The RMR Group -Accelerated Women in Leadership Program

Session 4: Executive Presence

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Your Facilitator



Focus

Orange Grove Consulting specializes in research-based leadership development and bias removal. Our end goal is to create more inclusive workplaces.

Products & Services

We train employees, managers and the leaders around them to recognize barriers to diverse talent's leadership development and remove or neutralize them by training new skills. We also provide a scaffold for the organization to apply our techniques more widely for systemic change.

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The Program Power Skills

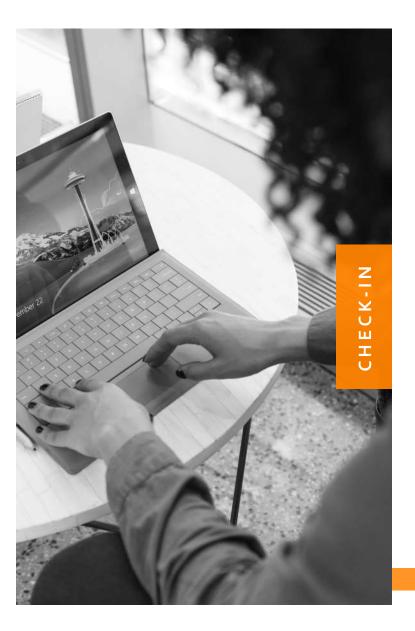
Learning Online – Some Guidelines

Overall

- Please turn your video on
- Please mute your mic unless you are speaking
- To comment or ask questions at any time:
 - Raise your hand, or
 - Just speak up

Breakout Rooms

- At certain times, you will be invited to join a breakout room for group discussion
- Please keep your videos on and unmute yourself
- I will give a sixty second warning before returning you back to the main session
- Audience members can click *leave breakout room* at anytime to rejoin the main session
- You can message me if you'd like me to join your breakout room for any questions



What Happened Since Our Last Session?

- 1. What behavior did you change?
- 2. What did you do well?
- 3. What was challenging?
- 4. Where was the pushback?
- 5. What did you learn?
- 6. How does this support your goal?

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What is Executive Presence?

Our Point of View

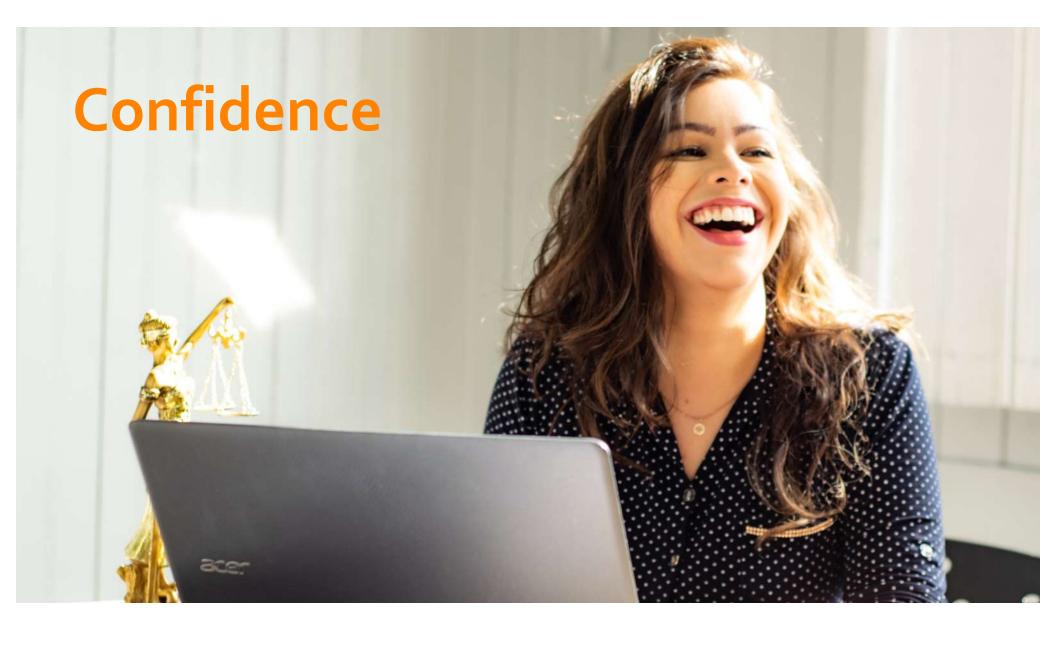
Executive presence is:

Confidence &
Self EfficacyAssertive
CommunicationAuthentic
Self

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What is Confidence?

What does it look/feel/sound like?

Think about a time when you felt confident, or about someone you see as admirably confident ...

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- What do you do? How do you behave?
- What physical characteristics do you demonstrate?
- What language do you use?
- What is the result?

The Importance of Confidence

"

Single most important psychological contributor to performance in business" —PsychologyToday

It's the stuff that turns thoughts into action..." —Claire Shipman

Without confidence, there's no leadership." —Inc





The Confidence Gap



Men

- Willing to try new things
- It's ok to fail
- Tend to be over-confident in new situations
- Tend to self-promote



Women

- Need to be perfect so failure is not an option
- Believe we are inherently not good enough
- Over-confident looks bad and immodest -bigger penalty for inauthenticity

Flawed Assumptions



- Women are primarily responsible for home and family; career is secondary
- Our commitment to something is measured by how much time we devote to it

Look Good

- We need to be perfect in behavior and appearance at all times
- We are never "good enough"



We are not entitled to time, money and power-based rewards

• If we follow the rules, we will be taken care of

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The Impact of Confidence on Performance

Think about a time when you did not feel confident or someone you see as not so confident ...

- What do you do, how do you behave?
- What physical characteristics do you notice?
- What language do you use?
- What is the impact ?
- Do others notice? What is the impact of that?

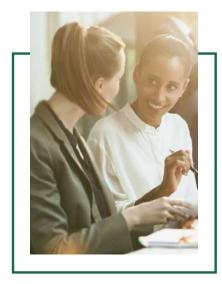


It's about Self -Efficacy

Self-efficacy is your Belief in Your Own Capability

to learn and translate your skills and level of preparation into successful results

How to Build Self-Efficacy



Prepare Research. Practice. Prime yourself.

Engage Stakeholders Build relationships. Find supporters. Address resisters.





Persevere Stay through difficult parts. Break it down in doable parts. Be curious about difficulty. Reframe.

Apply Growth Mindset Embrace risks. Be compassionate with self. Seek support.

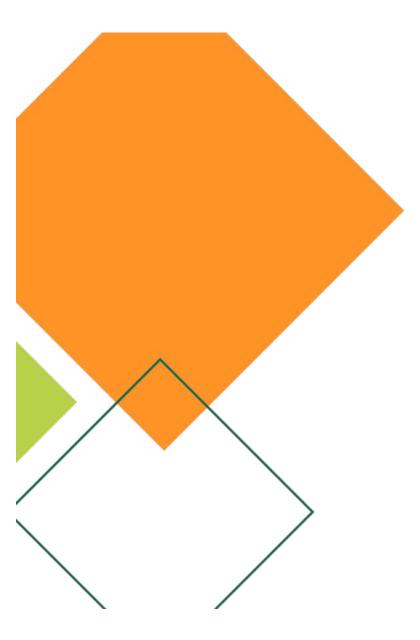




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Believing in your abilities affects your motivation, your
choices, your toughness, and your determination.
Therefore, self-confidence – by way of self-efficacy –
often affects how well you perform, and how satisfied you
are with the choices you make."

- Arthur Bandura



What's your Self Efficacy ? Quiz



Enhancing your Self Efficacy: A Growth Mindset

Think about a goal you are not sure of if you are capable of reaching

- What assumptions are you making about your capabilities?
- How might your reframe these assumptions?
- What road blocks are in your way? How might you reduce them?
- What skills do you need? How might you acquire these?

We reframe our limiting assumptions that box us in and that lets us problem solve.

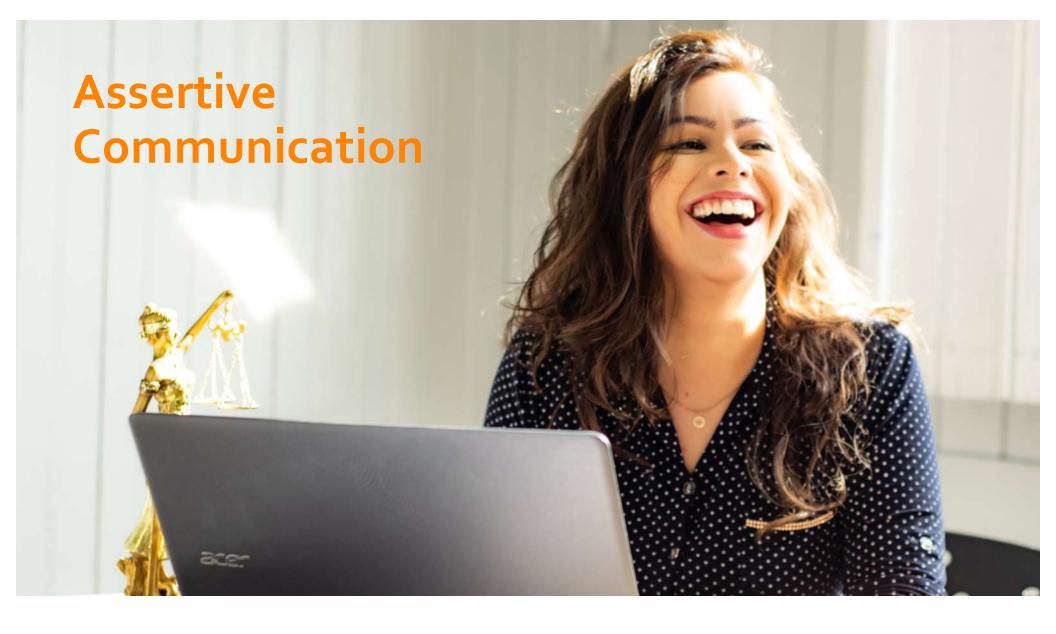


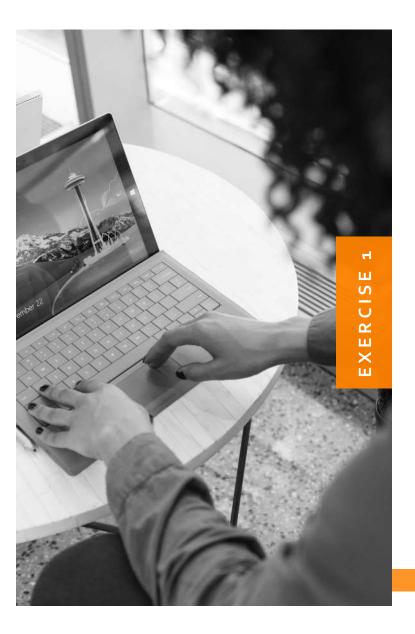
Cultivating a Growth Mindset

- Give yourself time to struggle.
 Know that the struggle is part of the process and leads to creativity.
- Stop, take a step back, reflect and **celebrate your successes**.
- In case of failure: Stop, take a step back, reflect and **celebrate that you tried** and will try again.
- Seek **opportunities for practice.** Practice brings mastery.









I am a leader

You have been asked to become the lead for a significant new project. At the project kick-off meeting with your VP, you are asked to present yourself in a **30-60 seconds pitch**. How do you present yourself?

- What are your skills and competence?
- What have you accomplished/ what are your results?

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• What is your impact? Give an example.

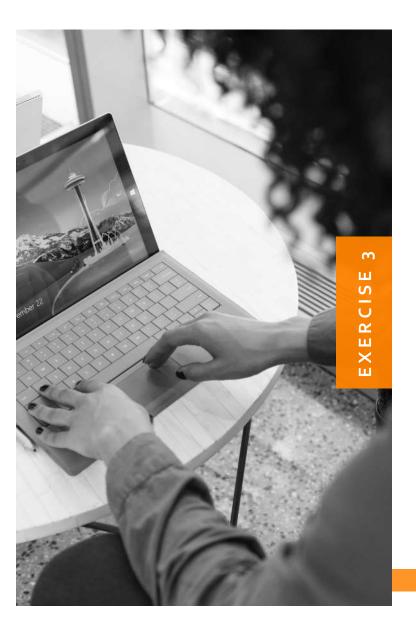


Choosing Leadership

- 1. Go round robin and each person shares their "pitch" as to why they should be the leader (1.5 min max per person)
- 2. After each pitch the other group members write (0.5 min):
 - I really liked how you (leveraging strength)
 - Moving forward I would (suggestion for improvement)
- 3. Determine within the group who should be leader (4 min)

Prohibited decision approaches: Rotation, Shared leadership, Not picking a leader





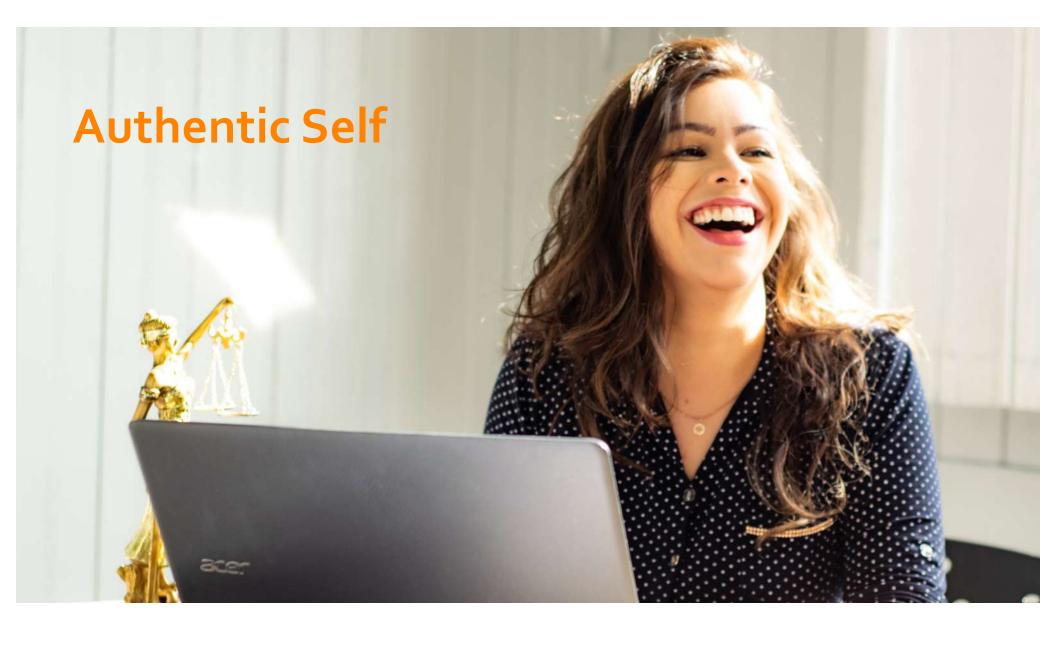
Feedback Round Robin

Provide feedback to each of the group members as to what was effective or not about the pitches.

Consider the following format:

- I really liked how you (leveraging strength)
- Moving forward I would (suggestion for improvement)





The Need to be Perfect Gets in the Way



Men

- I can apply if I am 60%
- It's okay to fail trying
- Mistakes are inevitable



Women

- I need to be 100% before I apply
- Failure is a disaster
- Mistakes are on me



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Reframe!

Look Good

- We need to be perfect in behavior and appearance at all times
- We are never "good enough"

Be Authentic

- It's perfectly acceptable to be a work in progress.
- I am doing my best and doing well .
- I am a good enough
- I am happy to be myself.
- I am awesome!

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Your Authentic Self

- What is one characteristic of your authentic self, that you do not bring (enough) to work? Why?
- What impact would it have if you did?

Discuss with your accountability partner





Meet with your Manager

Have a discussion with your manager and ask them:

- What growth and changes have you observed in me since I started this program?
- What is the impact of that?

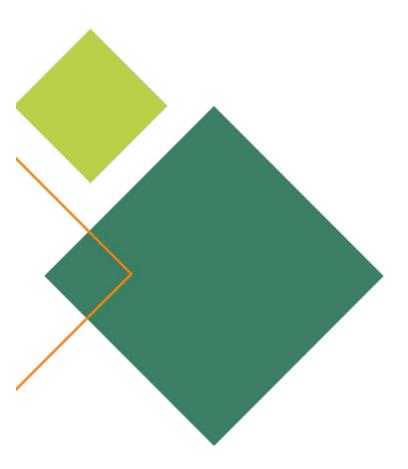
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Our Point of View

Executive Presence



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Power Skill #4

Building your confidence through selfefficacy, asserting your power and being your authentic self

Executive Presence - Action Planning

How it will help me achieve my goal:

What do I need to do?	Target date or check in	How can I measure success in this encounter?
1.		
2.		
3.		
4.		
5.		
6.		
7.		



"

We are what we repeatedly do. Excellence is, therefore, not an act

but a habit."

Aristotle



Intersession Homework: Practice and Reflect



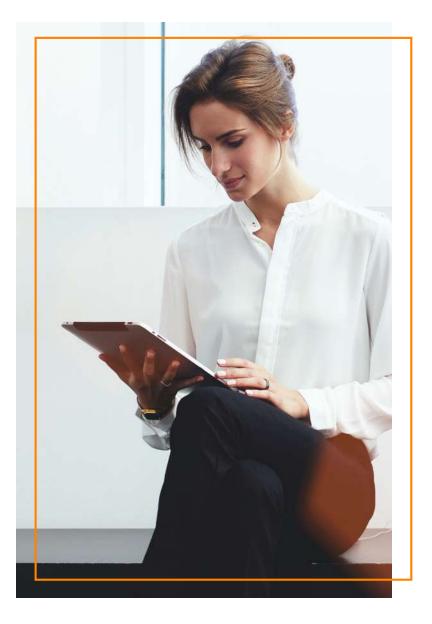
- **1**. Try and practice your new behaviors from the session
- Self Efficacy
- Assertive Communication
- Authentic Self
- 2. Meet with your manager. Discuss with them
- What growth and changes have you observed in me since I started this program?
- What is the impact of that?
- 3. Reflect and journal on your insights, takeaways, and integrations
- 4. Meet with your accountability partner

Discuss your accountability questions

Discuss progress and how to overcome challenges



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Coming in Action

What are you going to do differently starting tomorrow?





The RMR Group Women in Leadership

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