

LEADERSHIP – COACHING AND MENTORING PACK

December 2017

2006 – 2017

Welcome to this month's edition: On my blog site, I have a series called 'Being Bettina's Dad' and as it is Christmas, I have again included her Christmas Tale. For more of her lessons in life please go to www.leadershipintheraw.org and search for Bettina, a person who copes with Autism and a Learning Disability.

One of my mentors is my wife Joyce. Back in 1996, as I was leaving my first career and looking for a second, she said to me: "Steve, you are a long time at work so it is important you do something you love and enjoy" I did, and I share my story in this edition as the company I work for celebrates it's 10th Anniversary: LOVE THE JOB YOU ARE IN – OR WHY I LOVE WORKING FOR DOSH LTD

One of the joys of putting my Leadership Pack together over the last 11 years is reaching people from a wide range of professions who are also 'thought leaders', one of whom has generously shared a blog post he has just written 'Making Meetings Effective - Ian McIntock Facilitation and Charity Sector Consulting.

https://www.linkedin.com/pulse/draft/AgHIRMt2AdjRwAAAWBIKIPYto3Y_tRijY-A7hCbAhXchgBA4oRXZuLDSqAxFpyuRsGhL0Y

Something new for 2018 *"Nothing so conclusively proves a man's ability to lead others as what he does from day to day to lead himself. - Thomas J. Watson* Future editions will include some tips on getting the best out of yourself, helping you to give your 'A Game' everyday. This month it is about looking after your posture and your back.

And my final article for this month: 'Improve Your Executive Presence' Stanford GSB lecturer and coach Allison Kluger teaches entrepreneurs how to communicate like a leader

<https://www.gsb.stanford.edu/insights/leadership>

I hope you enjoy the December edition of the Leadership Pack; I have enjoyed sharing ideas and information with you on leadership and management throughout 2017 and I wish you a Merry Christmas. Thank you for your support.

This month's quotes have been taken from my wife's @JoyceRaw1 and @livelikearaw twitter feeds – thanks Joyce. I am also on Twitter: @DoshLtd sharing leadership thoughts at 7am, 7 days a week. I welcome new followers!

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It's not about how good you are,

Its how Good

You want to be

Being Bettina's Mum & Dad: A Christmas Tale

Those of you who regularly visit Steve's blogsite www.leadershipintheraw.org and more recently mine www.livelikearaw.wordpress.com will have read the many blogs about being Bettina's parents and some of the lessons/insights we have gained over the years.

However, we are at that point in the year which is Bettina's absolute favourite - Christmas! And we felt that we should include this as one of our blogs too. A short Christmas Tale, if you like.

Bettina is absolutely mesmerised by Christmas! We call it "her time of the year" because for Bettina, Christmas lights her up as bright as any tree. To begin with, starting as early as October, Bettina will be aware that the shops are gearing themselves up for the season. She will quite happily by-pass any notions of Halloween or Bonfire Night - although she does acknowledge them - to get to her Nirvana. The change in the air, coupled with the clocks going back one hour (which most people associate with an extra hour in bed!), give her that sense of excitement. Then, we move through to the change in the shops. Whether it is the change in the stock that is for sale or the change in decoration, Bettina knows that the amount of glitter, tinsel, baubles, trees and pretty lights are building to that one day. Outside spaces change too. With the nights drawing in round about teatime reindeer, Santa's, snowmen, icicles, wooden nativity sets, market stall cabins and the aromas of hot food and spiced drinks draw her like a moth to a flame.

Now we have that grandmaster of Christmas itself, Father Christmas! Bettina can spot a fake a mile away. When she was younger she went to visit him at a department store with a group of school friends. Within seconds she had exposed him as a fake by whipping off his beard for all to see with a smug smile and a loud "that's better". For other children visiting him that day it was a cruel realisation that there may be more than one Santa, or maybe none at all? Bettina is not about to fall for that trick again, yet Bettina definitely believes in the magic of Christmas. She loves the appearance of presents under the tree, the treats, the food, the music and films, but most of all Bettina recognises that this time of year means having her family together sharing the season, the joy and the love. You can present Bettina with something wildly expensive or incredibly cheap her reaction will still be the same - grateful and pleased.

For our family, Christmas remains young and magical with Bettina's sense of simplicity and innocence always reminding us what it is really important in this world. With this in mind, we always try to share this attitude to life with others, so may we take this opportunity to wish you all a Merry Christmas and Happy New Year.

Source: Joyce Raw

"No amount of guilt can change the past, no amount of anxiety can change the future – building a resilience is important" from @NewVicTheatre's Emily Clarke in the @uk_theatre Career Ladder blog.

LOVE THE JOB YOU ARE IN – OR WHY I LOVE WORKING FOR DOSH LTD

(FINANCIAL ADVOCACY FOR PEOPLE WITH LEARNING DISABILITIES celebrating 10 years of support)



One of my Mentors is my wife Joyce, we call her the Oracle. Why? Because she is always right. An example of one of her gems was back in 1996 when she said to me: “Steve, you are a long time at work so it is important you do something you love and enjoy” – that really focused me on deciding what I was going to do as I was being demobbed from the Army (my first career).

Fast forward to this week, on the train coming home from Dosh (www.dosh.org) Strategy Day in London, I had the best day, working with some incredibly talented, knowledgeable and experienced people on how we could support people with learning disabilities in the next 10 years, and I was buzzing. I looked at my fellow commuters, I may be being unfair but they looked weary. I detected the same weariness in the conversations they were having on their mobiles too. For me though, this is a second career which has lasted 21 years so far and one that I am still incredibly passionate about.

For the last eight years I have had the good fortune of being the Managing Director for Dosh Ltd (Financial Advocacy for people with learning disabilities) www.dosh.org I told ‘Learning Disability Today’ magazine in their ‘Me and My job’ series the following:

- What would be your dream job? “I am already doing it – I love what I do everyday”
- What is your ambition? “I reached my professional ambition when I became MD for Dosh”

So why do I love my job? I enjoy being able to be involved in all aspects of our company and our support which includes:

- Personally supporting a person with learning disabilities and supporting him with his Individual Budget; being part of his Circle of Support and being involved in all aspects of his life.
- Building a winning team which is known for having a “can do” attitude and also seeking out and recruiting talented individuals to our company
- Working with Support Providers (sixty at the last count!) and local authority care management teams - especially when I am asked to deliver a presentation (I love talking about Dosh)
- Travelling – Yes I actually like doing all that driving across England, Scotland and Wales. I get to see some amazing countryside
- Project managing new opportunities. We have just started a new project within Dosh as we gear up to support 1000 people looking at our current structure and reviewing all our systems and processes.

- Spending time with great colleagues. Last Friday I was in the grounds of Bury St Edmunds Cathedral for a 1-1 with one of the team - what a way to finish the week!!
- And the important part of being MD – Strategic Management. Business Planning! Thinking and planning our Strategic Direction which includes our growth, our marketing and the never ending challenge to do something completely different for our company and the people we support (at least once a month).

Doing stuff that you have a passion for helps you to maintain and have stronger mental health. In your quieter moments, acknowledging that you are doing something that you are passionate about can give you a sense of well-being and contentment.

With passion comes a high level of enthusiasm for what you do. I have found this to be contagious not only do your friends benefit, but also your family.

"Passion is energy. Feel the power that comes from focusing on what excites you."

Oprah Winfrey

Here my top 5 tips for finding your passion:

1. What do you have strong emotions for – make them visual so write them down, better still draw a picture for each one
2. You need to find something that has a 'purpose': will it make a difference in another person's life?
3. Think about what you are good at, would it pay you a living too? When you have both, not only do you find your passion you feel successful.
4. What excites you: what would make you get out of bed earlier than you really need to? I fling the bed sheets back at 5am every morning, yep even the weekends I can't wait to start my day and find out what www.dosh.org are up to.
5. Dream Big "Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience, and the passion to reach for the stars to change the world." -Harriet Tubman

As a young 15 year old heading towards the Army Recruiting Office in Middlesbrough while my school mates headed in a different direction towards their interviews for ICI Apprenticeships as Welders and Platers, I thought that if I didn't love what I was going to do I wouldn't be able to do it with much conviction or passion. I felt the same way when I entered into the world of supporting people with learning disabilities.

"There is no passion to be found playing small--in settling for a life that is less than the one you are capable of living."

Source: Steve Raw Managing Director of Dosh Ltd

Making Meetings Effective - Ian McIntock Facilitation and Charity Sector Consulting

Meetings are essential for keeping people informed and coordinating activities but, all too often, do quite the opposite, whilst wasting large amounts of time. This article is a simple checklist to use to help keep meetings on-track and effective, from the Charity Excellence Framework resource base.

Prior to the meeting

Decide whether you actually need a meeting at all, or if this could be dealt with either by e-mail, or a couple of colleagues working together. Try this:

(Meeting length in hours + average travel time) x numbers attending x number of meetings annually x average daily salary rate = annual £ cost

If you do need a meeting, decide if everyone really needs to be physically present. There are now relatively inexpensive options from conference calling, to Skype and virtual meetings.

- Issue the agenda in good time; list the agenda items, who will lead each and its purpose (decision, information, discussion), with adequate time allocated for each.
- Circulate papers in advance to give people time to read these and, if necessary discuss issues with colleagues, ahead of the meeting.
- Don't invite significant numbers of people, if you need to actively debate issues, as this impairs decision making and has a substantial cost in time. The coefficient of inefficiency is a (semi) humorous theory on meeting size.
- Invite those who need to be there, because their specific expertise is required, not because of their seniority.
- But do not invite everyone to every meeting or every agenda item, even for regular meetings.
- Ensure that you send your apologies in good time, if you are not able to attend.

At the meeting

- The chair should ensure that:
 - Discussion remains focussed on the agenda item to be discussed.
 - Everyone has the opportunity to speak and no one is allowed to dominate the conversation.
 - Off agenda items are dealt with under AOB or outside the meeting.
 - Any action/discussion that requires only some people should be delegated to be dealt with outside the meeting and options, or a decision brought back to the meeting.
 - Timings are adhered to.
 - The decision/action for each item is achieved and being clear on who will do what and by when.
- We all should:
 - Ensure we have fully prepared for the meeting.
 - Switch our phone off, except in exceptional circumstances.
 - Focus on the agenda item and what is to be achieved.

- Actively challenge ourselves and others, but always positively and with respect.
- Be sensitive to peoples' need for support when challenging or being challenged.
- Don't make assumptions and, instead, focus on facts.
- Be tolerant of diverse points of view by avoiding:

Giving offence – being ready to apologise.

Taking offence – remaining open to discussion.

- Don't dwell on the past, except to learn and, instead, look forward and work with others to create solutions
- Don't blame people for things beyond their control and leave personal agendas outside the room.

Agreeing and collectively buying in to the above, or similar, with the team may help make clear expectations.

After the meeting

- The chair should circulate minutes or action notes of decisions promptly.
- Individuals should ensure that they carry out any actions allocated to them in the timescale required.

Alumna supports organisations to deliver improved performance by providing facilitation and charity sector consultancy. Contact alumna@btinternet.com Ian McIntock Facilitation and Charity Sector Consulting

"The secret of change is to focus all of your energy, not on fighting the old, but on building the new"
Socrates

My Top Leadership and Inspiration Picks for December

https://www.ted.com/talks/tim_ferriss_why_you_should_define_your_fears_instead_of_your_goals
[s](#)

The hard choices -- what we most fear doing, asking, saying -- are very often exactly what we need to do. How can we overcome self-paralysis and take action? Tim Ferriss encourages us to fully envision and write down our fears in detail, in a simple but powerful exercise he calls "fear-setting." Learn more about how this practice can help you thrive in high-stress environments and separate what you can control from what you cannot

DARREN HARDY

1. One Trait Of All Successful People

<https://www.youtube.com/watch?v=uQQJwYP5rLE&list=PLdqLwmnk1AtMLihQ-dd2RSjtUFqZHr5k8&index=17>

2. **Why you can't change**

<https://www.youtube.com/watch?v=JYRMTZ4U7SE&index=26&list=PLdqLwmnk1AtMLihQ-dd2RSjtUFqZHR5k8>

3. **WARNING: Society's Greatest Disease**

<https://www.youtube.com/watch?v=a1mXaSt6wm8&index=27&list=PLdqLwmnk1AtMLihQ-dd2RSjtUFqZHR5k8>

4. **What Do People Think of You?**

https://www.youtube.com/watch?v=NLQJC9_j1pg&list=PLdqLwmnk1AtMLihQ-dd2RSjtUFqZHR5k8&index=28

5. **What You See Is NOT What You Get**

<https://www.youtube.com/watch?v=AZiyeBVlu4&index=29&list=PLdqLwmnk1AtMLihQ-dd2RSjtUFqZHR5k8>

A moment of patience in a moment of anger saves you a hundred moments of regret
--

10 Habits for a Blissful Morning, Every Morning

CREATE AND CULTIVATE

With the hustle and bustle of life it's easy to push aside the true importance of a morning routine. Even though waiting until the last second to crawl out of bed and rushing out of the apartment with spilling coffee in one hand while emailing with the other is of the norm it's not a beneficial way to start the day.

The basic fundamental is this; you have to set yourself up for success if you are serious about achieving your goals. Taking care of you mentally is just as important as taking care of yourself physically. If it isn't already, it should be a priority to start off your day on the best foot possible.

Here are 10 simple adjustments to make to your morning routine that will have a huge impact on your day:

Go to sleep at the same time each night.

Maintaining a consistent sleep schedule is the first step in waking up ready to kick ass. I know that it's one of things that is easier said than done, especially when you get sucked into Stranger Things, but getting your body on a sleep schedule is like winning a gold medal. Give your brain the suggested seven to eight hours of sleep to decompress so when you rise you are ready to grind.

Set your alarm 15 minutes earlier.

Giving yourself the coveted extra 15 minutes in the morning will make you feel like a whole new person. Instead of hitting your alarm and rushing to get out of bed and speed out of the house like a mad person soak up the time to stretch and mentally prepare yourself for the day ahead.

Ditch the phone.

I recently set a new rule for myself: I will not check emails + social media until my feet hit the floor in the morning and from my personal experience I can tell you it absolutely changes how I start off my day. I used to lay in bed and before my eye balls were even fully opened I would be multi tasking between double tapping a Instagram post I missed while dreaming and reading emails that make me want to throw my phone across the room.

So, before I even got up to brush my teeth the mood of my day would already be set because of someone else. No ma'am, no more of that! Your morning should be reserved just for you.

"Always remember to fall asleep with a dream and wake up with a purpose."

Do yourself a favour and before you go to sleep turn off the notifications on your phone so when you wake up and roll over to turn off your alarm you aren't bombarded by technology before you even realize it's time to wake up!

Go all high school on yourself and make your bed.

Turns out your mom had a reason behind nagging you every single morning before school. Making your bed helps you get started on a productive path before you even walk out the front door. Starting your day off on the right foot, with a made bed, will put you in gear to check off your to-do list.

Use a mantra or QOTD.

Reading a motivational quote (oh hey Shine) every morning can provide a solid framework for the day ahead. Soaking in positive words will motivate you to stay in the right direction and not get detoured by negative thinking.

Hydrate to motivate.

I know that drinking coffee is what all the cool kids do but I have news for you, there is something else you should be drinking in the morning. Do yourself a favour and swap out coffee for lemon water.

Lukewarm water with fresh squeezed lemon juice has numerous benefits; starts your metabolism, cleanses your mouth and throat and also gives you that extra kick of energy that you may need in the AM. If you're looking for a dash of daily detox, add a tiny amount of cayenne pepper to the water.

Give yourself a pep talk.

Sometimes you just have to look yourself in the mirror and give yourself the pep talk, “Hello beautiful. You’re a bad ass babe, you got this. Love you.” I’m not even trying to be funny, you gotta do what you gotta do! The world can be a big bad scary place sometimes so reminding yourself that you got your back isn’t the worst idea.

Sweat it out.

There is no denying that starting off your day with a killer workout helps set the mood for the day.

If you are one of those people (guilty) that can get up and check a workout off the list before the sun rises then all the more power to you. If you prefer to work out after work, no judgements ;) either way, getting a little movement in before breakfast is always a good idea.

Suggestions? A two-minute plank or 20 jumping jacks; whatever gets your blood moving.

Spread the love.

Whether you’re kissing your dog, roommate, boyfriend or calling your mom, spreading love provides you with a positive start and keeps you focused on what’s really important, even through the stressful days.

Set an intention for the day.

You don’t want to do all the above just to walk out the door unsure about your next move. What is top priority? What will make you feel most accomplished by the time you lay your head back down on your pillow? What is the one thing you should do today that will get you one step closer to your goal? Whatever those answers are, make it happen. No excuses

Source: USA’s Success Magazine.

"Everything that has a beginning has an end***Make peace with that and all will be well" Buddha
--

YOUR ROUTE TO THE TOP

GO FROM GOOD TO GREAT

Don’t try to do everything. Ask yourself. ‘Where do my strengths lie?’ Focusing on one area will help you pinpoint and hone the necessary skills to move up.

Watch and learn. How did those you admire get to where they are now? Ask questions, read professional biographies and track career achievements. Keep note of how they did it and map your own journey.

Make a commitment. Be clear on your desired outcome and set goals that stretch but don’t strain. ‘Action illusion’ is a common procrastination trick – doing anything to justify putting off the task. Remember exam-revision timetables?

Bring your boss on board. Learning new skills, knowledge and capabilities improves your personal prospects and ensures that the business competes more effectively.

Seek out opportunities. Join cross-team projects and get involved with all aspects of your job. Keep your eyes and ears open to everything going.

Make the most of mentors. Over the course of your career, you should put together a range of experts whose knowledge you can dip into. Where possible, arrange face-to-face sessions, e-mail exchanges and even work shadowing.

Surround yourself. Online tutorials, skill exchanges with colleagues, and industry bestsellers are all excellent vehicles for building your knowledge. Take advantage of what's out there.

Get ahead. Try teaching yourself the basics and spend the budget on an advanced course to hone your skills. Time with an expert is better spent learning the harder bits.

Give it a go. Whether in your own time or as your role demands, try to learn on the job. Offer to work in other areas and suggest new tasks that put your dormant skills to use. Don't call in the experts, become one.

Source: 'The Mind Gym' (from the Modern Management magazine)

In the end only kindness matters

IMFEARLESSSOUL.COM

Developing a winning mind-set

Expectation impacts results. When you have an expectation that things will go well then they end up going far better than they would have. Thinking negatively affects everything – the words you use, the hesitation in your voice, your confidence and your body language.

Be confident and definite. Rather than being vague when faced with a request from a prospective client or customer, be confident and definite that you can help them. This doesn't necessarily mean you have all the answers but will help instil the message in you that, one way or another, you will help them get the solution they need.

Respond, don't react. Instead of reacting (or over-reacting) to situations, you need to respond to them. Successful people take a step back, consider all the evidence and make a logical, rational response.

Know you can't fail. Failure is within your own control, you only fail when you decide not to go for your goal any more. If there is an opportunity to achieve your goal in a different way on a different day, you haven't failed.

Understand the difference between can't and won't. 99% of the things we say we can't do are actually things we won't do. Perhaps you say you can't delegate? If so, it's probably that you won't delegate for whatever reason.

Think about what you'd do differently. When you come out of a situation that didn't go very well, focus on the things you could have done. Thinking about what you should have done focuses on the failure of the situation and puts you off ever doing it again.

Ask better questions. When struggling with a situation or project, don't fall into the trap of getting frustrated. Instead ask a better question of yourself like, "What else could make this work? What else could make things better?" Ideas will come if you allow your mind to work.

Look to the finish. Focus on the end result rather than the process involved. Very often focusing on the process puts us off getting started. If I think about all the effort needed to wash the car, I'm unlikely to get started. However, if I just focus on how good the car will look when it's nice and clean, I am much more likely to get going.

Source: Mark Rhodes author of Think Your Way to Success

Nothing so conclusively proves a man's ability to lead others as what he does from day to day to lead himself. - Thomas J. Watson

My new series for 2018 'Look after yourself so you can look after others'

GOING STRAIGHT – Good Posture

Good Posture boosts confidence, wellbeing and running. Physio Sammy Margo (sammymargophysiotherapy.com) shares her top tips to keep you in good standing

BBC

"Sitting at your desk make sure you BBC – put your Bottom into the Back of the Chair."

Meetings

"Sitting in one position for long periods affects your posture. Stand during meetings and to make phone calls"

Work Station

"Ensure your work station is ergonomically sound and think about investing in a standing desk. Make sure your screen is at arm's length and at a comfortable height for your eye line"

Walk Tall

"Imagine there is a wall behind you; this aligns the ear directly over the shoulder joint, making you stand straighter"

Handbag

"Women often overfill their handbags, which can throw your back out of alignment. Empty your heavy bag of unnecessary items"

Bed Sense

"If your mattress is over eight years old, it will have deteriorated by 75% and may cause you to have bad posture while you sleep. If this is the case, think about investing in a new one"

Source: taken from my 'Runners World' January 2018 edition

And

.....how to look after your back

Osteopath Nick Potter offers his advice on how to avoid back pain

- If you wear bifocals and spend time looking at a screen every day, the glasses could throw your posture. You'd do better to get a cheap pair of the near vision lenses for your computer work to keep at your desk
- Don't cross your legs while you're sitting at your desk
- When you're making a call, avoid trapping the telephone under our chin
- A backpack will be friendlier to your back than other kinds of bag. Wear it high up your body and carry as little as possible – no more than 15% of your body weight.
- Try not to sleep on your front: it's bad for both your neck and lower back
- Down-filled pillows don't give your neck much support, because they pack down over the course of the night. Get a pillow made from latex foam – it should offer lots of support while being soft enough to contour to the shape of your head.

Source: The Times (read in my 'The Week' magazine)

"Don't let the worries of this foolish world destroy your joy in living." - Marty Rubin

From Peter Voogd (author and entrepreneur)

Q: HOW DO YOU MAINTAIN A POSITIVE OUTLOOK ON LIFE?

A: It's all about perspective. It's impossible to be frustrated when you're grateful, and there is always something to be grateful for. Remind yourself that some people are praying for the things you take for granted.

Whatever you focus on multiplies. If you're focused on your problems or frustrations, they get bigger. But if you focus on what you're grateful for, gratitude takes over. Any time I'm in a bad mood or feeling negative, I shift to gratitude. I ask myself three questions before I start my day:

1. **What am I excited about?**
2. **What am I grateful for?**
3. **What am I committed to making happen today, no matter what?**

Source: USA's Success Magazine

SMALL PLEASURES

Remember when you were young, and you would wake up happy on your birthday because you knew it was going to be a great day? There were friends, family, gifts and cake all coming your way. A big portion of being happy is having something to look forward to. We all get caught up in life and fixate on your tedious, routine activities. Having something to look forward to every day offsets the things we don't look forward to, creating a balance.

Feeling good about your day early on is crucial. It can be as simple as walking the dog or meeting a friend for lunch. Instead of waiting for a major event like a party or job promotion, and associating that with happiness, change your mind-set to see the good in something you do every day. When you wake up and have something to look forward to, you are starting your day right and setting the stage for happiness.

Source: Jill Liberman, author of Choose Happy: Your Go – to – Guide for Living a Happier Life read in my Success Magazine

From me.....I wake up in gratitude every day and this is something I wrote a couple of years ago about taking the time be grateful and showing gratitude..

<https://leadershipintheraw.org/2015/09/09/being-bettinas-dad-taking-the-time-to-be-grateful-and-showing-gratitude/>

The Two-Minute Rule: If you see something that needs doing, and it can be completed within two minutes, do it immediately. <https://twitter.com/LivPsy>

Your one week science experiment

Time to read: 42 Seconds

Dear Steve

Your one week science experiment

If you have any self-doubt, and you wish you hadn't, do this.

Suspend it for one week - and see what happens. You can always bring it on again, afterwards.

Of course you have to do this totally – 100%.

How? Simply decide to act as-if you have total self-belief and high self-esteem – i.e. pretend to, for just one week.

The fundamental principle of science itself is that there is only what works and what does not on a repeatable basis and the only way to discover what works is to do something and see the results.

So, for one week only:

Believe in yourself 100%

Then get on with life

And, as a scientist would say, see what happens

If you have a happier week, extend the experiment for longer – 2 weeks, a month or for life.

With my love and best wishes

David Taylor (Naked Leader series author and broadcaster)

"The greatest use of life is to spend it on something that will outlast it." - William James

Improve Your Executive Presence

Stanford GSB lecturer and coach Allison Kluger teaches entrepreneurs how to communicate like a leader.

Allison Kluger recalls one of her earliest days as an associate producer at Good Morning America, when a senior producer saw her crying at work.

"She told me, 'Allison, you can't cry at the workplace. Do you know why? You're young, attractive, and female, and nobody will think you're reliable, and they won't trust you to do the job. If someone asks, say you're having a great day, because nobody wants to hear you're having a bad day.'"

That straight talk taught her something: Kluger needed to act the part of someone who was reliable and capable if she wanted to be perceived that way.

"I became the person who was unflappable," she says. "I started getting jobs producing live remotes, being on air, and in the control room, and it became authentic. I'm still a very sensitive person and I still cry, but to be the leader I wanted to be, I had to act like the leader I wanted to be."

This was Kluger's first lesson in executive presence — or the way people carry themselves, present themselves, communicate with others, and project competence and calm.

This quality inspires others to follow. And it's something Kluger firmly believes that anyone can learn and develop.

Kluger, the Dorothy J. King Lecturer in Leadership at Stanford Graduate School of Business in the areas of strategic communication, reputation management, and personal branding, spent more than 25 years in broadcast media and entertainment. She hosted and produced at Q2, an offshoot of shopping network QVC, and she was executive producer at the Global Shopping Network. She was an original coordinating producer on ABC's The View, consulted with Al Gore and Joel Hyatt on the launch of Current TV, and helped MSNBC create a live pilot show for Michael Savage. She also founded her own consultancy in 2005.

She spoke to Insights about executive presence and why it matters.

How do you define executive presence?

Executive presence is very much how you control a room, the impressions you make, and how you affect the people around you. It's how you communicate verbally and through your appearance and physicality. It's not just appearance, such as how you look, but more how you communicate with people initially and convey your intentions. It's not "Are you a supermodel?" It's "Are you dressed appropriately, and do you look put together and powerful, and are you wearing clothes easily and authentically, or do you maybe need to step it up to signify your power and presence?" I liken it to what I say about reputation: If you have great presence, people will feel the remnants and echo of what you left behind when you leave a room — "Wow, I enjoyed what that person had to say, and I will take some action because of it."

Why does developing good executive presence matter?

Making an impression is not a choice; it's inevitability. Whether you know it or not, eyes are going to be on you, and you're never sure who is viewing you. You can make a great, bad, or neutral impression. Social outings are opportunities to make new connections, and if you don't make an effort, that's a lost opportunity. And there's also an opportunity to make a great first impression, and those people who are conscious of how they initially come off have a leg up on executive presence. In new situations, you can offer to introduce someone to a person they don't know who can help ease their way; you can make someone feel valued, and that person in turn will value you. You will be admired and appreciated, and they will remember that when you leave. Anyone can learn executive presence — it's really more about being aware.

How can people begin to develop their own executive presence?

When it comes to executive presence, you want to make people feel like you've got their back and you can take care of it, whatever "it" is. It doesn't mean you have every superpower — some things you're going to be excellent at, and some you'll just get through.

For example, I'm not good with numbers. I was at a new job overseeing a department of 70 people, and they called me in and told me everything I would be doing, and then they told me, "You're going to also have to do the budget." And I said, "No problem." But when the meeting was over, I went into the stairwell and started hyperventilating. I thought about all the things I could do specific to my talent, and there I was focusing on the one thing I was going to be uncomfortable with. I was hyperventilating and crying, and I was a wreck.

But then I calmed myself, went to my department assistant and said, "Who is the person who deals with expense reports?" I found that person and asked if she had worked on budgets, and she said yes. I said, "Tomorrow we're going to set aside three hours to work on the budget," and she said, "No problem." All of us feel like imposters at one time or another. None of us wants to feel judged. But having executive presence is about making people feel you can handle things and that you're smart enough to know your strengths, and for the things you don't know, you can figure it out or seek help in figuring it out.

Another thing to consider in developing executive presence is communication. Do you look people in the eye? Is there a warmth emanating from you? Are you saying things that will benefit people or inspire them? Or instead, are you looking over their shoulder to see if there's someone else "better" that you should be talking to?

This also plays into the idea of gravitas. Imagine a swan gliding on the water. When you think of a swan, you think of a creature that's elegant and composed and flowing smoothly, but under the water there are little webbed feet paddling furiously. When you're in charge and in control, you're not letting anyone see those furiously paddling feet. That's where gravitas comes in. A strong leader has gravitas.

How does executive presence development differ for men and women?

I tell women and men, “Think about the leader you admire and the leader you want to be, and act like the leader you want to be.” The more you do it, the easier it comes.

“Making an impression is not a choice; it’s inevitability.”

—Allison Kluger

Women rarely do something unless they feel 100% certain they can, and men only have to feel like they’re 60% certain. But if a woman and a man go and take the same exam, women will do just as well or better. As women, it’s easy to opt out of things that make us nervous, but we should develop a mind-set of, “I’m going to say yes,” and then go freak out in my office or stairwell and figure out how to make it happen. Say yes. Act like the leader you want to be. Whether you are a man or woman, it’s important to know your content, be prepared, and then present it with authority.

The buzz phrase of the moment recently has been “authentic selves.” Does this conflict at all with executive presence?

I think authenticity is really important, because people can sniff inauthenticity out quickly. Hopefully, you’re a positive person who wants to do a good job. I truly believe the best combination for success and leadership is warmth and competence, but if you’re all warmth and fuzziness, people don’t always trust that you know what you’re talking about or might perceive that you lack substance. And all competence with no warmth can come off as dry and arrogant. For men and women, combining warmth and competence will lead to great executive presence. People will trust you, like you, and want to follow you.

Four Tips to Developing Your Presence

Allison Kluger says these practices will help you come across as more professional and capable.

Allison Kluger | Nancy Rothstein

1. Be aware of your appearance. Are you dressing appropriately for meetings or events when you’re meeting someone who is new? If you are too casual or sloppy, people will ascribe traits to you — they may think you’re lazy or not senior enough to do your job.

2. Be aware of how you communicate and how you use your voice. Be clear, present, and strong, and project an action-oriented aura. Rather than saying “I was wondering” or “Perhaps,” say “I believe” and “My plan is this.”

3. Be aware of your energy. When you walk into a room, do you stand straight, with good energy, and are you prepared to interact? Make sure you’re aware of people and people are aware of you, because if you’re not (and they’re not), they may come away with a neutral or negative impression. Remember that eye contact, a firm handshake, a smile, and your first and last words are part of the first impression you make.

4. Consider your differentiating factor. What is it that makes you special, and how do you broadcast it so people are aware of it? Maybe you’re a great runner or you’re good at coding. Blog about it, or

create a seminar to teach others. Being an expert at something teaches you how to embrace the spotlight and broadcast your talents to other people, because sharing with others helps you create a network, take a leadership role, and create new opportunities for yourself.

Source: Stanford Business School <https://www.gsb.stanford.edu/insights/improve-your-executive-presence>

When you know who you are, you know there is always room for self-improvement and remain open to new insights.

Lisa Broderick