HOW PEOPLE WILL BENEFIT
 - ALLOW TIME FOR REFLECTION

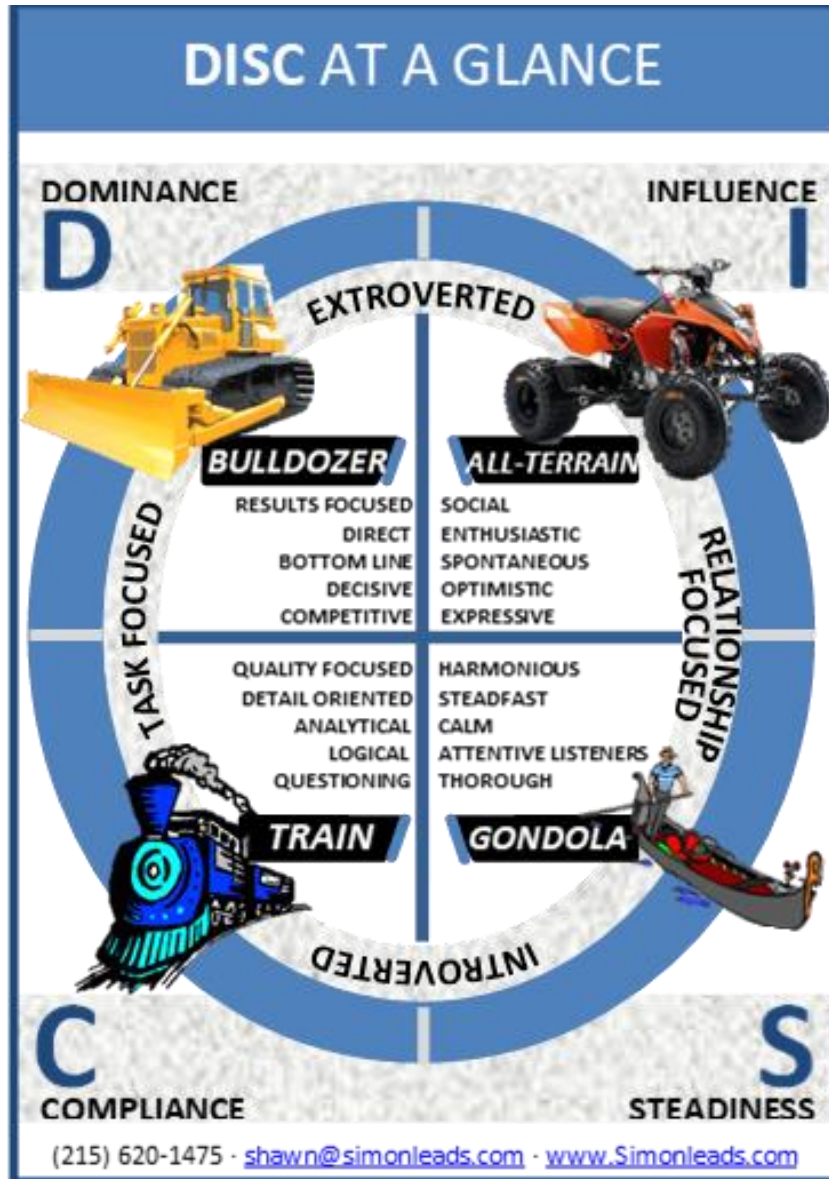


OWL

- OPEN WITH THE RATIONALE
- BUILD YOUR CASE LOGICALLY
- FOCUS ON FACTS AND PROCESS
- ENCOURAGE QUESTIONING

SIMON  LEADS
Shawn Simon

Adapting to the right style at the right time is the key to improving communication skills and better connecting with others.



TIPS FOR INFLUENCING EACH STYLE



BULLDOZER

- OPEN WITH THE BOTTOM LINE
- EXPECT AND RESPOND TO CHALLENGES
- COMMUNICATE WITH CONFIDENCE
- BE BRIEF



ALL-TERRAIN

- OPEN WITH YOUR VISION
- SMILE
- ASK THEIR OPINION
- CREATE ROOM FOR INNOVATION



GONDOLA

- OPEN WITH RELATIONSHIP BUILDING
- BE CALM
- FOCUS ON HOW PEOPLE WILL BENEFIT
- ALLOW TIME FOR REFLECTION



TRAIN

- OPEN WITH THE RATIONALE
- BUILD YOUR CASE LOGICALLY
- FOCUS ON FACTS AND PROCESS
- ENCOURAGE QUESTIONING

SIMON  LEADS:
Shawn Simon

(215) 620-1475 · shawn@simonleads.com · www.Simonleads.com

Adapting to the right style at the right time is the key to improving communication skills and better connecting with others.

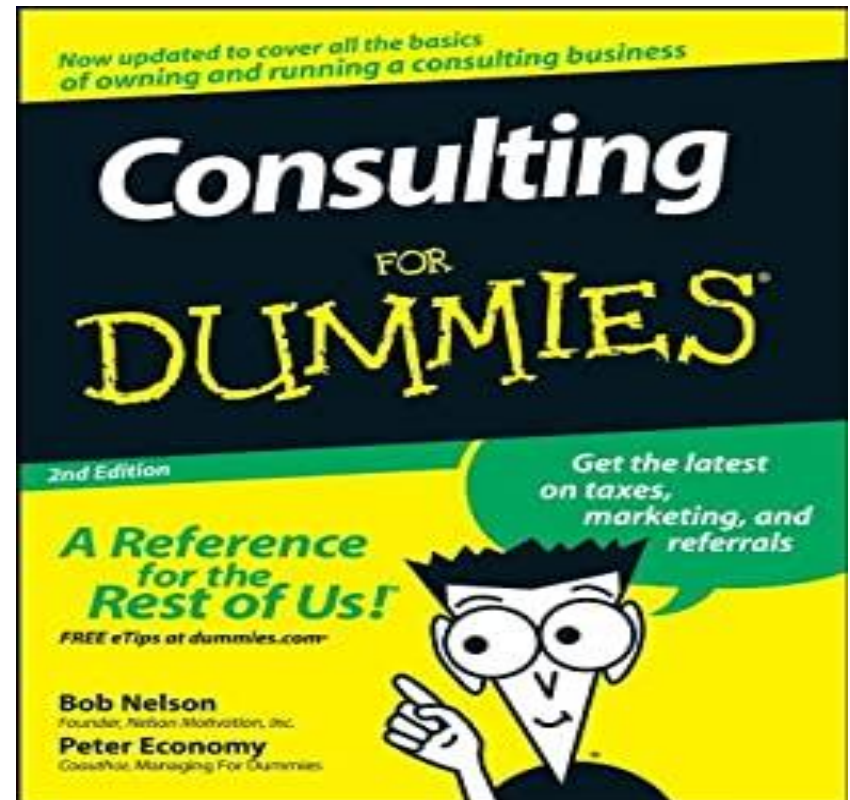
“Consulting for Dummies”, Building Relationships with Prospective Clients

pg. 216-217

Establishing rapport

- ✓ **Be Friendly.** Everyone likes people who are friendly and who seem genuinely interested in them. Take the first step to reach out to someone, they're likely to reach back.
- ✓ **Assess your client's personality.** Does your client want to chat and socialize for a bit before getting down to business, or does he want to skip all that and keep business at the very top of the agenda?
- ✓ **Find something in common with your client.** Do you share a common interest or hobby with your client?
- ✓ **Be sincere and down to earth.** Don't try to pretend to be someone you're not. Just relax, be sincere, and, above all, be yourself

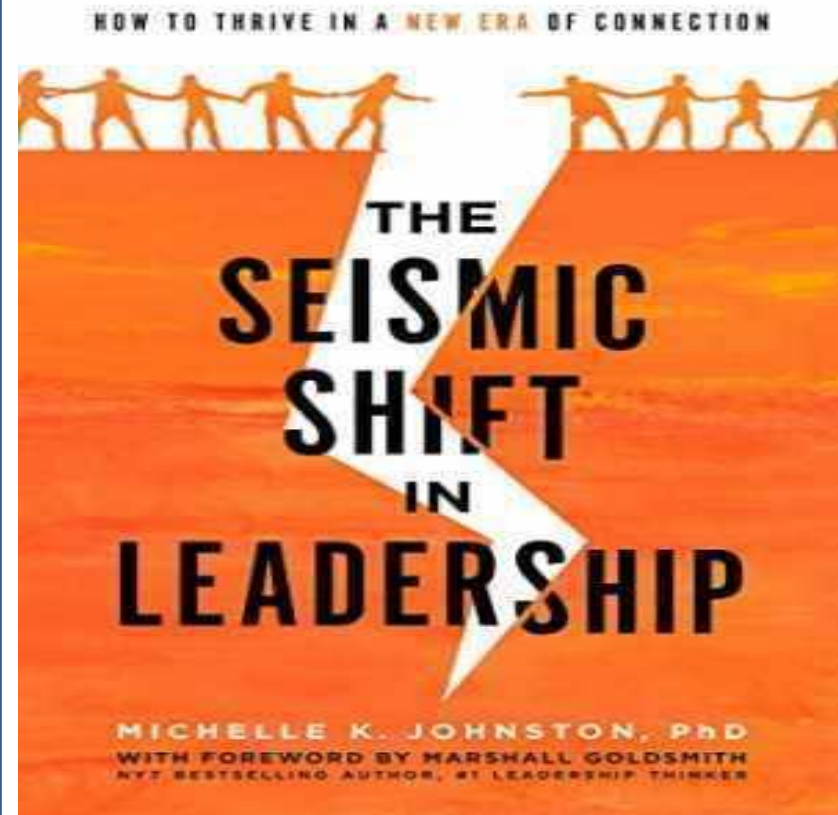
✓



“THE SEISMIC SHIFT IN LEADERSHIP”, by Michelle K Johnston ,PhD

“Leaders need to understand their communication styles and communicate clearly to each team member.”

“People oriented” relationships, offer clear feedback and seek common ground. Those who are “Action Oriented “ emphasize the bottom line. They tend to talk over people or finish their sentences , and they react impatiently if speakers run long or are disorganized. “Content oriented “ are comfortable with convoluted details.....



Bates ExPI Multi-Rater Assessment

Bates Model of Executive Presence

Our Model has been operationalized in a multi-rater feedback survey. It measures the self-perceptions of the leader and the perceptions others have of the leader on all 15 facets.

In addition to grounding our model construction in research, we drew upon input from a panel of 10 independent experts in executive assessment and development (all were Ph.D. level practitioners). Their participation went a long way toward bolstering the “construct” validity of the model and the content validity of the assessment tool.

Therefore, you can be assured that it measures the “right stuff.” And our validity analyses indicate that all 15 Facet scales are very reliable, which means it works consistently across people and situations.

Character — qualities that are fundamental to the leader as a person, to his/her identity, and give us reason to trust him/her.	Substance — cultivated qualities of mature leadership that inspire commitment, inform action, and lead to above-and-beyond effort.	Style — overt, skill-based patterns of communicative leadership that build motivation and that shape and sustain performance.
Authenticity — the quality of being real, genuine, transparent, and sincere in one’s relations and interactions with others.	Practical Wisdom — highly honed qualities of insight and judgment that get to the heart of issues and produce prudent decision.	Appearance — looks and acts like an able executive, adapts dress and demeanor to the situation, and handles social situations with tact.
Integrity — acting with fidelity to one’s values and beliefs, living up to high standards of morality, veracity, and promise keeping.	Confidence — self-assured in decision-making and action; ready to accept the risk and responsibility for taking timely action.	Intentionality — clarifies direction and keeps actions aligned and on track, all without stifling dissent or neglecting needs to adjust course.
Concern — demonstrating interest in others, encouraging adaptive development, and promoting a healthy sustainable culture.	Composure — steady in a crisis, able to calm and focus others, and to bring objectivity and perspective to critical decisions.	Inclusiveness — actively involves others, welcomes diverse points of view, encourages ownership in mission, and empowers initiative.
Restraint — a calm disposition, characterized by reasonableness, and by avoidance of emotional extremes or impulsiveness.	Resonance — connecting with others; attentive, attuned, and responsive to feelings, motivations, and thoughts; deepens alignment.	Interactivity — Promotes an interpersonal style of dialog and timely exchange of information and questions to coordinate action.
Humility — awareness of one’s strengths and weaknesses, an openness to others, and a belief that all persons have worth.	Vision — generates an inspiring, enterprise-wide picture of what could be; recognizes emerging trends, and engages all in strategy.	Assertiveness — speaks up, values constructive conflict, and raises issues directly without shutting others down.

“POWER OF OPTIONS” (HBR) , Always give yourself four ways to win.

A Guide to the Four Stances

This list of cues can help you determine when to use—and when to avoid—each stance.

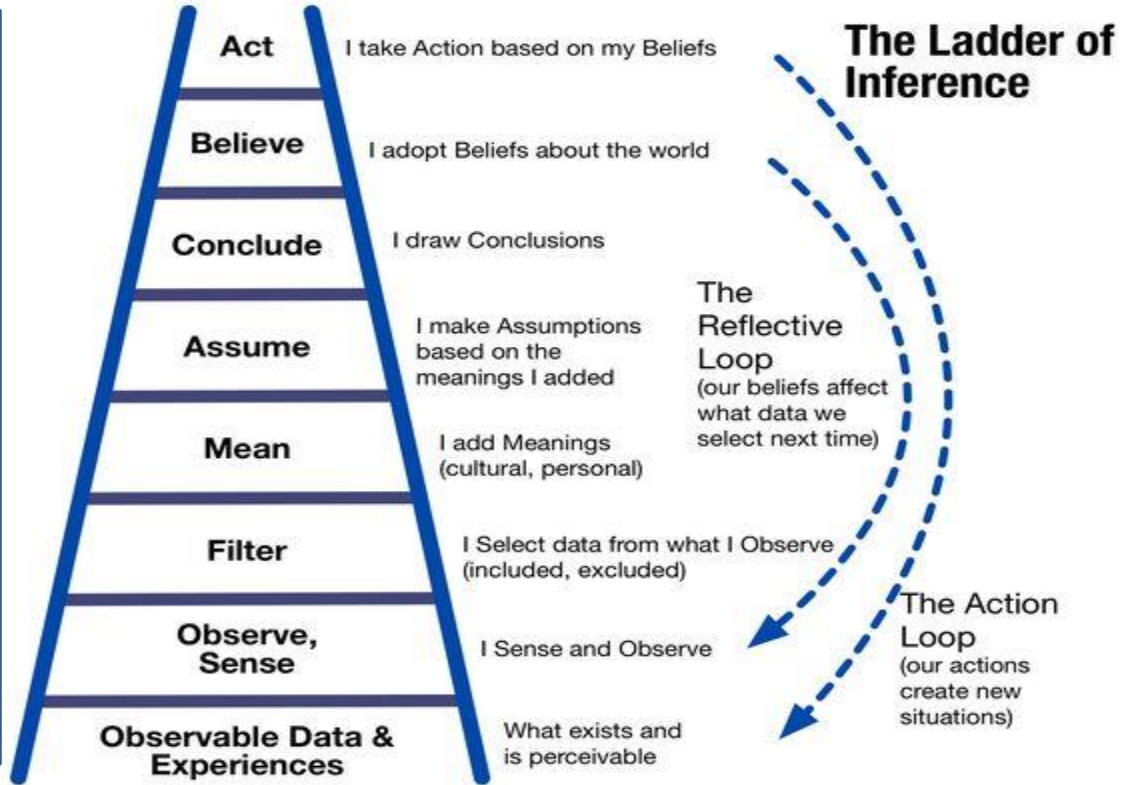
	Actions	When to use it	When not to use it
LEAN IN	Deciding, directing, guiding, challenging, confronting	<ul style="list-style-type: none"> •When people seem rudderless and passive and need help organizing and focusing their efforts •When you want to energize people without triggering fear •When change is happening rapidly and chaotically •When the world has turned upside down and you need to stabilize the situation 	<ul style="list-style-type: none"> •When people quiet down when you enter the room •When people don't offer counteropinions •When people need more support and time to think •When your emotions have been triggered
LEAN BACK	Collecting data, analyzing, asking questions, delaying decisions	<ul style="list-style-type: none"> •When people need more information •When emotions are running high and more data will help ground the team •When you are working with introverts who respond better to data than to inspirational rhetoric 	<ul style="list-style-type: none"> •When team discussion has reached the point of diminishing returns •When people seem overwhelmed and more data is obfuscating rather than clarifying thinking
LEAN WITH	Empathizing, coaching, collaborating, encouraging	<ul style="list-style-type: none"> •When morale is low •When your people are extroverts and connection is the currency of choice •When you notice how a smile or an affirming remark energizes someone 	<ul style="list-style-type: none"> •When you notice a team member needs space to think •When a team is operating well on its own and doesn't need support •When people want to feel independent
DON'T LEAN	Contemplating, being still, visualizing, breathing	<ul style="list-style-type: none"> •When team members need to work something out on their own and your presence may be an intrusion or slow their progress •When the team is frenetic and needs a break or a time-out to calm things down 	<ul style="list-style-type: none"> •When the team needs to step into planning or action mode •When a crisis hits and people are looking to you for guidance

By David Noble and Carol
Kauffman

“Argyris Ladder of Inference”

“The Argyris Ladder”

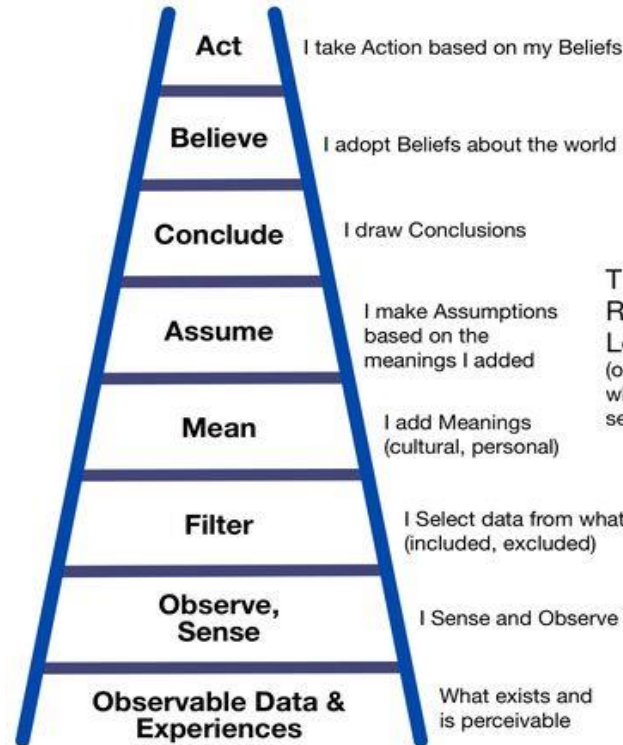
A model used to explain how people form conclusions and make decisions based on limited or incomplete information.



Adapted from Peter Senge's book *The Fifth Discipline Fieldbook*. Copyright 1994

Developed By Chris Argyris, Harvard ,1970s

“Argyris Ladder of Inference”



Adapted from Peter Senge's book The Fifth Discipline Fieldbook. Copyright 1994

The Ladder of Inference

The Reflective Loop
(our beliefs affect what data we select next time)

The Action Loop
(our actions create new situations)

The More Likely I am to Jump to Conclusions and odds of Suffering a Blind Spot Magnified .

The Faster I Race Up the Ladder

Solution: try staying at the bottom of the “ladder” a little longer!

The Faster I Race Up the Ladder

The Faster Active Listening and Engagement

GO DOWN!

“The Influence Equation”

$$I = P/R^*$$

$$\text{Influence} = \frac{\text{Persuasion}}{\text{Resistance}}$$

How do you increase influence?

Instead of pushing harder and talking louder

Instead of providing more facts and data

Instead of advocating your position more aggressively or by repeating yourself and talking slower



REDUCE THE RESISTANCE BY: reducing the R!

Ask questions:

- To determine their needs, their concerns, their assumptions, and their beliefs!
- Show interest and curiosity to understanding THEIR POSITION

**Created by the Triad Consulting Group*



Thank You!

Shawn Simon
215-620-1475

Email: shawn@simonleads.com

www.Simonleads.com