



November, 2018 *In The Know* Summary

[Leadership Presence](#)

Dramatic Techniques to Reach Out, Motivate, and Inspire

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Great actors have it. Great political leaders have it too, as do great business executives. Laurence Olivier. Meryl Streep. Marlon Brando. Katharine Hepburn. Martin Luther King, Jr. Eleanor Roosevelt. John F. Kennedy. Gandhi. Winston Churchill. Alfred P. Sloan. Oprah Winfrey.

But it's not limited to people in mighty positions. Your local pizza guy may have it. Your doctor may have it. Your daughter's piano teacher may have it too.

All these people-well known or not-are compelling individuals who attract your attention almost effortlessly. They have something, a magnetism that pulls others to them.

When they enter the room, the energy level rises. You perk up, stop what you're doing, and focus on them. You expect something interesting to happen. It's as though a spotlight shines on them. What is it they have?

They have presence.

From the [Ariel Group](#)

About the Book

The book [Leadership Presence](#) defines presence as “the ability to connect authentically with the hearts and minds of others, in order to inspire and motivate them toward a desired outcome.” The book pulls from tools from the world of acting and teaches skills and techniques from the stage that can help you every day at work. The rationale is that both actors and leaders need to connect with the audience, and so learning from acting and storytelling, you can more effectively connect with stakeholders at work.

Being Present & Having Presence

- Relationship between “being present” and “having presence.” Someone’s ability to be present dramatically impacts their ability to have presence. If you are leading a meeting and you have strong presence, your audience will likely be more present. Strong presence helps shift your audience’s ability to be present. There are tools to use to increase your presence.
- People are distracted! A good way to get people in a meeting or training to remember to stay present. Say: “Remember when you leave the room to turn your cell phones back on.”
- Build your own awareness of how present you are (or are not) in any given moment. Ask yourself: “From a percentage perspective, how present am I in this moment?”
- Coaching Question: “What is the thing that is distracting you now, and are you able to let that go right now?” (Also, coach can share what may be distracting him/her.)
- Remember the role the body plays. Breathing is important, as it helps you shift your oxygen balance. Instead of focusing on *mindfulness* as a starting point to improve being present, focus on *behavior* first.

For example, walk more slowly from meeting to meeting. Or take a deep breath before walking into meeting room door.

- Many executives we coach struggle with presence in meetings, and much of their workday is spent in back-to-back meetings. Think of presence as the “presence pie” (that becomes sliced up). Remember, being 100% present is ideal, but not necessary all the time.
- People see themselves as “victims of meetings.” If you are in a meeting and wondering what value it is adding: speak up, reshape the agenda or how the meeting is run (to make the most of it), or make a move to cancel it.

PRESENce MODEL Effective leaders are...

<p><u>P</u>RESENT</p> <ul style="list-style-type: none"> • Focused • Energetic • Flexible • Breathing • In-the-moment 	<p><u>R</u>EACHING OUT</p> <ul style="list-style-type: none"> • Building Trust • EQ (awareness & management of others’ emotions) • Relationship Building • Eye Contact
<p><u>E</u>XPRESSIVE</p> <ul style="list-style-type: none"> • Congruency of voice, body, words and emotion 	<p><u>S</u>ELF-KNOWING</p> <ul style="list-style-type: none"> • Confidence • EQ (awareness & management of your own emotions) • Knowing own strengths/limits • Comfortable in own skin

From the Discussion – Noteworthy Tidbits

- Myth: Because the book’s techniques grew out of acting, people fear that the techniques will be “too over the top” or not appropriate for their own organizational culture. This is not true.
- What do you do if you are coaching someone to be more present, and they start to make changes, and their teams are resistant?
 - As a leader implements changes, leaders can share with stakeholders/teams that they got feedback and are acting on it. That they are trying something new.
 - When making changes, start with a particular strength, and calibrate it up gradually.
- Research from Moravian – How important does each component (Physical Cues, Voice Cues, Content) in your communication?
 - Physical Cues
 - Vocal Cues
 - Content – 7% If we are saying something that’s incongruent with how we say it, we won’t have the desired effect. Leadership Presence book talks about how to use your voice.
- Remember, there is a big difference between “change” and “transition.” Need to consider that distinction.
- Introverts listen well and are attentive, and tend to prepare more in advance. Introverts who may be perceived as “shy” can learn to express themselves, and ask questions with more impact, then can up presence. Reference: Susan Cain ([Quiet in a World of Extroverts](#)). Book discusses how a good leader can learn to draw out introverts to bring them into discussion/be more inclusive.

Activity: Tell a Personal Story

- Storytelling is an important component of presence. Learning to incorporate stories into your communications can help engage an audience and build connections with your audience.

- In pairs, we shared a 90-second story.
- Instructions: Tell the story in the present tense, as if you are reliving it. Tell it in bullet phrases. Be descriptive. Use sensory details to transport you there. Use expressive vocal and physical toolkit. (Also consider what details to leave out, and where to start in a story—not necessarily in the beginning.)
- Learning/Reflection: Think about your story, and share your own take-away. What is the lesson from your story?
 - Many personal stories have lessons in them that are relevant for a business (workplace) audience. The stories may get your workplace audience to listen differently, or think about something in a new way.
 - As a follow-up, find a way to bridge your personal stories and share them in the business context.

Related Resources

- [The Ariel Group](#), consulting group that facilitates leadership courses based on the book [Leadership Presence](#)
- Susan Cain's book, [Quiet in a World of Extroverts](#)

*The Chesapeake Bay Organizational Development Network (CBODN) Book Club is a monthly session, open to all learners. Each month, a presenter shares highlights from a book related to leadership, business, or coaching. There's no obligation to pre-read the book. The session summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. [Register here](#) for upcoming events. For a listing of Book Club summaries, [click here](#).