NIRI CHICAGO CHAPTER

Introduction to Executive Presence

Lisa Sprenkle, BTS

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250M
Revenue

450+
Clients served in 37 global offices

30+
Global fortune 100 clients

bts

Our vision

The global leader in turning strategy into action

1,300+
Professionals

50+USA
Fortune 100 clients

Founded in
1986
Stockholm, Sweden

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More than capabilities – expertise



Strategy Execution

A great strategy is worthless if it isn't well executed.



Business Acumen

Equip your team with the business acumen needed to execute successfully.



Leadership Development

Being effective as a leader can be learned. But it takes courage to be a rookie again.



Assessment

Powerful experiences immerse participants in key elements of the business and leadership challenges of the role.



Change & Transformation

Change has changed. Shouldn't the way you lead change, change too?



Executive & Team Performance

BTS's executive development solutions will offer your leaders and transitioning executives the tools they need to create alignment and constantly view things with fresh eyes and an open mind.



Executive Coaching

Excellence and rigor to enable executives to become the best version of themselves.



Leadership & coaching

Build coaching skills and create a coaching culture that serves as a strategic differentiator to drive business success.



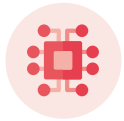
Innovation & Digital Transformation

Understand and execute the capabilities required to innovate successfully.



Sales & Marketing

Integrating marketing and sales is transformational.



BTS Digital

Digital capabilities, human touch.



Diversity, Equity, Inclusion

At BTS, DEI is part of everything we do.



BTS Spark

BTS Spark provides school leaders with access to world-class leadership coaching at not-for-profit prices.

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“gravitas”

“presentation skill”

“charisma”

How do people describe executive presence?

“image”

“savvy”

“confidence”

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“I know it when I see it.”

Executive presence

the qualities of a leader, as perceived by others, that engage, inspire, align, and move people to act

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Character

Qualities that are fundamental to the leader as a person to their identity, that give us reason to trust them and give them the benefit of the doubt

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Substance

Cultivated qualities of adult development specific to a career in leadership, which inspire commitment, inform action, and lead to above-and-beyond effort

Style

The active, iterative qualities of communicative leadership that build motivation, and that shape and sustain performance

The Bates ExPI™ Model of Executive Presence

Character	Substance	Style
Authenticity Real, transparent	Practical Wisdom Insightful, relevant	Demeanor Engaging, tactful
Integrity Ethical, reliable	Confidence Decisive, open to dissent	Intentionality Tactical, focused
Concern Caring, development	Composure Steady in a crisis	Inclusiveness Involving, empowering
Restraint Deliberate, calm	Resonance Attuned to others	Interactivity Accessible, attentive
Humility Open, self-aware	Vision Strategic, inspiring	Assertiveness Vocal, constructive

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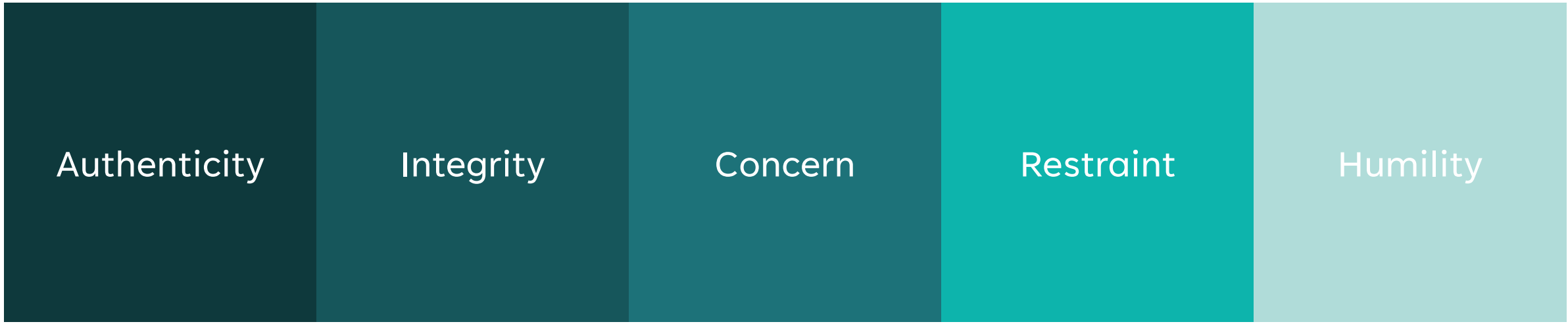
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Character

What facet represents your greatest **strength** in this dimension?



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Style

What facet represents your greatest **strength** in this dimension?



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The Bates ExPI™ model of executive presence

Sample Leader Profile - Michael

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Sample Leader Profile - Pam

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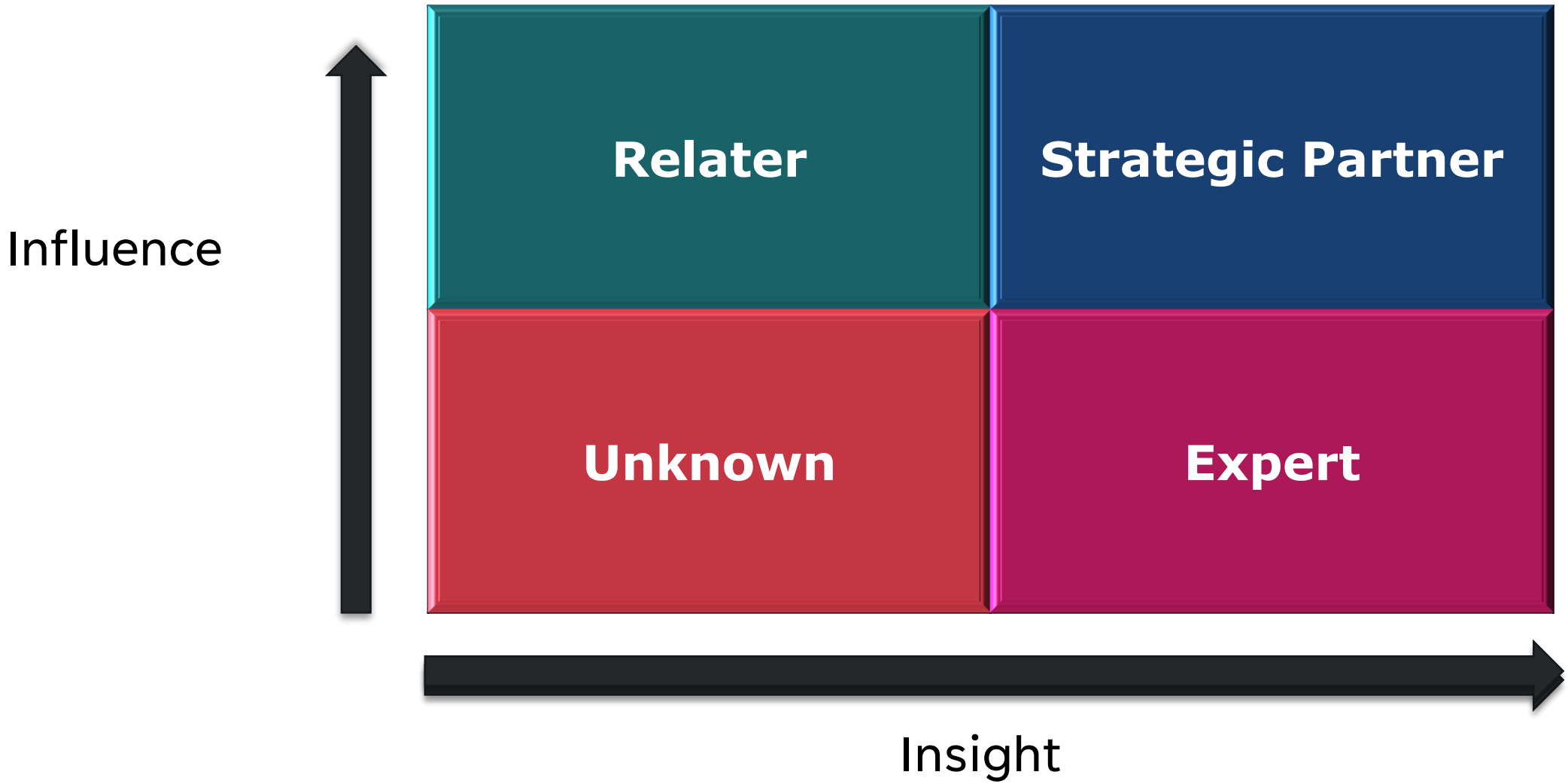
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Strategic Partner Model

- Influence, Presence & Insight



Strategic Partner Model



Strategic Partner Group Discussion

- Which facets/behaviors will be most critical for you in **showing up as a strategic partner/trusted advisor** with your team?
- What might you do to develop that behavior?



The Bates ExPI™ Model of Executive Presence

Showing Up As A Strategic Partner & Trusted Advisor: What Qualities Are Most Important?

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Practical Wisdom

Perceived to exhibit highly honed qualities of insight and judgment that get to the heart of issues and produce prudent decisions.

- **Attuned to what their audience** is most interested in
- **Thoughtful about anticipating challenges** and pain points
- Able to **distill technical information** into concise, impactful messages
- They are **invited into discussions** because people expect to get a new perspective
- People **seek out and value their opinions** and viewpoint
- Their **ideas are on-point, relevant**, and often game changing

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Confidence

Shows up most obviously when leaders act decisively and accept responsibility for results.

- They **act decisively** when situations require action
- Under pressure they **assess the situation and then move forward**
- They aren’t afraid to **listen to dissenting views**
- **Do not avoid difficult conversations** or tough calls
- They **rely on their judgment** and are **willing to take risks**
- They **take accountability** for results, good or bad

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Resonance

Actively involving others, welcoming diverse points of view, encouraging ownership in mission, and empowering initiative.

- The leader is **fully present and attentive** when engaging with others
- People comment the leader **can read others** very well
- The leader may **stop to notice cues** that others are not expressing their thoughts or feelings
- People in the organization report feeling a **strong connection** to the leader
- There is a **tendency to pitch in** and work together; it's part of the culture

Vision

Equal parts strategic thinking and inspiration, leaders are able to manifest vision by communicating a compelling picture of a future state.

- It is obvious the leader has **studied the industry, trends**, and where things are going
- The leader tends to look not at what is, but **what is possible**
- It’s obvious that their ideas would **result in tremendous benefit**
- Their **tone is positive** and their attitude is upbeat
- Their **ideas are relevant** and worth pursuing
- The leader **connects both with hearts and minds**

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Interactivity

Actively involving others, welcoming diverse points of view, encouraging ownership in mission, and empowering initiative.

- They **ask questions and communicate well**, in order to coordinate action
- They **rarely cancel** their one-on-one meetings, and if so, make a point to connect at another time
- People find their **door is open** or they will figure out a way to schedule time if needed
- Others comment they **always get back** to them with an answer
- They **don’t “go dark”** just because everything isn’t decided
- Their calendars are **filled with communication activity** because it is a priority
- **Conflicts do not simmer** without a meeting or discussion to address them

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Assertiveness

How an executive is perceived to speak directly, raise issues without unnecessary delay, and work through differences constructively.

- They tend to **jump into the conversation** early with an observation or idea
- They aren’t afraid to **“get the ball rolling”** in the meeting
- You notice they **raise difficult topics** with an attitude that merits discussion
- People notice they are **direct without being disagreeable**
- They can **engage both sides** on an issue and **facilitate healthy dialogue**



Reflection

Now that we've walked through the model, think about the impact of these qualities on your ability to engage, align, and inspire people to drive results.

- How are your strengths helping you accomplish your most important goals?
- Is it possible that some of these may be "over-strengths" in some situations?
- What is the impact of your perceived lower-rated facets on your success, and what might you do to move the needle on those qualities?


Thank You!



Lisa Sprenkle

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B.S., Industrial and Organizational Psychology, University of Illinois at Urbana-Champaign
M.S., Organizational Development, Loyola University
Doctorate Candidate, Executive Human Resource Development, University of Illinois

Lisa partners with clients from nonprofits to global Fortune 100 companies to develop outstanding leaders and effective teams for positive organizational impact.
She works closely with Boards and senior leaders to align leadership needs with strategy, identify gaps and implement a process to ensure the right leadership is in place.

Prior to joining BTS, Lisa was a founding Partner in DHR International's Leadership Consulting practice. She developed the Board Evaluation, Succession Planning, Onboarding and Team Effectiveness IP, managed the Executive Coaching process, led business development and client delivery. Prior to DHR, Lisa was a partner in a boutique consulting firm and held consulting management positions at Deloitte, Andersen, and Willis Towers Watson. She is certified in Hogan MBTI, DiSC, Coaching and team development tools.

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Strategy made **personal**

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