



**Outward presentation:
executive presence meets authenticity**

Out & Equal

October 7, 2016

out&EQUAL Workplace
Advocates

EY
Building a better
working world

Agenda

- ▶ Introductions
- ▶ Who we are
- ▶ Executive presence and authenticity
- ▶ LGBTQA interactions
- ▶ Why executive presence and authenticity matter
- ▶ Decoding executive presence as a tool for success
- ▶ LGBTQA executive presence and authenticity examples
- ▶ Power of your executive presence
 - ▶ Challenges to consider & Tips
- ▶ Q&A throughout

Who we are



Jim Breen

- ▶ EY
- ▶ Manager, Tax Services
- ▶ Philadelphia, PA



Maital Dar

- ▶ EY
- ▶ Senior, Performance Improvement
- ▶ Atlanta, GA



Ashley Brundage

- ▶ PNC Bank
- ▶ Vice President – Inclusion Consultant
- ▶ Tampa, FL

*Views of presenters do not necessarily reflect those of Ernst & Young LLP.

Executive presence and authenticity

Whiteboard exercise

- ▶ How would you define executive presence?
- ▶ How would you define authenticity?
- ▶ Can you have one without the other?

What is executive presence?

Executive presence is the perception of an individual as having substance and authority, being capable, trustworthy, “in charge” and as inspiring followers.

Tactics for achieving executive presence are:

- ▶ Present yourself to highlight your talent
- ▶ Demonstrate a strong self-awareness of the personal values that define you as well as your preferences, default style and behaviors
- ▶ Show others that you have the knowledge, skills and style-switching abilities to exceed expectations in a variety of contexts
- ▶ Find personal balance between “being yourself” while earning executive presence

What is authenticity?

Authenticity is defined as the perception of a person not being false or fake, being genuine, being consistent, keeping it real.

- ▶ Authenticity is important in a work context, as our work involves building relationships.
- ▶ To build effective relationships authenticity is paramount, which comes down to honesty with ourselves and others.
- ▶ Hiding something or holding something back may affect how trustworthy you appear and may damage relationships.

LGBTQA interactions

Small interactions can make a big impact

- ▶ Let's discuss what these terms mean to LGBTQA people in the workplace:
 - ▶ Micro-aggressions
 - ▶ Passing
 - ▶ Covering

Microaggressions are “the everyday verbal, nonverbal and environmental slights, snubs, or insults, whether intentional or unintentional, that communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.”

~ Derard Wing Sue, *Microaggressions and Marginality: Manifestation, Dynamics, and Impact*, 2010, pp. 3, New York: Wiley.

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Passing is "cultural performances in which individuals perceived to have a somewhat threatening identity present themselves or are categorized as persons they are not... often [as] responses to miscategorization. In other words, when an audience miscategorizes an individual, she or he may decide to go along with the audience—and hence pass reactively—rather than contest the miscategorization."

~ Daniel G. Renfrow, "A Cartography of Passing in Everyday Life," *Symbolic Interaction*, Vol. 27, Issue 4, pp. 485-486.

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Covering is when “persons who are ready to admit possession of a stigma (in many cases because it is known about or immediately apparent) may nonetheless make a great effort to keep that stigma from looming large. The individual’s object is to reduce tension, that is, to make it easier for himself and the others to withdraw covert attention from the stigma...this process will be referred to as covering.”

~ Irving Goffman, *Stigma: Notes on the Management of Spoiled Identity*, 1968, pp. 102, Harmondsworth: Penguin.

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Kenji Yoshino: diversity does not mean having to choose between identity and inclusion

www.youtube.com/watch?v=9ii1LUMKiJ4

(Source: Big Think, 10 Nov. 2014, stop at 4:45)

Covering is "to tone down a disfavored identity to fit into the mainstream."

~ Kenji Yoshino, *Covering: The Hidden Assault on Our Civil Rights*, 2006, pp. ix, New York: Random House Trade Paperback.

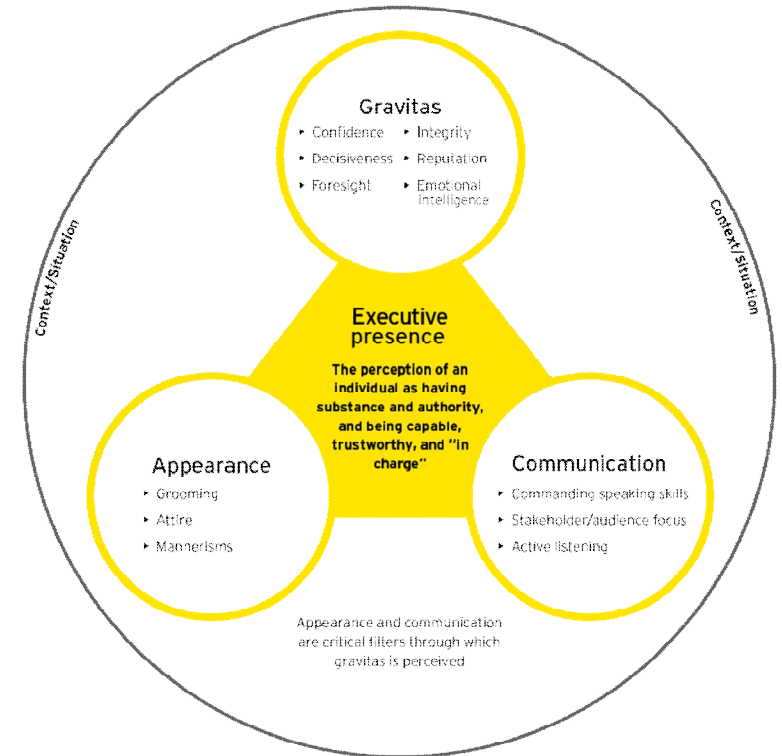
Why executive presence and authenticity matter

- ▶ Relevant and necessary to everyone at every stage of your career
- ▶ Demonstrates you are in charge or deserve to be
- ▶ Account for 26% of what it takes to succeed¹
- ▶ Helps to secure influential sponsorship
 - ▶ Important in decisions made about your potential, assignments and advancement opportunities
 - ▶ A lack of executive presence is a top reason why senior executives choose not to sponsor particular individuals

¹Research performed by the Center for Talent Innovation, 2013

Decoding executive presence as a tool for success

- ▶ According to Center for Talent Innovation research, senior executives view these three components as most important:
 - ▶ Gravitas: 67%
 - ▶ Communication: 28%
 - ▶ Appearance: 5%, but *all* recognize its potential for derailing talent



Adapted from: Center for Talent Innovation, 2013; *Culture, Leadership, and Organizations: The GLOBE Study of 62 Companies*, 2004

Gravitas

(gra-vi-tahs) is the combined effect of variables that “signal to the world that you’re the real deal, a heavyweight in your field and in your organization, someone worthy of being heard and followed.” *(CTI, 2013)*

Six executive presence aspects

Confidence

Showing that you believe in and have confidence in yourself, so others will too, particularly when under pressure

Decisiveness

Successfully advancing a perspective, recommendation or path of action when consulting within the organization and with clients

Emotional intelligence

Demonstrating empathy for others, considering diverse perspectives and being accountable for actions and their impact, particularly in tough and stressful situations and times of change and transition

Integrity

Standing by values, standards and ethical principles, particularly when challenged by superiors, clients and/or established organizational traditions

Reputation

Being considered a positive role model and standard-bearer in your organization

Foresight

Inspiring others with certainty about the future; convincingly interpreting complex data and information; reliably extrapolating from trends and painting a realistic and relevant image of the desired state

Communication

verbal, nonverbal and virtual ways of conveying explicit and implicit information and signaling your capability and “gravitas” to others *(CTI, 2013)*

Three executive presence aspects

Commanding speaking skills

Engaging the audience intellectually and emotionally in content and motivating actions and/or change as a result

Stakeholder/audience focus

Collects insights into the background, experiences and perspectives of stakeholders; ability to deliver a message that is packaged for the specific audience (i.e., using style versatility/style switching)

Active listening

Attentively checking assumptions, probing and providing feedback on what was heard to a speaker; confirming understanding and demonstrating comprehension of the whole message (including the implied and unstated)

Appearance

how you look; the (first) impression you make (in only 250 milliseconds!) that can either distract from, or confirm, your capability and “gravitas” (CTI, 2013)

- ▶ Appearance variables are an important first filter or threshold that do not determine executive presence but can potentially derail or undermine it.

Three executive presence aspects

Grooming

Caring for one’s physical appearance to create a professional and polished look

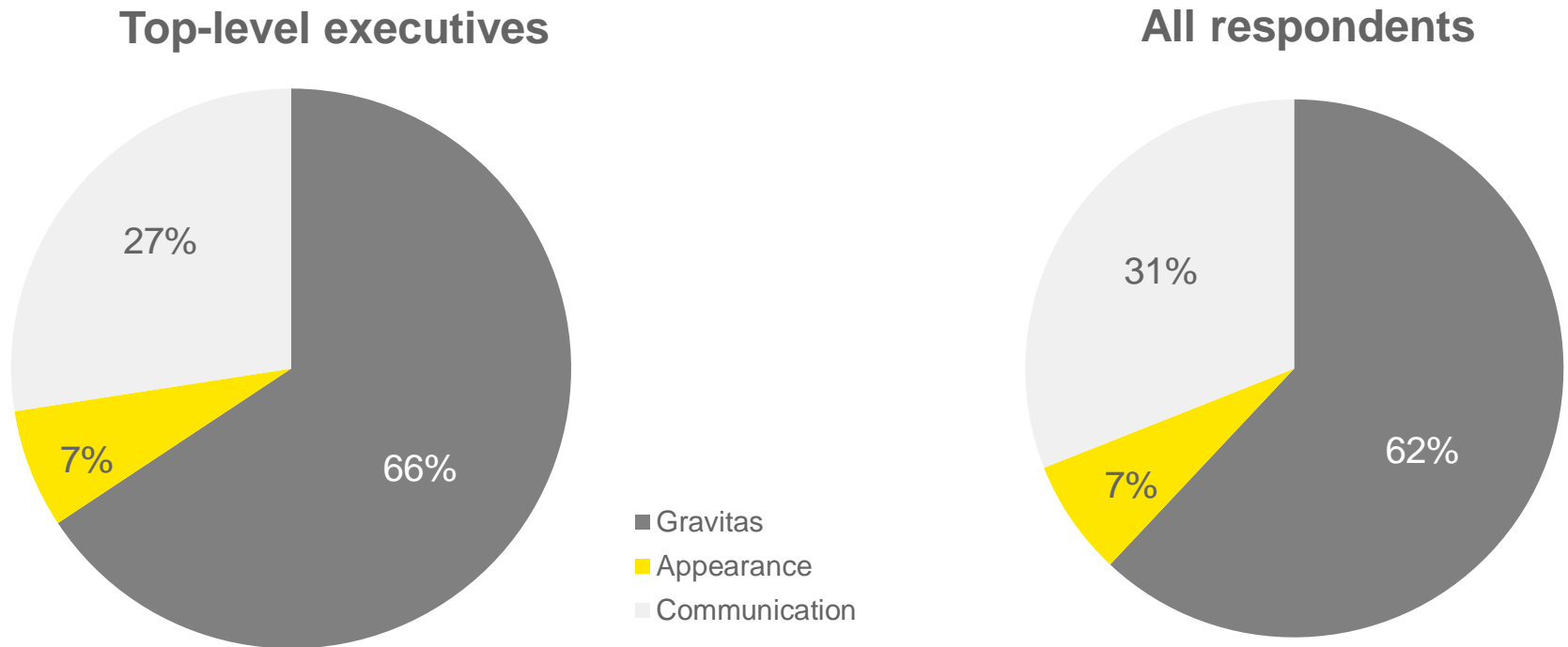
Attire

Choice of clothing that supports one’s substance and “gravitas” and does not distract from it, while still maintaining one’s sense of personal style and identity. This will vary significantly for some individuals who work with clients with very different dress codes

Mannerisms

Ensuring that personal habits (or “ticks”) — verbal and nonverbal — do not distract, undermine or contradict one’s substance and “gravitas” from the perspective of the audience

How the three dimensions measure up²



²Research performed by the Center for Talent Innovation, 2013

LGBTQA executive presence and authenticity examples

- ▶ Today, 89% of Fortune 500 companies include sexual orientation in their nondiscrimination policies, while 66% prohibit discrimination based on gender identity, according to the Human Rights Campaign.³
- ▶ Many employees remain uncomfortable with being open about their sexuality at work, as corporate policies do not necessarily translate to office culture.
- ▶ A 2013 study of 2,952 LGBT workers by the Center for Talent Innovation found that almost half (41%) were not out at work.⁴
- ▶ With a majority of professionals choosing to remain in the closet, there is a dearth of LGBTQA senior executive role models



Let's briefly discuss four executive LGBTQA profiles and how each ties to the components of executive presence and authenticity.

³ Human Rights Campaign, *LGBT Equality at the Fortune 500*, 2015, www.hrc.org/resources/entry/lgbt-equality-at-the-fortune-500, accessed September 18, 2015.

⁴ Center for Talent Innovation, *The Power of "Out" 2.0: LGBT in the Workplace*, 2013, www.talentinnovation.org/publication.cfm?publication=1390, accessed September 18, 2015.

Beth Brooke-Marciniak

Global Vice Chair of Public Policy, EY

- ▶ Named by Forbes as one of the “World’s 100 Most Powerful Women.”
- ▶ Helped unify LGBTQA networks globally for one of the Big Four global consulting and accounting firms.
- ▶ Has spoken at LGBTQA events, including Out & Equal conferences.
- ▶ Featured in Lord Browne’s book The Glass Closet.
- ▶ Identifies as lesbian.
- ▶ Married her wife in 2014 in New York.



Photo source: Beth Brooke-Marciniak

Tim Cook

CEO, Apple

- ▶ American business executive who in 2011 assumed his leadership role in one of the most influential technology companies, succeeding the revolutionary co-founder Steve Jobs.
- ▶ Serves on the board of directors for Nike and the NFL
- ▶ First CEO of a Fortune 500 company to publicly identify as gay in 2014.
- ▶ Intensely private, known to be solitary and is a fitness enthusiast.



Photo source Apple:
<https://www.apple.com/pr/bios/tim-cook.html>

Michael Huffington

Film producer and politician

- ▶ *Huffington Post* is named after him.
- ▶ Came out as bisexual after his divorce.
- ▶ Film producer of such notable titles as *Bi The Way*, *A Jihad for Love* and *For the Bible Tells Me So*.
- ▶ Served in the U.S. House of Representatives 1993-1995 for California's 22nd District (Santa Barbara and San Luis Obispo).
- ▶ Sought election to the U.S. Senate in 1994 and lost to Dianne Feinstein.



Photo source LA Splash:
http://www.lasplash.com/publish/Film_106/huffington-pictures-geography-club-begins-production.php

Martine Rothblatt

Founder & CEO, United Therapeutics

- ▶ Highest-paid female CEO and former lawyer.
- ▶ Identifies as transgender.
- ▶ Built a robot version of her wife and founded a \$5 billion company.
- ▶ Pioneer in the area of extending life spans of humans.
- ▶ Launched car-navigation system Geostar.
- ▶ Founded satellite radio company Sirius in 1990.
- ▶ Published a book in 1995 entitled *The Apartheid of Sex*, arguing that gender categories should be overhauled.



Source: "The Trans-Everything CEO," *New York Magazine*, September 7, 2014, nymag.com/news/features/martine-rothblatt-transgender-ceo/.

Photo source Workforce:
<http://www.workforce.com/articles/21005-martine-rothblatt-interview-welcome-to-cyberia>

Challenges to consider

- ▶ Your personal presence — no specific answer or formula.
- ▶ There is not a “fixed” set of rules for executive presence since it is perception-based and specific to your particular situation and context.
- ▶ Self-awareness is key.
- ▶ Specific challenges exist for groups not widely represented in leadership.
- ▶ Demonstrating executive presence requires style-switching across different situations and environments.
- ▶ Feedback on executive presence is essential but it can be difficult to provide, seek and receive.

Tips

Develop your own executive presence

- ▶ **Engage in self-assessment** – Assess yourself across a variety of situations using the components of gravitas, communication and appearance and the related 12 aspects of executive presence.
- ▶ **Repeatedly ask for, and openly listen to, feedback** – Ask often for detailed and constructive feedback from a variety of people who observe you across situations and contexts.
- ▶ **Seek out coaching and mentoring** – Given your individual gaps, concerns and issues, find people who can coach and mentor you in enhancing your executive presence.
- ▶ **Be authentic and consistent in your interactions** – Do not be afraid to be who you are or to express healthy curiosity about those around you who may be different.

Help others develop their executive presence

- ▶ **Raise awareness of the importance of executive presence** and encourage others to pay attention to the 12 aspects, their situation/context dependencies and the challenges associated with these.
- ▶ **Create a feedback-rich environment** around you regarding the 12 aspects of executive presence.
- ▶ **Develop your comfort with providing feedback** – practice!
- ▶ **Be inclusive in your leadership** and look for ways to leverage your colleagues' diversity of experience and encourage their expression.

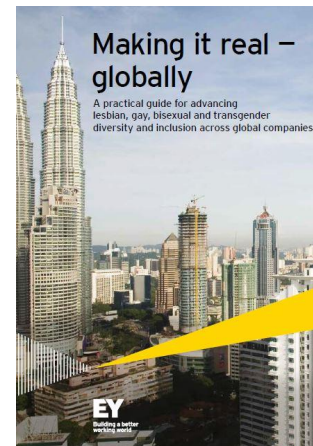
EY resources of interest

LGBTQA resources

- ▶ Making it real – globally:
 - ▶ <http://www.ey.com/GL/en/About-us/Our-people-and-culture/Diversity-and-inclusiveness/making-it-real-lgbt-inclusion-at-EY>
- ▶ Taxation of same-gender spousal benefits in wake of US Supreme Court ruling:
 - ▶ [http://www.ey.com/Publication/vwLUAssets/EY-taxation-of-samegender-spousal-benefits-in-wake-of-us-supreme-court-ruling/\\$FILE/EY-taxation-of-samegender-spousal-benefits-in-wake-of-us-supreme-court-ruling.pdf](http://www.ey.com/Publication/vwLUAssets/EY-taxation-of-samegender-spousal-benefits-in-wake-of-us-supreme-court-ruling/$FILE/EY-taxation-of-samegender-spousal-benefits-in-wake-of-us-supreme-court-ruling.pdf)

Diversity and inclusiveness

- ▶ www.ey.com/differencesmatter
- ▶ www.ey.com/globalgenerations
- ▶ www.ey.com/womenfastforward



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- Twitter: @EY_CareersUS
Stay up to date on news and events
- YouTube: youtube.com/eyuscareers
Watch us at work and play

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