**Executive Presence**

It’s based on someone else perception. It what you exudes and it can be built overtime – having an impact which is relevant to others but still maintaining the authenticity of your own.

Steps

1. What is the impact that you want to make?
   1. It must be credible and relatable – these are the two muscles to build a connection with people.
2. What are the key dos and don’ts along these 2 levers?
   1. Conditioning like an athlete
      1. Mental - It’s the beliefs that you have about yourself, others, and situation.
      2. Skill – Communication Skills
         * Speak in a clear and concise manner
         * Listening
         * How do you frame the message
      3. Physically - Non-Verbal’s - Body Language/Visibility

* Go to Beliefs & How do we condition our self?
  + Don’t always have the answer – it is about what value that you bring – you should have a perspective and come into a meeting what others have (open to possibilities)
  + To condition yourself, it’s a three-step process
    - Being able to pause
    - Having awareness around what you are thinking
    - Redefine the thought
* Influence Starts with Deeper Listening
  + Are you using them in a strategic way in the context of impact you want to make. So, what communication skills will enhance the impact you are trying to make.
* Speaking Clearly
  + It begins with speaking the headline first and then supporting it with 2-3 data points
  + Never do the other way around, where you speak incoherently on the topic and speak about results at the end
* Frame Your Message Strategically
  + Framing determines how you set the context – Outcome driven framing – starting the conversations with here are the outcomes that I want to drive in the meeting.
  + For communicating with senior people – strategic framing should be adopted – it is setting the big picture context – So you frame your message that’s relevant to them and what their strategic agenda is, rather than how’s it relevant to you at the 10K feet altitude.
* Non – Verbal/Body Language
  + Speak in a more deliberate way – people who are comfortable taking pauses as they speak, rather than speeding through it and never slowing down.

**Rules for Rising Leaders**

* Be Thoughtful & Position yourself
* Craft your plan – what is your point of view on your work in the first 90 days, what is most important, who do you need to build relationships with.
* Rules
  + Pick Smart quick wins & selectively prioritize your quick wins
  + Run it by the key people in team & take their thoughts along while prioritizing
* Grow more leaders to grow your career
  + A leader is one who declares a future that other people will commit to.
* Identify what matters to people with power
* Understand each other interdependencies – In the initial 1-2 months, go around and find out what these adjacent and downstream customer-facing groups are doing and how they interact with your line of business.
* Switch the story sway from ‘me’ to ‘us’
* Create new stories for your new workplace

**Critical Leadership Moments**

**Aligning your team**

* Rally your team around a common purpose
* Tap into two fundamental human needs – Belonging and Significance
* Leave an emotional wake of commitment, confidence, and of support

**Talking to Senior Leaders**

* Don’t complain about people in your team
* Executive cares about three things – Money, Markets, Exposure
  + Money – Profits go up/Costs go down
  + Markets – Market Share Go Up/Time to Market go Down
  + Exposure – Retention goes up/Underexposure/Risk go Down
* Common Mistakes that people make when talking to CEOs
  + It Cannot be all about you, all about your career and what you are trying to do, rather
    - It must make the organization stronger
    - Create Human Flourishing for your team
* How to Position your work of your team/department when talking to a senior leader
  + Don’t Forget Empathy – Put Audience First (it’s not only about the way we communicate – and don’t pre-meditate your agenda)

**High Impact One-on Ones**

* Set Regular times with each teammate
* Cover Tactical Update – Current Projects Status & Deliverables
* Strategic Updates – Goals of Org, how they impact customers and how the employee is aligned to them
* Personal Development - Advice the employee on self -development

**Setting Goals**

* Be Aspirational & Specific
  + What is the end state - How are we lifting the people/giving them motivational reasons to chase behind the end state. But don’t sugar-coat it, Tell ppl what the reality is as well, and sometime it helps you to galvanize them into the challenge of making adjustments that are necessary to be successful.
  + Get Specific – who is doing what by when
* Act as a filter and not a funnel and be intentional about what information goes to the team. Don’t take everything from top to bottom and dump on the team. So cast a vision for the team and cascade down the most important information with aspiration and specificity.

**Giving Positive Feedback**

* Give specific feedback on Behaviour and Impact
  + Behaviours like high level of details/Quick TAT/
  + Impact pertains to how it matters to others and organization

**Giving Negative Feedback**

* You don’t want to make your teammate feel awful, but you also don’t want to beat around the bush either, you want to be clear
* First rule of the negative feedback – Give it Early
* Be Factual, and don’t assume bad intent & if the person is getting it, then move to resolution
* One thing to keep in mind – talk about a time when the person did do what was asked of him – it will pivot the conversation towards a constructive feedback – and its shows that you are on their side
* If the behaviour doesn’t go, then have a 2nd negative feedback conversation, and paint a clear picture how this impacts the team and the organization.

How to be more of a listener?

* Be more of a listener
* Probing Questions
* Tell me more about that
* Why do you think that]
* Then What happened
* Talk me through it

**What do you do?**

I help financial institutions in building and executing strategy on Business and Digital/Technology Transformation.

**How do you go about Leading a team who is in trouble?**

* Whoever can best articulate reality without shame or blame will emerge as a leader
* Also address the emotional underpinnings of the trouble
* People are looking to you for information, guidance, and even for emotional support
* There’s a couple of things you would want to do
  + Look backward as in what went wrong
  + Look forward, what can we do in the short term, long term and what are the next steps

**Leading through Disruptions**

* Leading a team through disruption can be challenge for the leader, but also presents an opportunity
* Express confidence and optimism that your team can work through it
* Address the potential challenges, and its ok to not have all the answers in the beginning
* Stay Neutral, Factual, and disco passionate in your reporting
* Acknowledge the frustration, and guard your mental health (it can be emotionally challenging for all, as a leader, you need to remain level-headed)
* Disruption is inevitable – as a leader, you have a choice. You can take the opportunity to help adapt and evolve and come out stronger on the other side.

**Behavioural Interview questions**

**Tell me about a time when you made a difference to someone at work?**

**What excites them about the role they are interviewing for? /Company/Industry**