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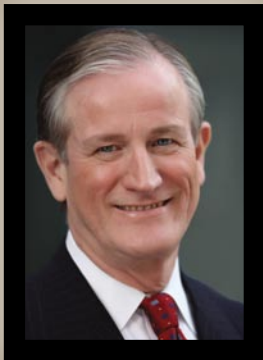
**AUTHENTIC EXECUTIVE PRESENCE
AT ANY STAGE OF YOUR CAREER**

CAROLKEERS THOMASMUNGAVAN



Carol Keers has coached over 1,500 executives to be more effective communicators. Carol worked for the Guthrie Theater, as a commercial actress for radio and television and as an out-placement consultant

before joining Change Masters® in 1988. Her focus is to combine insightful, practical and extremely candid feedback with humor and compassion to rapidly improve the impact of her clients as leaders and communicators. She also delivers seminars with live coaching for groups of professionals on the area of executive presence. Carol holds a Master's Degree in Communications Assessment from the University of Wisconsin.



Tom Mungavan has over thirty-five years' experience in marketing, computer applications and executive management with IBM and Target Corporation. He formed Change Masters® in 1986 to help

companies and individuals deal with change quickly and successfully. He helps executive teams, boards of directors and technology teams be more effective. He is a translator between business and technology leaders. Tom has a strong track record helping companies strategize, negotiate and win large contracts in complex sales environments. He is a professional member of the National Speakers Association, a Certified Systems Professional and holds an MBA from the Carlson School of Business at the University of Minnesota.

Non-Fiction/Self-Help

U.S. \$39.95

SEEING YOURSELF AS OTHERS DO

“The work that Change Masters® does is inspirational and this book captures it all.”

Natalia Franco,
Global Vice President, Coca-Cola Company

Others see your blind spots. Learning what they are and what you can do about them gives you a distinct advantage.

Since 1986, Change Masters has individually coached thousands of established and emerging leaders from over 150 companies around the world. Carol Keers and Tom Mungavan tell you their success secrets in *Seeing Yourself as Others Do: Authentic Executive Presence at Any Stage of Your Career*.

This book gives you practical, relevant tips, techniques and approaches, including the seven CLEARLI™ attributes for achieving authentic executive presence:

- **C**ommand of the Room with Charisma
- **L**everaging Influence and Power
- **E**xpectations: Strategic and Tactical
- **A**udience Connections
- **R**elationship Competence Locally and Remotely
- **L**istening Engagement
- **I**nspiration, Motivation and Praise

Getting your message and yourself understood is difficult. *Seeing Yourself as Others Do* will dramatically increase your odds of communicating what you intend.

SEEING YOURSELF AS OTHERS DO

Selected Endorsement Excerpts

(full and additional endorsements inside book)

“Those who are going to shape the future owe it to themselves to read this book.”

Marilyn Carlson Nelson, Chairman and CEO, Carlson Companies

“Change Masters’ disciplined process drives real change, not superficial change. *Seeing Yourself as Others Do* reflects their experience and pragmatic approach.”

Charles Daggs, EVP Sales and CEO Investment, Wells Fargo

“A ‘must read’ for anyone in a leadership position, whether as an aspiring executive or a caring parent.”

Thomas Debrowski, EVP Worldwide Operations, Mattel

“The Change Masters experience most certainly helped me on my leadership journey.”

Mike Hoffman, Chairman and CEO, The Toro Company

“I’ve seen Change Masters achieve tremendous increases in effectiveness and terrific energy boosts for the organization. Read the book. Try their approach. It really works.”

Mike Jensen, Retired VP Global Research and Development, Procter and Gamble

“Change Masters never fails to raise the bar for us at Thomson West and for itself. This book is a great addition to their highly effective 1:1 work with senior leaders.”

Rick King, EVP and COO, Thomson North American Legal

“This may be the most engaging and useful book on leadership you’ll ever read. I just wish I’d found it earlier in my career.”

Siri S. Marshall, Former SVP, General Counsel and Secretary, General Mills

US \$39.95



www.SignificantPursuit.com
1-888-329-8881



Praise for
Seeing Yourself as Others Do

“The best leaders are aware of their strengths and notable flaws. Change Masters are experts in providing leaders with a tune-up. As both a consumer and a customer of Change Masters since 1995, it’s exciting to see that Change Masters is now sharing their insights to executive leadership through this short and wonderful read. In *Seeing Yourself as Others Do*, Change Masters will help leaders see themselves accurately at any stage of their careers.”

*David M. Ahlers, Chief Human Resources Officer and
Senior Managing Director
GMAC ResCap*

“We have seen firsthand the power of using the Change Masters’ principles of self awareness and personal reflection. A number of our company leaders have participated in the Change Masters program over the years. We have learned that paying attention to the way we present ourselves to others and improving our communication effectiveness can pay huge dividends in creating a strong team environment. I am glad to see that we are now able to reinforce that message and take it to a wider audience through *Seeing Yourself as Others Do*.”

*Patrick D. Alexander, Chairman of the Board,
Cold Spring Granite Company*

“As an Olympic and head collegiate track and field coach, I know the value of great communication within a team. I highly recommend this book to all college graduates who want to immediately and permanently impact their first roles within the workplace. *Seeing Yourself as Others Do* is a dynamic and innovative approach toward understanding how you are really perceived by others. Every parent of college seniors should buy this book as a graduation gift to maximize their student’s chances of getting off to a successful start in their career. I plan to buy a box full and give them out as graduation gifts to the seniors on my teams. This book is simply outstanding!”

*Beth Alford-Sullivan, Director of Track and Field/Cross Country
Penn State University
Middle and Long Distance Coach, 2004 USA Olympic Team*

“Even the most intelligent leaders will be undermined if they fail to keep self-awareness in the forefront. *Seeing Yourself as Others Do* describes a practical approach to manage how you are perceived. Great leaders will learn how to make the necessary and proper adjustments to improve their own authentic executive presence.”

*Richard F. Ambrose, Vice President and General Manager
Surveillance and Navigation Systems
Lockheed Martin Space Systems Company*

**“Even
the most
intelligent leaders
will be undermined if
they fail to keep self-
awareness in the
forefront.”**

“My coaching with Change Masters freed me up to lead based on who I really am and to manage myself more effectively moment by moment. Their principles, now captured in *Seeing Yourself as Others Do*, give me the security to adapt along with the wisdom and power to make the difference.”

*Michael A. Anaya, Sr., FACHE,
Chief Executive Officer
Colorado Plains Medical Center*

“This is a highly insightful and empowering book that enables the reader to step back to analyze the cost of inauthentic leadership while concurrently presenting a highly personal, coherent and practical approach to align the inner-self with the outward manifestations of leadership. Each page presents practical and achievable steps to discover one’s own unique leadership potential and offers refreshingly upbeat, energizing pointers on confronting and ultimately overcoming our own barriers to achieving our maximum leadership potential. Ultimately, this is a highly optimistic book premised on two underlying beliefs—first, that we have the potential to unlock our own unique, and above all, genuine leadership potential; and second, that our business organizations, clients and customers and, ultimately, society as a whole will value and reward this personal odyssey to authentic leadership.”

*Robert D. Aronson, Managing Partner,
Aronson & Associates, P.A.*

“*Seeing Yourself as Others Do* gives you the unspoken secrets of what makes a good executive. It was a good reminder of what I learned in my coaching sessions with Change Masters. Ambition, good work habits and technical skills are a given, but many do not realize the importance of vocal patterns, body language and just being positive and upbeat with those around you.

We have all seen a content driven manager who failed to communicate in large and small group settings. This book offers practical soft skills that bosses and Human Resources don't often mention and are presumed innate when often they are learned behavior."

*David L. Boehnen, Executive Vice President,
Supervalu Inc.*

"Not only have Tom and Carol helped over 2,000 people to view themselves through the eyes of others, they have managed to condense and therefore share their key insights through this writing. This compendium of their work demonstrates how executives can benefit by developing a deeper understanding of themselves by practicing the Change Masters' fundamentals. I personally have participated in and benefited from the Change Masters process and have sent many of my valued employees through it as well."

*Peter Boynton, Senior Vice President
Industrial Ingredients Americas,
Tate & Lyle*

**"Those
who are
going to shape
the future owe it to
themselves to read
this book."**

"Carlson Companies is deeply committed to leadership development and has been for our entire 70 year history. We have effectively utilized Change Masters to develop our key talent at middle and upper levels. I am very pleased to see this book making their insights more broadly accessible to people in our organization. It's never easy to see yourself as others do, but doing so has never been more important. Those who are going to shape the future owe it to themselves to read this book."

*Marilyn Carlson Nelson, Chairman and Chief Executive Officer,
Carlson Companies*

"I have experienced Change Masters personally and sponsored others through the coaching process. Their coaching makes it clear that your actions truly speak louder than your words. *Seeing Yourself as Others Do* is a great book that has successfully communicated the critical aspects of how you need to interact with people every day. It definitely rekindles old memories."

*Mike Chabot, Vice President and General Manager,
Cargill Meat Solutions*

“I was skeptical that a book could encapsulate the fantastic coaching I had received from Tom and Carol, but they have done a wonderful job in capturing the coaching experience. As a technology architect I find myself in many situations where the soft skills are more important than understanding the technology. This is a must read as a fantastic refresher course for anyone who has used their executive coaching process and a great prerequisite for anyone who is planning on taking their coaching. I found myself applying many of the principles and techniques in this book before I had even finished reading it. This is the perfect book for a business trip.”

Larry Clarkin, Technology Architect Fortune 500 Software Company

**“Change
Masters
drives real
change, not
superficial
change.”**

“*Seeing Yourself as Others Do* provides an excellent overview of Change Masters’ executive development process which I have found to be extremely effective. In a nutshell, this approach helps leaders understand the impact of their behaviors from the point of view of others. In doing so, we discover how our behaviors at times have unintended results. Through the Change Masters process, leaders learn to purposefully direct their actions in a manner consistent with their intentions to achieve the intended impact in their interpersonal interactions.”

*Timothy Coats, Vice President World Wide Sourcing,
General Mills*

“Change Masters has a disciplined process with clear expectations each step of the way. They use a very candid approach and encourage constructive confrontation relative to the changes needed. Follow up is consistent and impactful in terms of reinforcing specific tactical steps participants need to focus on to address their challenges. They drive real change, not superficial change. Participants clearly identify and address impediments to their effectiveness; there is nowhere to hide. This results in positive change that is clearly identifiable by even the most critical partners. *Seeing Yourself as Others Do* reflects their experience and pragmatic approach.”

*Charles Daggs, Executive Vice President Sales and CEO, Investment,
Wells Fargo*

“Changes Masters’ Executive Development Process has made a distinct difference in my career success and my personal life. I sent all of my managers through coaching as well. I am excited about *Seeing Yourself as Others Do* because it brings into focus the understanding of executive presence and how perception is life-altering. The book is a practical guide that provides you with the tools and framework required to make real change and it is now available to anyone wanting to enrich their career.”

*Regenia David, Assistant Commissioner, Office of Enterprise Technology,
State of Minnesota*

“I’ve been a client and friend of Change Masters for over fifteen years and have seen dozens of associates and colleagues through the Change Masters process with remarkable results. Keers and Mungavan are truly ‘Masters’ at their craft. A session with Carol will change your life if it doesn’t scare you to death! They have the unique ability to tailor their program to meet the needs of each individual client—no cookie cutter approach here! *Seeing Yourself as Others Do* is a ‘must read’ for anyone in a leadership position, whether as an aspiring executive or a caring parent. Share it with a friend. They’ll thank you!”

**“No
cookie
cutter
approach
here!”**

*Thomas Debrowski, Executive Vice President of Worldwide
Operations, Mattel*

“Change Masters has a unique and effective executive coaching process that I have seen repeatedly deliver significant and positive change. They have been helping executives increase their executive presence for two decades. I am delighted to see Keers and Mungavan capture so many of their tried and true approaches in their book, *Seeing Yourself as Others Do*, so that the great results will now be available to many more people.”

*Luis de Ocejo, Former Senior Vice President Human Resources,
Pillsbury*

“Carol Keers has a great gift: people just naturally open up to her, and if they’ll undertake the journey, she’ll give them the keys to unlocking their full potential and unleashing their own success.”

*Timothy P. Dordell, Vice President, Secretary and General Counsel,
The Toro Company*

“A key member of my staff recently completed the Change Masters coaching process. During this time I have observed significant behavior changes in his ability to exhibit executive presence, both in presentations as well as personal interactions. Reading *Seeing Yourself as Others Do* gave me great insight into how Change Masters achieves these major improvements through coaching. I see the book as an excellent way to extend similar improvements to more of my staff. It is easy to read and is jammed full of great ideas that are practical to implement.”

*Mike Eyerly, Senior Director,
Medtronic*

“One of the many areas that struck a chord with me in *Seeing Yourself as Others Do* was remote communications. Most of my interactions with staff are via electronic communications around the world. This book really addresses this critical area of communications and gave me some new practical approaches that I will implement. I have personally experienced the very effective coaching from Change Masters and this book is filled with pragmatic approaches that every leader should learn.”

*Michael E. Fegley, Vice President of Sales,
Intercontinental Hotels*

“No matter what stage you are in your professional career, *Seeing Yourself as Others Do* is a valuable resource. It functions as a mirror, reflecting your true professional self, to help you even more successfully navigate the business environment while also providing insights into the character traits of your colleagues. The principles in this book work for all, but I see a significant opportunity for diverse leaders to accelerate their professional development with this book and with the coaching processes provided by Change Masters. Place purchasing this book at the top of your ‘to-do’ list.”

*Mary “Toni” Flowers, Chief Diversity & Inclusion Officer,
Trinity Health*

“The work Change Masters does is inspirational and this book captures it all. It is wonderful; one that will stay with me forever as it helps introspection and gives hope. It provides the tools for you to think and work on becoming even better—all in one book. *Seeing Yourself as Others Do* is one of the best companions for any executive who wants to grow.”

*Natalia Franco, Global Vice President, Marketing and Innovation,
McDonald’s Division,
Coca-Cola Company*

“The business world is filled with brilliant, ambitious people who often believe that intellectual horsepower will drive their professional success. All too often these great minds wake up wondering why the ‘other guy’ got the brass ring. *Seeing Yourself as Others Do* should be required reading for those who don’t listen and always have to be right. This book and *Change Masters* will save much heartache and unleash a higher quality of life in terms of your personal and professional relationships. Take the pain now! This book will be tucked into our company handbook for every new employee.”

*Billy Gamble, President,
Wesco Turf, Inc.*

“Being an authentic leader is critical to successful leadership. I have used *Change Masters* for several of my executives to help them understand their interpersonal impact and give them tools to change. *Seeing Yourself as Others Do* really helps the reader to see how they influence others and the need to be genuine.”

*Mark Gildea, Senior Vice President,
DaVita*

**“Change
Masters
never fails to
raise the bar for us
at Thomson West
and for itself.”**

“*Change Masters* has coached me to be much more effective at connecting with an audience when giving presentations to large or small groups and without fear. I have learned to be clear, concise, tell memorable stories, use humor and use silence to deliver more persuasive presentations. Keers and Mungavan have captured in their book, *Seeing Yourself as Others Do*, many of the approaches that were most helpful to me. I would highly recommend this book to those who want to be more powerful in their influence and persuasion effectiveness.”

*Bjørn Gullaksen, President, Regent Luxury Group, Executive Vice President,
Carlson Hotels Worldwide
Carlson Companies*

“Understanding how you are perceived is absolutely key to being successful as a leader. I was told a number of years ago that I needed more executive presence in order to progress as a leader. No one could tell me what that meant until I went to Change Masters for coaching. They gave me very commonsense and usable approaches that made all the difference and helped me get to higher levels of leadership. *Seeing Yourself as Others Do* captures what was so valuable to me. Read this book to get ready for your next promotion. I know it works.”

Gokul Hemmady
Chief Financial Officer
NII Holdings

“The Toro Company has a long and rich history with Change Masters. Having personally worked with both Carol Keers and Tom Mungavan for almost two decades, both as a person who’s been through their coaching process as well as a sponsor of others going through the process, it is great to see some of the successful Change Masters’ concepts and practices now embodied in their book *Seeing Yourself as Others Do*. The Change Masters experience most certainly helped me on my leadership journey.”

**“Give
this book to
one of your
growing leaders and
you’ll see a noticeable
improvement.”**

*Mike Hoffman, Chairman & Chief
Executive Officer,
The Toro Company*

“This eminently readable and practical book is an essential guide for leaders responsible for mobilizing others to achieve collective success. It would be particularly useful for the recently promoted who have had little time or support to prepare for the work of positive influence.”

Peter Krembs
Executive Education Fellow,
University of Minnesota Carlson School of Management

“*Seeing Yourself as Others Do* is a very insightful book, which made me look more objectively at myself from an outside-in approach. I had some real ‘I didn’t realize that’ moments when reading it and I loved the discussion on authentic and courageous leadership. We’ve used Change Masters successfully to enhance our high-talent leaders. Reading the book helped me see that by using the techniques Change Masters is famous for,

there is a great deal more to learn to continue enhancing my skills as a healthcare executive. I wholeheartedly recommend this book, filled with relevant 'how to's,' for everyone with the challenging role of leading hospitals and hospital systems today!"

Jone' Koford
Group President: Growth
LifePoint Hospitals

"I had always been fairly confident about speaking in front of groups and felt I was reasonably good. Then Carol and Tom got hold of me when I first joined the executive ranks about a decade ago. They took my speaking effectiveness in front of large and small groups to a whole new level. I guarantee that reading *Seeing Yourself as Others Do* will make you a better communicator and presenter to groups from one to a thousand! If you wish to create truly effective executive leadership presence, want to build strong, trusting relationships or need to be able to communicate clearly and effectively as part of your job, I strongly suggest you read this book today!"

Kathy Hollenhorst, Senior Vice President- Marketing,
Caribou Coffee

"Change is constant; even experienced change leaders will dramatically improve their results when they connect authentically to others and themselves. I've seen Carol Keers and Tom Mungavan coach very talented and committed individuals to achieve tremendous increases in effectiveness and terrific energy boosts for the organization. Read *Seeing Yourself as Others Do* to gain proven insights; try their approach—it really works: getting authentic with yourself and others really makes a positive difference."

Mike Jensen, Retired Vice President Global Research and Development,
Procter and Gamble

"The practical, down-to-earth style of *Seeing Yourself as Others Do* is very easy to read with specific examples that are tremendously helpful. It's a great resource on effective communication, style and presence—like giving 20/20 vision to the professional leader."

Dean Junkans, CFA, Chief Investment Officer,
Wells Fargo Wealth Management Group

“The Change Masters coaching process brings clarity to your understanding as to how others perceive you and facilitates effective activities to assist you in improving your management effectiveness. Keers and Mungavan have captured many of their powerful approaches in *Seeing Yourself as Others Do*. I recommend the book to anyone who wants to improve their management effectiveness.”

*Michael Karangelen, Principal,
TowerBrook Capital Partners*

**“Maybe
the most
engaging and
useful book on
leadership you’ll
ever read.”**

“Over the last twenty years, I have seen Change Masters help many leaders whose intentions and behaviors were misaligned. They have provided leaders with eye-opening experiences and pragmatic changes that effectively re-align their behaviors with their intentions, creating significant performance increases. This book is filled with many valuable Change Masters insights that make this type of change happen.”

*Susan Kinder, Former President,
American Express Travelers Checks*

“Change Masters never fails to raise the bar for us at Thomson West and for itself. They now serve up their wisdom and collective experience in *Seeing Yourself as Others Do*, a series of easy-to-read leadership lessons seen through the eyes of senior management. This book is a great addition to their highly effective 1:1 work with senior leaders. The practical examples in this book are perfect for Thomson West’s emerging leaders.”

*Rick King, Executive Vice President & Chief Operations Officer,
Thomson North American Legal*

“I can say, with firsthand experience, that *Seeing Yourself as Others Do* provides valuable guidance to become a more authentic and effective leader. Change Masters’ leadership coaching program, without a doubt, was one of my most powerful development experiences. I dare say I am a better leader, father and husband as a result. Shortly after my ‘graduation’, I moved to Singapore to run our Asia Pacific operation, so when I’ve felt a need for a helpful refresher, I pulled out the advice and feedback I received in the program; I’m always amazed at how insightful and timeless their guidance was. The book is a more complete ‘reference book’ to help me on my journey, one that I encourage others to explore.”

*Paul S. Kirwin, President,
Carlson Hotels Worldwide*

“I have personally known Carol Keers and Tom Mungavan for a couple decades. I’ve had the opportunity to work closely with both of them. I encourage you to put *Seeing Yourself as Others Do* on your must read list. It is simple on the other side of complexity. That makes it profound. You’ll love it. You’ll use it. You’ll make an even bigger difference.”

Doug Lennick, Managing Partner, The Lennick Aberman Group
Former Executive Vice President, American Express
Co-Author of *Moral Intelligence: Enhancing Business Performance and Leadership Success*

“*Seeing Yourself as Others Do* may be the most engaging and useful book on leadership you’ll ever read. It is a practical guide to understanding that elusive but essential leadership quality of executive presence—what it is, why it’s so important and how to get it. There is valuable learning here for executives in any corporate culture, at every stage of their careers. I just wish I’d found this book earlier in my career.”

Siri S. Marshall, Former Senior Vice President,
General Counsel and Secretary,
General Mills

“I
just wish
I’d found this
book earlier in
my career.”

“*Seeing Yourself as Others Do* is a tour de force on how to improve your influence in an organization. Keers and Mungavan have distilled their decades of hard-won knowledge into a book that should be kept on the shelf of every executive for reference when presented with situations where they need to increase their influence within the organization.”

Frederick K. Martin, CFA, President & Chief Investment Officer,
Disciplined Growth Investors

“Established leaders and those new to the role will find *Seeing Yourself as Others Do* to be a powerful learning tool for re-invigorating or accelerating their careers. Take one nugget at a time and you will unquestionably be enriched.”

David McNally, Author,
“Even Eagles Need A Push” and “The Eagle’s Secret”

“Many years ago, Carol Keers and Tom Mungavan coached me to become a better leader as well as business mentor while CEO of Toro. The lasting impact they had on me is reflected powerfully in *Seeing Yourself as Others Do*. This is a book for top flight people who want to reach their maximum potential by managing perceptions. I recommend it strongly to talented individuals at any stage of their careers.”

*Kendrick B. Melrose, Retired Chairman & CEO,
The Toro Company*

**“Change
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others.”**

“Leadership is not only about how smart you are, how competent you are, how strategic you are, but it is about your ability to get things done with and through others. It is the ‘other’ part of the equation that many smart, gifted and talented people fail at. In *Seeing Yourself as Others Do*, Keers and Mungavan bring clarity, insight and even a roadmap for being successful in working with those important ‘others’ in our lives, the co-workers, bosses, clients, customers, the public and our family who are all part of the spheres of influence we operate in. Learning and practicing the lessons from this book are perhaps the keys to success for many talented people who are not experiencing as much success as they are capable of achieving. The secret is understanding how others see us and working with and through others to unleash even more success in our careers and our private and public lives. This book is a powerful and useful reference document for anyone who wants to fully unleash their talents to achieve more.”

*Artie Miller, Vice President of Human Resources,
Medtronic*

“*Seeing Yourself as Others Do* is easy to read and crammed full of useful insights and information. It deserves to be read and re-read many times because new and useful ideas will emerge each time.”

*James A. Mitchell, Executive Vice President (retired)
American Express Company*

“Change Masters is a leader in enhancing executive leadership qualities that creates a win-win for individuals and organizations. *Seeing Yourself as Others Do* will enhance all skill levels, from the emerging executive to the CEO. This book is a compilation of research and decades of Change Masters’ experiences that will help develop one’s executive qualities. The approaches are practical and easy to incorporate immediately. The book is a genuine must-read for any professional looking to build executive presence.”

*Steve Mona, Chief Executive Officer,
World Golf Federation*

“Change Masters compelled me to get real with myself and my impact on others, as well as to scrutinize my own motives, skills and attitudes. Only through that personal shift was I ready to lead an organization through transformational change. Personal transformation is a prerequisite to leading transformational organizational change. The strategies in *Seeing Yourself as Other Do* are powerful accelerators for anyone who aspires to lead personal and organizational change.”

*Holly J. Morris, Ph.D., Senior Vice President and
Chief Information Officer,
Thrivent*

“The coaching that I received through Change Masters is truly the only development program that I have retained and incorporated into my leadership practices. Change Masters helped me to intentionally bring my best thinking to my work and communicate that effectively to a variety of audiences. The work of Change Masters is very holistic and profound in its simplicity. What a useful combination! *Seeing Yourself as Others Do* is practical, applicable, relevant, thought-provoking and down-to-earth.”

*Lisa Novotny, Vice President Human Resources,
General Mills*

“I grew up on the performance principle of ‘under-promise and over-deliver.’ *Seeing Yourself as Others Do* portrays that principle beautifully. The attention to developing authentic presence on the executive stage is wonderfully crafted, step-by-step, in this work. Quietly and unexpectedly, you slip from the role of observer to participant to center stage, as you identify with the real issues that confront us all in executive life and play out the practical lessons that Tom and Carol put before us. This book reeks of distilled, hard-earned lessons that will help you to advance and win in your business. Hard-hitting, pragmatic advice from the masters of transformational change!”

*Michael Orrick, Vice President Channel Strategy,
Thomson West
Director, Executive Coaching International*

“What I especially value about this book, and about Change Masters’ approach in general, is the focus on actions—often small actions—that can make a big difference. I also appreciate the way this book is organized; it follows a clear and logical outline. Now that I’ve read it once, I am certain that I will use it as a reference. *Seeing Yourself as Others Do* is a gem of a book for those looking to improve themselves or coaching others. It is so easy to have others see you differently than you see yourself when you interact with a diversity of people on a daily basis. This book is packed full of useful insights about behavior and very pragmatic suggestions for improving how others perceive you. I highly recommend this book to anyone looking for either a quick read that will certainly yield a few ‘ah-has’ they can act upon immediately or if they want a guidebook they will refer to again and again.”

*Laura Owen, Vice President, Chief Administrative Officer,
ADC*

“Reading this book will give you more information and value than thousands of dollars you could spend on seminars and conferences. Dollars are very tight right now; for a fraction of the cost, you’ll get some of the best training you’ve ever received.”

*Carrie Plack, Client Advocate,
Ameriprise Financial Services*

“I have observed the results of Change Masters’ ability to identify and coach the nuances of communications, leadership and mannerisms that highly impact the effectiveness of the individual executive. They customize their coaching so there is strong and practical alignment with the organization’s culture and objectives. *Seeing Yourself as Others Do* shares valuable insights about how they achieve their outstanding results.”

*John Pattullo, Chief Executive Officer,
CEVA Logistics*

“*Seeing Yourself as Others Do* is like a tiny magic box that, when opened, reveals a magnificent bouquet of flowers—flowers of a size and scale that are seemingly impossible to have ever fit in the box! The book is jam-packed with explanations, examples and hints that can make an enormous difference in one’s communication and perception by others. The book is the perfect augmentation, versus replacement, to Carol and Tom’s coaching. It is an inordinately valuable reference on its own and a perfect refresher for the coaching techniques.”

*Trudy Rautio, Executive Vice President and Chief Financial Officer,
Carlson Companies*

“The key to success in leadership, communications or any other endeavor is having a strong understanding of ‘self’ and others around you. In this book you not only learn how to understand these factors but you learn how to become a more effective communicator and influencer. I highly recommend this book to those who spend most of their lives leading others.”

*Frank Reid III, Former SVP Human Resources,
Thomson Legal and Regulatory*

“I provided emerging leaders with individual coaching from Change Masters with a goal of helping these talented individuals understand how others perceived them. The valuable insights accelerated the development of the leadership and communication skills they needed to establish early credibility and drive exceptional results. This proactive approach significantly shortened emerging leaders’ development cycles, helped them achieve their maximum potential, developed next generation talent for the company and drove bottom line business results.”

Jeff Rotsch, Executive Vice President, General Mills

“Change Masters helps you understand that there is a mirror and that you control the reflection in that mirror. They blend tough love, compassion and practicality in transferring their experience to help professionals achieve authentic success.

“This book should be part of on-boarding of all new employees to any organization. It helps them understand that the picture they present to the world is critical to their future and the organization.

“The book is also going to become part of my graduation gift to all of the 22-year-olds I know who are filled with new energy and ideas, but little experience in how to express them effectively in the workplace.”

*Becky Roloff, Chief Executive Officer,
YWCA of Minneapolis*

**“Change
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practices.”**

“Change Masters helped me understand that I am in the spotlight as a leader. They coached me to appreciate my power of executive presence as a woman from a different culture—without compromising my belief and passion for driving the business. *Seeing Yourself as Others Do* highlights how to maximize your ability to inspire, motivate, listen, engage and be compassionate. I have found the teachings valuable in both my professional and personal life.”

*Mandana Sadigh, Senior Vice President Finance and Strategy Planning,
Mattel*

“This book is crucial for anyone seeking to understand U.S. business culture. It equips and prepares you to succeed and thrive in a way that no college business course ever could! Often the chasm between one’s own perception of self and that of others interacting with you, particularly in professional/workplace settings, can be vast; this book bridges that gap. *Seeing Yourself as*

Others Do contains critical information with clarity, honesty and without embellishment.

It is invaluable, informative, constructive and vital; this should be required reading for leaders and those aspiring to be.”

Piyumi Samaratunga, Attorney

“This book is packed full of useful insights about behavior and full of very pragmatic suggestions for improving how others perceive you.”

“A ‘must read’ for all executives. *Seeing Yourself as Others Do* brings the real learning experiences of the Change Masters coaching process to a fun-to-read yet practical leaders’ manual that can make impactful and life-changing

behavioral differences to any leader. Since perception is reality, this is the reference manual for great leadership!”

*John M. Staines, Senior Vice President, Human Resources,
KB Home*

“At some point in their career, every successful executive has changed their approach based on feedback from others. *Seeing Yourself as Others Do* offers an inspiring and comprehensive approach to accelerating professional development through change. Read this book twice—once to motivate yourself to accept that change is possible and positive, and a second time to take advantage of the tools and techniques to begin the change process.”

*Mike Suchsland, President,
West Education Group,
Thomson Corporation*

“Few of us are lucky enough to understand how others see us. In the past this was an often overlooked part of becoming successful. This book corrects that oversight. Page after page is packed with insights, good advice and practical wisdom that can make each of us better and more successful.”

*Darrel F. Untereker, Ph.D., VP of Research and Technology,
Medtronic*

“I have always appreciated and admired the practical yet proven, effective yet efficient coaching offered by the professional people at Change Masters. Now many of the teachings from Tom’s and Carol’s years of successful work have been put into one place for the benefit of anyone who reads this book—including those of us who could use a ‘refresher’ from time to time.”

*Steve Weeks, Vice President, Strategic Planning,
Tennant Company*

“Many years ago as a younger entrepreneur I was frustrated by my company’s inability to keep pace with my vision and thus feared losing important opportunities. Enter Change Masters. They brought methods to my madness. Tom and Carol invested themselves personally and totally into transforming me and the entire management group into an effective and dynamic leadership team. *Seeing Yourself as Others Do* is a great culmination of two rich careers.”

*Billy Weisman, Founder,
Weisman Enterprises*

**“Tom
and Carol
invested
themselves personally
and totally into
transforming me and the
entire management
group.”**

“*Seeing Yourself as Others Do* is filled with proven approaches to increased results. I have personally seen the outstanding results they have achieved with individual coaching and major presentations. They really know how to help people connect with their audience to influence and persuade.”

*Mary Westbrook, Retired Senior Vice President and General Manager,
Vangent*

“One the biggest challenges facing organizations today is developing the full leadership potential of emerging talent. This book is an invaluable resource to developing authentic executive presence, improving communication and interpersonal effectiveness. Give this book to one of your growing leaders and you’ll see a noticeable improvement. Give this book to all your up-and-coming leaders, and you’ll see a positive impact throughout your organization.”

*Kevin Wilde, Vice President, Organization Effectiveness and
Chief Learning Officer,
General Mills*

“*Seeing Yourself as Others Do* is like taking 100 books and putting them together into my own personal tutorial. I think I am pretty well grounded, but the approach of thinking about yourself through someone else’s eyes is enlightening and in some ways less difficult to be more honest.”

*Lou A. Welter, CFP® CRPC®, Senior Financial Advisor
Ameriprise Platinum Financial Services practice*

“I have used Change Masters’ coaching with four different companies, several different business functions and many individuals with varying needs. Every engagement has led to successful, lasting outcomes for both the individuals and the companies. It is great to see the Change Masters’ pragmatic approach available in their new book *Seeing Yourself as Others Do*. It is easy to read and will certainly have a significant impact upon you and those around you.”

*Lance R. Wilson, Chief Information Officer,
Assurant Health*

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Y O U R S E L F
A S O T H E R S D O

AUTHENTIC EXECUTIVE PRESENCE
AT ANY STAGE OF YOUR CAREER

CAROL KEERS THOMAS MUNGAVAN

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Carol dedicates this book to her great-uncle, John Ingvarsson Gilson, a man who proved to her that anything is possible, and the late Senator Janet Johnson for helping make those possibilities come true. Tom dedicates this book to the courageous Change Masters clients who have made the commitment to be authentic leaders. They will make a meaningful difference in the world for all of us, our children and our grandchildren.

We want to thank the thousands of clients and sponsors who have been an integral part of our wonderful journey. We also thank our staff, friends and family who have supported and encouraged us in building Change Masters and birthing this book. It wouldn't have been possible without your faith and all you taught us. Thank you, every one of you.

Confidentiality

We maintain client confidentiality for the individuals we coach. Most names and details of the client stories have been changed. All outcomes reported are true.



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1

INTRODUCTION

PERCEPTION IS REALITY

You don't get to vote on how you are perceived. How others see you is their reality, no matter what you might have intended. That's because we judge ourselves by our intentions and others by their behaviors. How others respond to you as a person and a leader will depend entirely on their perception of you.

Do you think you know how you come across to others? Think again. At Change Masters, we've provided individual leadership communications coaching to over 2,000 very talented people in the United States and internationally. Not one of them completely understood how they were impacting others when we started coaching them.

We've all heard the phrase "Perception is reality," yet you'd be amazed how many people believe this concept doesn't apply to them. Ninety-five percent of the time, our clients are stunned when they see themselves on camera or hear their voices. Even though they look in the mirror every day, the person they're looking at on the screen is a surprise to them. As one of our clients said, "My face is a big scoreboard and I never realized how clearly I was posting the score!" It's why our clients had often been unsuccessful in making behavior course corrections despite getting earlier feedback.

The good news is that you have much more control over how you're perceived than you might expect.

The Impact of Blind Spots

You're under tremendous pressure at work. We hear about it every day. According to research reported in *The Wall Street Journal*, the average corporate executive is some 300 hours behind in their workload at any given time. That kind of constant, unrelenting intensity can destroy the perception of authentic leadership

communication in a hurry if you are not aware of it, because it's tough to communicate effectively when you're drowning in tasks. This is why it's crucial to have a variety of approaches to actively manage those perceptions in our time-starved workplace.

It is essential to take control and responsibility for your own perception.

By seeing yourself as others do, you can understand your blind spots, perhaps for the first time. When we know our weaknesses, we are able to compensate for them. Blind

spots are trickier, because we don't realize they exist. If you look at what gets us into trouble, it's not just our weaknesses; it's also our blind spots. Some claim that if you just expand your strengths, it will take care of everything. There's no question that you need to capitalize on your strengths. However, it doesn't mean you can just ignore your weaknesses and blind spots. You can be doing very well in the majority of your interactions but can still be brought down by the behaviors in your blind spots.

Look In The Mirror!

We've seen the big career price paid when people are oblivious to the key facets of their impact. A lack of awareness of your impact leads to a lack of balance. A lack of balance leads to missed opportunities to influence, persuade, motivate, listen or deliver difficult news effectively.

It is essential to take control and responsibility for your own perception. We found it allows you to accelerate perceived communication leadership maturity by five to ten years. If you are waiting (or hoping) that others will just understand your intent, you are not living in reality. Understanding how you are perceived is like attaching a rear-view mirror to your forehead so you are more consistently aware of how others see you. Because of this, it's not surprising the number of times clients have said the same phrase to us again and again, "I wish I had done this ten years ago!"

At Change Masters, we have found that by giving our clients a clear picture of how they're seen by others, they are able to implement new approaches to better align their behaviors with their intentions. Others are then more likely to accurately understand what they mean.

One of our clients, a Chief Information Officer for an international packaged goods company, expressed it this way, "What I saw on the outside is not at all what I feel on the inside. It's not what's in my heart or my head. I had rationalized to myself that due to the difficulty of my role I could just do whatever I needed to do to get things done. Now I see that there are better ways to deal with people when I am under pressure or angry or uncomfortable. I really thought I could throw away nice manners because I was busy. It was a big mistake on my part." Your behavior creates the perception formed by others. Being aware enough to choose more effective behaviors or communication approaches gives you the power to influence how you are perceived. If you don't understand the power you wield, you are bound to unwittingly abuse it.

Seeing Yourself As Others Do Is Critical To Your Success

Some people cringe when thinking about seeing themselves as others do. There's no doubt that it can be painful to understand how you're coming across to others, but this is one area where ignorance is definitely not bliss. Others already see you, for better or worse. You are the last to know about your blind spots. Learning what the

rest of the world already knows allows you to accurately adjust your behaviors and better communicate your intentions. It shrinks the gap between perception and intent to help you achieve superior results. As our colleague Peter Krembs notes, “Learning about your flat spots can be temporarily jarring, but in that chaos are the seeds for a whole new set of capabilities.”

While the way others see you is their reality, it’s not set in concrete. You can change how you are perceived. First, you need to see yourself as others do. Then you need to implement pragmatic behaviors and communication techniques that better represent your intent.

Learning what the rest of the world already knows allows you to accurately adjust your behaviors and better communicate your intentions.

ment pragmatic behaviors and communication techniques that better represent your intent.

We know from over two decades of experience that professional coaching expands communication and leadership versatility in an accurate and time-efficient manner.

We’ve put thousands of professionals and executives on camera from over 150 companies around the world. We’ve recorded tens of thousands of hours of tape on individuals and groups in workplace coaching situations. We have conducted tens of thousands of surveys for our customers. As you can imagine, we’ve seen just about every possible reaction from our highly talented clientele.

This book will share many of the tips we give our clients in the expectation that you will be able to increase your awareness and enjoy some of the benefits that our professional coaching clients have experienced.

Going for the Gold

The winners of an Olympic gold medal are only a fraction of a second faster than the silver or bronze winners. All the competitors in

an Olympic race are great performers, yet only one wins the gold. Our professional clients are all very high-talent performers in their organizations. The goal is to give them the ability to go for the gold in their leadership communication capabilities by giving them an understanding of how they're seen, a practical definition of authentic executive presence and pragmatic tools to help them maximize their overall effectiveness. We've found that as you build your own skills and awareness, you greatly enhance your ability to build your bench strength by mentoring others to increased success.

The most capable leaders are the ones who have mastered CPR—courage, persistence and resilience. Over the years, it's become clear that many communication leadership issues we encounter at Change Masters are due to one thing: a lack of awareness about what a particular situation requires. The leaders who have the mature finesse to adjust and fine-tune the nuances of their style and impact are the people we respect, remember and will follow over the hill.

**The
smallest
things you do at
this stage in your
career can have a
disproportionately
large impact.**

Mundane Moments

It's often the little things that mean a lot in how others perceive you. The smallest things you do at this stage in your career can have a disproportionately large impact. Many talented people miss huge opportunities by assuming everyone understands their intentions in the seemingly minor, mundane interactions they have hundreds of times a day. They just don't give those moments the attention they deserve.

When it comes to obtaining engagement, your innate personality style really doesn't matter very much. According to numerous studies by the Gallup Organization, strong relationships with co-

workers and bosses are what make people happy and productive at work. Gallup psychologist James Harter reported that introverts can be as good at this engagement capability as extroverts. Harter found that only 30% of your ability to be engaging with others is based on your individual disposition. A full 70% of your ability to engage with others is based on the hundreds of day-to-day interactions we all have. These mundane moments consist of nuances most people are unaware of in the crush of their day, such as what your face looks like in the hallway, how you sound in a casual aside at the elevator or how you greet your assistant in the morning. You may be focused on plowing through those 300 hours that you're already behind, but others are forming their perception about you on many levels. They could be right—or they could be wrong.

But That's Not What I Meant!

There are times when you've been perfectly understood. There are probably also times where you have been completely baffled by how terribly misunderstood you were when you thought you were completely clear. We know. It happens to all of us, but these misperceptions can be dramatically reduced.

When we record our clients, they are frequently stunned to see a familiar stranger as they watch themselves on the screen. After they receive the perceptual narrative survey data we collect, and recreate everyday situations on camera, the most common reaction we hear is, "But that's not what I meant!" Virtually all of our clients have received 360° feedback in the past and understood the issues at some level, but they've only been told what to do differently, not how to do it. That's what we specialize in: shrinking the gap between intended communications and the message perceived by others. It can be very significant in its impact on executive presence.

As a technology executive noted, after seeing herself as others did in her Change Masters coaching, "I now understand that you can knowingly and unknowingly influence people. Clearly, I need to be more mindful before I open my mouth. For such a marginal

amount of effort, I can achieve tremendous incremental growth.” You can also achieve executive presence.

What is Executive Presence?

Executive presence is something people often want more of, but have no idea how to obtain. Executive presence is magnetic. It’s a seemingly elusive yet powerful personal quality that enables you to achieve superior results; an integration of traits, values, behaviors and actions applied in key situations creating a strong positive impact on the performance and growth of an organization.

We see executive presence representing the choice to show respectful, mature poise while holding people to a higher standard and energizing them in good, bad and ordinary times. It’s not easy to acquire, but it is achievable.

We began our journey to find a pragmatic definition of authentic executive presence years ago when a brilliant Indian finance professional came to us for a consultation. We’ll call him Vigit.

Vigit had an amazing story. His life had begun in rural India, where his first school was held outdoors under a large tree, sitting on the packed dirt with many other very poor children. He had to walk 20 miles to sit for examinations and win the scholarships that gave him the opportunity to study in the United States. Vigit went on to earn his Masters degree in Business Administration with honors at Harvard University. His résumé was filled with success in blue-chip companies, including the Fortune 500 Company he worked for when we first met him.

Vigit was next in line to be the Chief Financial Officer of his company, but he had a perplexing situation. He’d been told by his CEO that the only thing keeping him from the CFO role was his lack of executive presence. Vigit was baffled by this requirement, so he asked us, “I need to know, how you define executive presence?” It was a crucial question for us because at the time, we had a general definition but didn’t know how to give Vigit the specific, practical answer he needed. Vigit’s question spurred us to define in behavioral

terms the attributes of executive presence that increase effectiveness and success for our clientele.

We researched with clients, interviewed respected executives, searched publications and ultimately found certain common patterns. What became immediately apparent was the fact that there are many different ways to display executive presence. We also found common attributes that we had already been utilizing in our coaching for a number of years. Since Vigit asked his initial question many years ago, we have expanded our coaching services to help people display their innate authentic executive presence. Even our most skeptical, analytical audiences can see a difference. A client who was the head of an engineering group is just such an example. In his follow-up feedback, after his initial Change Masters coaching sessions, he received these encouraging comments from a fellow engineer, “I don’t know exactly what executive presence is, but you’ve definitely got more of something good since your coaching, and it’s working great.”

By the way, Vigit’s story also had a happy ending. He improved so much in his display of executive presence through coaching that he was promoted to the CFO position later that same year.

Who’s Got It?

Whom do you see as having executive presence? Often, people tell us names like Colin Powell, Harrison Ford or Oprah Winfrey—actors, talk-show hosts and politicians. These are roles that none of you have, yet all of you have. There are times every day when you need to be politically savvy, when you need to show the engagement of a television personality or when you need to act a role. Don’t kid yourself—even the most authentic of us are on stage in the workplace most of the time.

Like Vigit, many professionals are told they “need more executive presence,” but are not told what to do about it. Most think executive presence is almost a type of energy, a force field that you palpably feel when people who have it walk in the room. Their

strong personality, stature and bearing of confidence and conviction cause people to pay attention when they speak. They give off something in their demeanor that pulls you toward them. People always know when they are in the room. This is a classic description, but it is only one version of authentic executive presence.

For example, a quieter, more introverted client of ours said, “I’m not flashy. I don’t talk to hear myself just talk or to hear the sound of my own voice, I talk to make a statement. However, I can see now that to show executive presence, you need to walk into a room so people understand you’re the guy because you’re coming across as balanced, as having the answers and looking like you know where you’re going. You need to let them know that you understand the strategic implications and the tactical commitment it’s going to take. That way, they know you see the forest, but you can also let people know what’s going on with the trees right now. You learn that it’s OK to use emotion in the culture for impact; in fact, you have to do so. You motivate and reward people, but there are also times in a presentation or an interaction when you just have to take a risk to break through and get their attention.”

Executive presence needs to be authentic to be believed and respected, but it isn’t enough for you to know you’re authentic on the inside nor is it enough if you just appear externally authentic in your communication and behaviors. It’s essential to have both internal and external authenticity to manifest truly authentic executive presence. Internal authenticity is meaning what you say. External authenticity is saying what you mean.

Internal authenticity is meaning what you say. External authenticity is saying what you mean.

Internal Authenticity

You are the ultimate authority regarding your internal authenticity. Conversely, others are the ultimate authority regarding your external

authenticity, because they reflect what others know about you from the outside.

Internal authenticity is based on factors invisible to others: your values, beliefs, principles and purpose. Only you can fully understand if you're being true to yourself. It is when your choices, your values and your behaviors are truly aligned that you have internal authenticity.

There are people who think that being authentic means they can do or say whatever they want under the guise of being authentic. These are the same people who deliver a verbal assault in a meeting and later justify it by saying, "I'm just being honest. I'm only saying what everyone else is thinking. I don't know why you're getting so upset!" This is not authenticity—it's just rudeness coupled with self-centeredness. These people aren't seeing themselves as others do—if they did, they'd know that people saw them as immature and inappropriate.

External Authenticity

External authenticity is based on the visible behaviors others can observe to decide if they think you are authentic or not. We judge ourselves by our intentions, but others on their behaviors. Those who observe and interact with you make constant decisions whether they think you are authentic or not.

Everyone has known inauthentic "empty suits"—people who look the part externally, sound good or are slickly ingratiating but don't deliver results. They're a great example of phony external executive presence without the alignment with internal authenticity. People who can put on a show typically get found out fairly quickly. Business results are a key part of executive presence, so the "empty suit" can only sustain for short periods of time. It is possible for an empty suit executive to get out in front of a moving crowd and look like they are a leader getting results—for a while. However, when there is a lack of alignment between internal and external authenticity, a crisis will expose their underdeveloped flaws with magnificent clarity.

As a result of observing these empty suits, some people are concerned that if they try to show executive presence they'll look shallow or phony, so they go too far in the other direction. Nothing could be further from the truth. When your internal and external self are aligned, you are being your ideal self. When there is a disconnect between your internal and external authenticity, intentions are misunderstood. When there is alignment between your internal and external authenticity, others are able to understand your intentions clearly.

Our goal is to have others' perceptions of our clients be closer to what they truly meant in the first place. The focus of this book and the coaching we do is to provide awareness of any gaps between internal and external authenticity, intentions and perceptions and provide ways to shrink those gaps. That alignment, coupled with mastery of the attributes we'll discuss in this book, is what creates authentic executive presence.

Self-awareness is essential to being authentic and understanding your impact.

Executive Presence Precedes Executive Roles

A *Business Week* study found that 97% of executives believe their performance is in the top 10% of all their peers! What's wrong with this picture? Clearly, this means most executives are fooling themselves, and why wouldn't they? Most don't get objective feedback so they are missing the most valuable information they need: honest feedback.

Self-awareness is essential to being authentic and understanding your impact. You'll be more effective if you are willing to look more objectively at yourself and courageously examine your blind spots. Learning to be more reflective instead of impulsive or reactive allows you to be taken more seriously as a professional by others at any level of your career.

There is a natural learning and maturing process as one matures and takes on more responsibility. Unfortunately, this natural process is often not fast enough for the rising star who is ahead of the normal progression. These high-potential professionals are so talented, but they often missed some critically needed lessons. They were too busy getting great results, only to hit the wall or plateau, typically in their early 40s. It's much harder to learn these early lessons later in life! The reality is that executive skills need to be honed incrementally early in one's career so they are ready when the additional pressure and responsibility of the executive role becomes a reality. Those most effective at demonstrating executive presence started developing it early in their careers.

People with true, authentic leadership presence know how to stay connected with others, even under prolonged stress. You've seen them—the people who're able to stay poised, confident and engaged, even in stressful situations.

These people have executive presence, but most of them weren't born with it. They were wise enough, early on, to know they needed to learn and understand how they're seen by others, which allowed them to build relationships and loyalties for long-term business success. They've managed and led by their authenticity and their power to influence, not by authority or title alone. They created a compelling reason for others to listen to them by effectively reading and meeting the needs and motivations of their audience, no matter what age they were or what title they held.

The greatest leaders we've all known who display executive presence are able to handle multiple demands with grace and apparent ease. They are solidly grounded in values and don't succumb to the enormous pressures they face. After all, nobody wants a nervous airline pilot—or a nervous leader!

The Price of Nice

While most of our clients are initially described as too intense or overwhelming, some fit into our category of clients who are too nice, not having enough “fire in the belly” or who are too hesitant

to step up to the tough issues. Overly accommodating behavior eventually gets in the way of the nice person because no one wants to hurt his or her feelings. People can never be sure if they will be supported by the nice person in a crisis situation that requires an assertive or firm approach with others. It is not unusual to see the nice person reach a breaking point and explode in an unexpected venting of frustration, which is a shock to those involved.

Such was the case with Marty. Marty was universally well-liked, but too laid back. He wasn't conveying the necessary urgency or giving the hard feedback without softening it. Meanwhile, his department had quadrupled and the pressure was building.

Marty's boss had these goals for his coaching:

- Increased display of confidence to match his content knowledge.
- Demonstrate 10% more assertiveness at the right times.
- Make a more visible impact in meetings.
- Feel more comfortable with a logical argumentation process so he can lean into the conflict.
- Increase his executive presence—make it easier for people to understand the value he brings to the table.

Marty learned in coaching to incorporate increased confidence and assertiveness coupled with an ability to own his power in meetings. In addition, he embraced the impact of his external appearance and dress on his perceived executive presence. He added a whole new set of communication tools to his already strong relationship skill set.

Here is what Marty told us following his coaching: “You need a poke to get out of your comfort zone. In the past, I was everybody's friend and that's how I got things done. I collaborated with them all and figured the force of the good feelings and relationships I'd created would carry me through. I learned that I needed to be clear and firm about what I needed and expected. When I've done so, I've gained more trust from others. I'm stronger and clearer, but not a jerk. It has been very gratifying to see the results when I stand on my own authority.”

Mature Awareness

To obtain this level of awareness, you must be open to feedback. Bill George, former CEO of Medtronic, in his book *Authentic Leadership, Rediscovering the Secrets to Creating Lasting Value*, courageously identified this realization for himself when he said, “I have always

been open to critical feedback, but also quite sensitive to it. For years I felt I had to be perfect, or at least appear that I was on top of everything. I tried to hide my weaknesses from others, fearing they would reject me if they knew who I really was. Eventually, I realized that they could see my weaknesses more clearly than I could. In attempting to cover things up, I was only fooling myself.”

**Authenticity
in leadership is
achieved, in part, by
managing yourself
more effectively
moment by
moment.**

Mature leaders who possess executive presence, as Bill George does, have seen themselves as others do. They have accepted that they have weaknesses and have learned to deal with them in a more effective manner by leveraging their strengths more broadly. They know you can't always control the environment around you, but you can always make a choice and control your response to it.

Authenticity in leadership is achieved, in part, by managing yourself more effectively moment by moment. That's why you need to be aware of your impact both internally and externally in order to get the full benefit of your authentic self at work. Executive presence in the boardroom or anywhere else is about how you align and reconcile what you feel on the inside with what others see and hear on the outside. It is based on integrity and good judgment, so that when you do have a dispute, you can weather the disagreement and still have a decent working relationship.

Your choices need to be consistent to be believed and seen as authentic by others. As Robert Fritz said in his book, *The Path of*

Least Resistance, Learning To Become a Creative Force in Your Own Life, “The difference between an amateur and a professional violinist is that amateurs play well when things are going well. Professionals play well no matter what.” To show authentic executive presence, you need to be a professional all the time.

CLEARLI Seeing Yourself as Others Do

We have identified seven Authentic Executive Presence attributes that have consistently made a measurable difference in our clients’ perceived executive presence. We use the acronym CLEARLI to help you remember these attributes. The acronym stands for:

Command

Leverage

Expectations

Audience

Relationship

Listening

Inspiration

In our next chapter, we will address three core frameworks that we use with clients at Change Masters. In the subsequent chapters, we will describe each of our CLEARLI Authentic Executive Presence attributes and how you can increase your efficacy in each one.

This book captures many of the perspectives and approaches that we have found most effective over two decades of leadership communications coaching with many talented businesspeople. Many of them have found these insights to be life-changing. Our hope is that you will, too.

Here is a brief description of our seven CLEARLI Authentic Executive Presence attributes.

COMMAND of the Room with Charisma

Some people own their space, projecting ease, warmth and capability. People observe your walk, posture, facial expression, vocal impact and dress quality to assess executive presence. They watch how you enter a room, sit in a chair and graciously interact with others. Command of the room with gracious charisma is the look and sound of confidence, conviction and competence based on non-verbal behavior.

LEVERAGE Influence and Power

Achieving great results requires knowing how to influence others and also understanding the organization's power and politics. The most influential leaders use influence without being seen as political. They know how to use the power they've been given in a values-based manner. Being an effective influencer with authentic political savvy is not an oxymoron. It's achievable and essential to your success.

EXPECTATIONS: Strategic and Tactical

Executive presence means you can move back and forth easily between strategic vision and tactical direction. Both need to be articulated well and connected continuously. Creating an engaging vision for a goal or project gives the tasks meaning. Execution makes a strategic vision more real and relevant. Mastery of both allows you to create and capture value. We present ideas to help you keep people on track using our expectation-setting model.

AUDIENCE Connections

Presentations have changed the trajectory of many high-level careers. Connecting with the audience is what makes the difference. Outstanding presentation skills can dramatically impact the direction and commitment of an organization. Formal and informal presentations of information are the moments in which people

significantly assess your capability. Even small-group presentations in front of the right audience can be pivotal. Maximizing your presentations with these tips will dramatically increase your memorable executive presence.

RELATIONSHIP Competence Locally and Remotely

Interpersonal skills have always been key to leadership success. Their importance has been increased by globalization, diversity, instantaneous communications and the expectation of 24/7 electronic interactions. The speed and access of communications has changed how we lead around the world, in different buildings or across the table. We are all dependent on so many people to get our jobs done today. Managing relationships well can make or break your effectiveness both locally and around the globe.

LISTENING Engagement

Most executives think they are much better listeners than others do. Great listening is not just great hearing. The test of a good listener is whether the other person feels heard and understood. Several studies have identified listening as the most critical success factor for executives. You spend over half your day listening to others; you may as well get good at it!

INSPIRATION, Motivation and Praise

Praise and motivation matter. If you're not consistently reinforcing what you expect, you won't get what you expect. People deliver best when they feel valued and respected, no matter what pressures exist. To get the biggest impact for the praise you deliver, demonstrate honest warmth with engaged poise, because praise from you matters more than you know.

We have worked for two decades with clientele who have diverse backgrounds including nationality, race, gender, sexual orientation, values, religion and age. The CLEARLI executive presence attributes

have applied to all of them. They have found great benefit in learning these attributes to be more effective in their workplaces while still being able to be true to themselves.

Aligning Internal and External Authenticity

So often, well-intentioned leaders are misunderstood because their internal and external authenticity are not aligned. It is not enough to have good intentions. You need to also make sure others understand your intentions and context so you get credit for your efforts. Juan, a senior executive we worked with, learned the importance of communicating context in a very measurable way.

Juan had received feedback from the annual employee survey that his team didn't feel he was paying enough attention to their personal development plans. So Juan made an earnest, concerted effort to actively help his people improve their skills over the course of the next twelve months. Unfortunately, the next annual employee survey showed no measurable change in the employees' assessment of his interest in their personal development.

Juan was understandably feeling frustrated and unappreciated. He had spent so much time trying to help his team grow and yet he was getting no recognition for it. He wondered what they wanted from him. He was grouching about this to a peer at lunch one day. She looked at him with a smile and wisely counseled him, "Juan, it's obvious to you what you're trying to do, but clearly it's not obvious to them. Why don't you just start out each development conversation by telling them what you're doing?"

It seemed too simple, but it made sense. For the next year Juan routinely started each conversation about personal development by saying, "I'm interested in your personal development and that's what I would like to talk about today." That was the only thing he changed for the year. To Juan's amazement, the survey results for year two showed dramatic improvement in his perceived commitment to employee development across the board.

For his people to understand his internal authentic interest in their personal development, Juan needed to effectively communicate his context and intent so others could see the external manifestations of his deep commitment to and interest in them. Often the biggest opportunities are simple once you see yourself as others do.

As the Chinese philosopher Confucius said, “When it is obvious that the goals cannot be reached, don’t adjust the goals—adjust your actions.”