

# 7 Business Benefits of Executive Presence Training to:

Attract top talent

Boost the bottom line

Keep key people from jumping ship

White Paper by Diane Craig

President and Founder, Corporate Class Inc.



CORPORATE  
CLASS INC.

EXECUTIVE PRESENCE

[www.corporateclassinc.com](http://www.corporateclassinc.com)

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**Attract top talent**

**Boost the bottom line**

**Keep key people from jumping ship**

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## The 7 Business Benefits

**Benefit #1.** To attract and retain top talent

**Benefit #2.** To reduce costly turnover

**Benefit #3.** To prepare high potentials for promotion

**Benefit #4.** To accelerate women's advancement

**Benefit #5.** To reinforce internal promotions

**Benefit #6.** To motivate the next generation of leaders

**Benefit #7.** To strengthen leapfrog successions

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*“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.”*

## **Lawrence Bossidy**

Former CEO of Allied Signal  
(later Honeywell)

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# Executive Presence



*“Employees are a company’s greatest asset – they’re your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company’s mission.”*

**Anne M. Mulcahy**

Former chairperson and CEO  
of Xerox Corporation

## What is Executive Presence?

Executive Presence is more than looking and acting the part. It is far more than skills, ability and talent. Executive Presence combines leadership qualities, communication skills, and engagement expertise in a powerful mix that leads to continuous upward mobility.

## What is Executive Presence Training?

Executive Presence Training (EPT) is professional development that builds:

- ◆ Team productivity across all levels
- ◆ Expertise to lead others
- ◆ Capabilities required for advancement

The process includes a series of group sessions, coursework, and coaching. It often includes assessments with feedback from colleagues, peers, and management, as well as a self-assessment, along with private debriefings to review these reports.

# Introduction



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**Executive Presence Training encourages people to strive for achievement and aspire for advancement. This has a powerful impact on the bottom line.**

**T**HE COST OF recruiting, interviewing, and orienting new hires jumps with every step up the corporate ladder.

When an organization invests in professional development (PD) for employees, this sends a clear message: “Providing the opportunities to develop leadership and work skills is the most effective way for a business to demonstrate that it values employees’ talent and leadership potential.”<sup>1</sup>

Investment in PD leads to more loyal employees who make greater efforts and are better prepared to advance. This drives all the numbers in the right direction.

## The focus of EPT

Professional development dedicated to expanding an individual’s ability to:

- ◆ Forge alliances, bring people onboard, enlist others in a shared vision, move things forward
- ◆ Persuade and influence with authority through finely honed communication skills
- ◆ Adopt big-picture thinking and a broader perspective
- ◆ Build on what’s right with people, by aligning their personal strengths with their academic and technical qualifications, to increase individual potential<sup>2</sup>



**This white paper illustrates seven positive business benefits EPT can deliver to organizations.**

### **Corporate evaluation benefits of EPT**

Senior executives, HR leaders and talent decision-makers acquire greater insights about the best candidates for fast-track training and advancement, resulting in:

- ◆ Reduced dependence on hunches and sixth sense to drive advancement decisions
- ◆ Improved capacity to assess the talent pool
- ◆ Less chance of overlooking exceptional internal candidates
- ◆ Greater consideration of possible advancement options for high potentials
- ◆ Increased vision to select the right talent for the right role, based on the qualities of a leader
- ◆ New succession planning tool opportunities

### **What's in this white paper**

The terms “executive presence” and “leadership” are often described in abstract terms. This white paper clarifies the discussion by using real-life experiences to illustrate seven positive business benefits EPT can deliver to organizations.

It describes actual people we have encountered and outcomes we have experienced, as Executive Presence specialists working with many different teams and individuals.

To protect their confidentiality, we have changed the names and identities of all the related organizations and individuals. ☺

## Benefit #1

### To attract and retain top talent



### Challenge – Pinpoint the distinct training needs of new recruits

OUR CLIENT, a large financial institution, had a history of cherry-picking new recruits from leading colleges. For decades, the organization's reputation served as a magnet for the best and the brightest.

We were asked to develop dedicated EPT for new recruits. The client was frank about the need to both attract and retain top talent. Historically, the company had been a frequent winner in recruiting contests; the new challenge was retention.

This insight grew out of unexpected reversals with several promising new people, including:

#### Michael

- ◆ Multilingual MBA student
- ◆ Strong contender for international rotation
- ◆ Resigned within six months

#### Claire

- ◆ Referred through a grad school faculty member
- ◆ Captured the attention of a C-Suite executive
- ◆ Resigned after one year

#### Theo

- ◆ Graduated first in his class at a top-tier MBA program
- ◆ Positive throughout the recruitment process
- ◆ Declined an offer

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When asked why they resigned or declined, potential stars repeated the same refrain: ***“You don’t provide professional and personal development.”***



**In our experience, for any professional development program to truly gain traction, senior leaders must endorse and champion its benefits.<sup>3</sup>**

When asked why they resigned or declined, all three potential stars repeated the same refrain: *“You don’t provide professional and personal development. I’ve found a company that will invest in training to help me grow.”*

Both Michael and Claire were bitterly disappointed. Theo told his recruiter that based on what he learned from insiders about the lack of employee development, he would pursue other opportunities.

Clearly, all three recent grads expected more than the brief onboarding program currently in place, which consisted of a welcome speech from a junior manager, and some product training.

In our experience, for any professional development program to truly gain traction, senior leaders must endorse and champion its benefits.<sup>3</sup> New hires quickly detect superficial support from management, and are less motivated to take training seriously, or sustain anything they learn.

### **Our recommendations: A four-stage strategy**

We were assured of the C-Suite’s commitment to EPT to help win the new high-stakes contest for retention. We proposed a four-stage training strategy to complement HR’s new onboarding plan, that now included a welcome address from the CEO.

#### **Stage 1: Professional presence workshop**

This introductory level of EPT bridges the gap between graduation and the corporate world, and is delivered during the onboarding sessions. It includes clear expectations of appropriate business conduct, with specific guidelines:

- ◆ Manage first impressions
- ◆ Recover from mistakes
- ◆ Accept difficult feedback

#### **Stage 2: Mentorship program**

During the onboarding process, all new recruits are assigned a mid-level manager to act as their mentor. Prior to meeting their mentors, all recruits review their responsibilities to:

- ◆ Maintain contact with mentors
- ◆ Start building their personal networks
- ◆ Develop constructive relations with mentors, aware of the fine balance between pestering, dropping the ball, or letting the relationship lapse





**Following the first year of employment, designated high potentials attend Executive Presence Training workshops.**

### **Stage 3: Ongoing training**

A series of lunch and learn sessions tailored to new hires:

- ◆ Boardroom savvy
- ◆ Meeting protocols
- ◆ Virtual communications
- ◆ Making introductions and networking

### **Stage 4: EPT Workshops**

Following the first year of employment, designated high potentials attend EPT workshops.

### **Outcome**

With the four-stage program in place, the recruiting team had an incentive package to offer new recruits.

The new program also provided an opportunity to reconnect with candidates who had declined the offer of employment, or people who had resigned shortly after joining the organization.

### **Takeaway**

- ◆ When an organization invests in ongoing talent development, it sends a clear message to employees: they are valued team members.
- ◆ Comprehensive programs with detailed agendas for new hires are important tools for recruiters.
- ◆ Organizations that proactively support EPT are more likely to gain a reputation as sought-after employers. ☺

## Benefit #2

### To reduce costly turnover



### Challenge – Prevent a flight risk

Then, the CEO spoke up,  
***“Josie could be a flight risk.  
 We cannot afford to lose her.”***  
 The idea of her joining the  
 competition was daunting.

A PHARMACEUTICAL CORPORATION had contracted us over several years for EPT with diverse groups of employees, from sales and marketing to senior executives.

Just before a scheduled series of workshops for middle managers being groomed for promotion, the CEO asked to meet us about a specific attendee.

The discussion was about Josie, a mid-level employee in purchasing:

- ◆ HR had received complaints about Josie’s abrupt attitude and her inability to interact with the team
- ◆ At meetings, her coarse language and sloppy appearance offended managers
- ◆ Josie had expressed reluctance to attend the workshop

In fact, Josie seemed like someone on a downward spiral to dismissal – not a candidate for promotion. Then, the CEO spoke up, *“Josie could be a flight risk. We cannot afford to lose her. Do something.”* Josie was invaluable. The idea of her joining the competition was daunting.

We requested a brief one-on-one with Josie and gained considerable insight when she opened up; *“I love my job but I don’t want to be a manager.”* She saw promotion as a headache that would take her away from the work she loved.

Prior to the workshop, Josie’s managers and peers had contributed to her 360-assessment\* and we moved on to discuss their feedback. It was her personal wake-up call. She had no clue she was offending her coworkers.

*“I’m just trying to get my work done,” she explained, “and people keep interrupting me.”*

\*To learn more about our proprietary EP360<sup>®</sup> Assessment Report, see page 25

## Our recommendations: Strengthen communications and upgrade appearance

Managers sometimes hold onto the outdated idea that everyone thinks of promotion as a reward. But not every employee wants to be a manager.

What “makes someone a great salesperson, accountant or engineer is not the same talent that makes him or her a great manager.”<sup>4</sup>

In Josie’s case, what made her a great front-line employee was the pride and pleasure she derived from her hands-on work. Clearly, she had established terrific phone and email rapport with vendors, and had mastered the art of negotiation.

We suggested group communication training where Josie could interact with peers to:

- ◆ Develop rapport with colleagues
- ◆ Optimize mentorship opportunities
- ◆ Share her vendor-engagement techniques

Josie was fixated on her work, and she believed time away from her desk was time wasted! She needed to learn how to interact with team members and understand how her contributions were important.

We worked with Josie to upgrade her grooming in anticipation of face-to-face meetings with vendors. Her new, more professional appearance brought out a greater confidence. It also sent a clear message to her colleagues that she was a member of the team with shared values and pride of place.

## Outcome

Eighteen months later, Josie was still an important member of the purchasing team with a more personable attitude and additional new accounts:

- ◆ She didn’t take her skills to a competitor
- ◆ She continued to save the organization money
- ◆ The company had no need to hire a replacement

## Takeaway

- ◆ When organizations detect underlying issues with valued employees, appropriate PD can refocus attention on shared goals and reduce the possibility of costly, damaging resignations.
- ◆ This investment proves that management is listening to employees.
- ◆ For their part, employees become more self-confident and loyal to the organization. ☺



**She believed time away from her desk was time wasted! She needed to learn how to interact with team members and understand how her contributions were important.**

## Benefit #3

### To prepare high potentials for promotion



#### Challenge – Determine the evolving needs of prospective leaders

OUR CLIENT, a global organization, traditionally relied on lateral transfers to prepare high potentials for advancement. These rotations shifted people across multiple divisions and locations.

The longstanding objectives were to expand technical awareness and encourage “big-picture thinking.” As a byproduct, working with more members of the workforce helped strengthen individual reputations, essential for future leaders.

Over time, the goal had changed from expanding technical proficiency to specific, measureable contributions by individuals. They were expected to manage increasingly larger accounts, handle major contracts, and communicate with media. And there was more emphasis on how they performed as role models.

The interdependence of technical and interpersonal skills is not a new conversation. Today, we often hear the maxim, “hired for technical skills and fired for behavioral missteps.” Its roots can be traced to a century ago. In 1918, a Carnegie Foundation report cited personal qualities as seven times more important than knowledge of engineering science, and the technique of practice.<sup>5</sup>

Our client, had a proven system for identifying talent. The issue now was how to retain people who were frustrated with the internal structure, needs, and changes. Senior leaders were concerned that departing high potentials would take their talent to the competition and drain the pool of candidates for future leadership.<sup>6</sup>

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**The goal had changed; many high potentials were struggling in their new positions and far from ready for the next rotation.**





**Participants realized they needed a transition process to prepare for the unexpected challenges of their new positions.**

Many high potentials were struggling in these new positions and far from ready for the next rotation. As their visibility in the marketplace increased, several key qualifications became apparent:

- ◆ Reflect the corporate brand
- ◆ Become more persuasive
- ◆ Establish a compelling presence

### **Our recommendations**

People ill-prepared to take on challenging new roles often produce poor results and high frustration – for everyone. We helped management understand how they were pushing future leaders forward based on their potential, not their readiness.<sup>7</sup>

We developed a two-tier EPT program to address the identified goals, including both a 360 and a self-assessment:

- ◆ The first tier addressed individuals struggling with their new roles.
- ◆ The second tier was for prospective candidates before they were promoted. The goal was to prepare the second group earlier and with clearly defined markers that could be used in succession planning.

### **Outcome**

The 360 combined with the self-assessments provided a deeper awareness of any knowledge gaps among participants. Participants realized they needed a transition process to prepare for the unexpected challenges of their new positions, for example, dealing with direct reports who were formerly peers. Both groups of participants enthusiastically embraced EPT:

- ◆ The first group, those initially uncomfortable with their new responsibilities, candidly admitted they would not have struggled, if they had attended the EPT program before their transfers.
- ◆ The second group exhibited the self-confidence that is the foundation of developing genuine presence.

### **Takeaways**

- ◆ When organizations have realistic expectations for employees in new roles, either lateral or a step up, this creates eagerness rather than fear.
- ◆ Instead of assuming employees will immediately become productive in new roles, EPT helps them to acknowledge, and prepare for the challenges ahead. ☺

## Benefit #4

### To accelerate women's advancement



#### Challenge – Overcome career-limiting obstacles

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Indira excelled at the coursework and took on her role with ease, but some “sensitive” issues threatened her future.

A CANADIAN CHARTERED BANK, contracted us for a series of two-day EPT workshops for account managers from various branches. A week before the sessions began, we met with the HR manager, Chantelle, to review the participants’ 360-assessments.

Chantelle flagged Indira as, “*a very bright, enthusiastic and ambitious young woman.*” Indira was well-educated. After graduating from Bangalore’s Indian Institute of Science, she completed her MBA at a prestigious Canadian university, where the bank recruited her.

The bank made a considerable investment in her training as an account manager. She excelled at the coursework and took on her new role with ease, but some “sensitive” issues threatened her future:

- ◆ Indira’s command of English was not a problem, her written reports and emails were crystal clear, but she had a very heavy accent.
- ◆ She spoke so quickly that some clients and colleagues had trouble following her.
- ◆ Indira’s manager and peers described her appearance as “unprofessional.”

In Chantelle’s opinion, one issue compounded the other. Since people were irritated by Indira’s speech, they found fault with her clothing.

Our mandate was clear. We needed to tackle two career-limiting obstacles for Indira: incomprehensible communications and unprofessional appearance.

We began the workshop with short self-introductions. It was immediately apparent that Indira dressed in a frumpy style and spoke faster than a bullet train. Seconds after she began to speak, a participant asked her to slow down. Indira apologized, saying, *“I thought you wouldn’t notice my accent if I spoke more quickly.”*

We could not have planned a more timely intervention! Two facilitators already poised to address the “accent” issue jumped in. They explained that:

- ◆ Some people speak English very fast, especially those with Spanish as their first language, and people from India.
- ◆ Slowing down how quickly we speak is a skill that can be learned.

The facilitators asked Indira to assume that all participants spoke English as a second language; to help them, she would need to slow down. The fact that she was consciously attempting to deal with her accent confirmed that Indira was a likely candidate for accent-reduction training.

Next up, her appearance. During a break, we broached the subject with a simple question about why she chose her outfit. *“I’m trying to look older so clients see I’m experienced. Today it was important for me to look professional.”*

This perception needed immediate correction. We suggested a meeting later that day.

## Our recommendations

### First meeting with Indira: Straight talk

When we mentioned training to cut back her accent and help with her pacing, she actually jumped out of her chair. *“I would love that. I didn’t know there was such a thing.”*

Then, we suggested a younger approach to her clothing choices. At this point Indira said, *“My goal is to become a bank manager, please help me.”* She had no resistance to our feedback. Quite the opposite; she was eager for our help.

### Second meeting: Accent and appearance

Once Chantelle approved the speech specialist, we scheduled a series of sessions for accent reduction.

Following years in jeans and casual apparel, young professionals are often ill-equipped to make appropriate wardrobe decisions for their new roles. We introduced Indira to our executive image consultant to help her develop a professional appearance to reflect her position, age, and budget.



**We introduced Indira to our executive image consultant to help her develop a professional appearance to reflect her position, age, and budget.**

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**Five years after our first meeting, Indira completed her accreditation as an investment advisor and moved to a new role at the bank's head office.**

## Outcome


Although Indira's accent is still apparent, she has mastered her pacing. Her speech today is clear and easy to understand.

It is impossible to imagine she was ever criticized for her wardrobe choices; she is well-dressed and impeccably groomed.

Five years after our first meeting, Indira achieved her goal and became a bank manager. Following her promotion to one of the busiest branches, she completed her accreditation as an investment advisor and moved to a new role at the bank's head office.

## Takeaways

When organizations confront their scarcity of female executives, they should recognize the cause: Women in most corporate settings face special challenges.

- ◆ "It is by far women who get put in the executive presence penalty box most often," wrote executive coach Henna Iman, in her *Forbes* article, *Why Executive Presence Is Harder For Women Leaders*. "There are many more factors they need to deal with related to personal presentation and attire, not to mention gender bias related to operating style (too timid, too aggressive, etc.)"<sup>8</sup>
- ◆ "To level the playing field, organizations should implement PD specifically for women."<sup>9</sup> 



## Benefit #5

### To reinforce internal promotions



#### Challenge – Preempt setbacks for newly promoted leaders

**A**N ORGANIZATION we have worked with for many years asked for help. Not all candidates slated for senior-level promotions were successful in their new roles.

Many business people believe that people promoted from within have an easy time of it. After all, these people already know the corporate culture and excel in the organization's environment.

But this old premise is coming under scrutiny.

In his *HBR* post, *Internal Hires Need Just as Much Support as External Ones*, business writer Michael D. Watkins sends a thoughtful message – internal transitions can be just as challenging as hiring from outside. He coined the term “inboarding” to describe the process of ensuring that any inside hires get up to speed faster.<sup>10</sup>

Statistics vary on the success of external hires. But the numbers surrounding failed internal promotions are even less well-documented. We do know these transitions take longer than expected:

- ◆ At all levels, dealing with change is one of life's most difficult challenges.<sup>11</sup>
- ◆ Few leaders report making transitions effectively, although executives report feeling more effective than lower-level leaders.<sup>12</sup>
- ◆ Very few leaders feel that organizations do the right things to prepare their future leaders.<sup>13</sup>

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**Internal transitions can be just as challenging as hiring from outside. We do know these transitions take longer than expected.**

## Our recommendations: Two new programs, Leadership and Board Presence

### Program 1. Leadership – motivating teams:

This program helps managers leading increasingly larger teams to become stronger, more thoughtful leaders who boost team productivity.

#### The focus

- ◆ Emotional intelligence: Why empathy is vital to team leadership skills.
- ◆ Motives and values: When people understand their personal motivations and values, they are better at deciphering and assessing those of team members.
- ◆ Types of leadership skills and leadership styles: How people choose to connect with their teams to deliver results.
- ◆ Organizational climate: People, not organizations, determine the working climate for their teams.
- ◆ Goal setting: The bridge from theory to implementation in getting things done.

### Program 2. Board Presence – interfacing with C-Level executives and members of the board:

This is a program to prepare senior executives for the demands of high-pressure meetings and presentations at the highest level of an organization.

#### The focus

- ◆ The precise protocols that enhance confidence and help executives to engage more successfully.

### Outcome

Both programs proved to be robust “inboarding” tools to address the unique challenges of transitioning high-level executives through internal promotions.

### Takeaway

When organizations identify their expectations for internal hires, and prepare them for new roles and responsibilities, they ensure greater rates of success. ☞



“Inboarding” describes the process of ensuring that inside hires get up to speed faster, become stronger, and generate greater team productivity.

## Benefit #6

### To motivate the next generation of leaders



#### Challenge – Provide critical feedback to modify behavior

OUR CLIENT, an American-based organization, registered three employees for a public workshop in Toronto: HR manager Carol and two of her direct reports, Marcella and Tony.

All three were outgoing participants, but Tony was a standout. During an unrehearsed presentation, he captivated the entire room with his effortless manner and well-delivered content.

Later, Carol asked us to develop a customized EPT series for mid-level managers, to be delivered over several months at company headquarters. This ambitious undertaking involved multiple sessions, 360-assessments prior to workshops, and confidential debriefings with every participant.

Tony was to participate. But the 360-feedback from his managers and peers was out of sync with the agreeable Tony we knew. His colleagues found him prickly and short-tempered, especially during group meetings.

The day of the first session, Tony warmly introduced us to his fellow participants. Almost immediately, we caught a glimpse of the Tony described in his assessments. He monopolized the floor and expressed impatience if anyone attempted to interject. On his own turf, there was an almost imperious note to his “performances.”

We invited Tony to chat informally about the anonymous feedback from colleagues. Initially, Tony failed to connect the dots between comments like, “Has difficulty controlling his emotions,” and his unrestrained efforts to push people to his point of view.

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**The 360-feedback from Tony’s managers and peers was out of sync with the agreeable person we knew. His colleagues found him prickly and short-tempered.**

To his credit, Tony was not defensive about this criticism, but receptive. He was forthright about his C-Suite aspirations and ambition to become a media spokesperson. This helped to explain his behavior, but not justify it.

Our role was to emphasize that his actions were in conflict with his goals.

### Our recommendations

Together, we worked out a plan to develop the skillset necessary to achieve Tony's objectives. Over the next six months, Tony would need to do far more than simply eliminate his outbursts and improve his listening.

We suggested that meetings with a very senior mentor, preferably someone in media relations, would be an ideal step.

Tony required focused study and practice to enhance the quality of his communication and professional presentation skills so that he could:

- ◆ Interact with groups across many levels of the organization
- ◆ Work effectively with external stakeholders
- ◆ Make memorable speeches
- ◆ Manage media interviews
- ◆ Speak in front of the camera

### Outcome

Tony's willingness to accept criticism and work to correct his behavior indicated a level of presence that earned him a chance for advancement.

Tony's prudent decision to broaden his scope with media relations coaching prepared him to take on new, high-profile assignments in a discipline well-suited to his strengths.

It was an endurance test for Tony to maintain absolute self-control. Along the way, he did make some gaffes that could have deterred anyone lacking his determination.

### Takeaway

- ◆ When a management team understands that expecting perfection in future leaders is not realistic, they are more likely to provide talent development to retain and grow executives for future roles.
- ◆ "You simply can't do your best without searching for new experiences, doing things you've never done, making mistakes, and learning from them."<sup>14</sup>
- ◆ Aspiring leaders must continue to challenge themselves. ☞



**Our role was to emphasize that Tony's actions were in conflict with his goals: his C-Suite aspirations and ambition to become a media spokesperson. Tony was not defensive about this criticism, but receptive.**



## Benefit #7

### To strengthen leapfrog successions



#### Challenge – Identify and correct underperformance

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**Robert's boss and peers did not share his enthusiasm for Laura. They were concerned about his proposal for Laura to "leapfrog"<sup>15</sup> from manager to director almost overnight.**

A MULTINATIONAL ENTERPRISE asked us to develop a series of workshops for high potentials. Shortly before the sessions began, HR director Robert called us for a meeting. Since his retirement was imminent, he had proposed Laura as his replacement and wanted to enroll her in our workshops.

*"Oh, but there's a problem and a big one," he added.*

Robert explained that Laura had joined the organization 14 years ago as a manager, and despite changing roles and responsibilities, she remained at the same level. She was not a designated high potential.

Robert's boss and peers did not share his enthusiasm for Laura. And they were concerned about his proposal for Laura to "leapfrog"<sup>15</sup> from manager to director almost overnight.

In Robert's opinion, Laura was an optimum HR director with an exceptional ability to connect with people. Before the workshop, we reviewed her 360-assessment. It painted a negative picture of someone totally lacking the qualities of a director. Then we met Laura. She radiated warmth and incredible authority – a hard balance to achieve.

The first morning of the workshop, Laura stood out. She was animated and strikingly poised; this elite group did not faze her. We saw first-hand what Robert had described as her extraordinary ability to connect. We were impressed. Then why had Laura been passed over? Why was Robert her sole fan? What was going on?



**By mid-morning, it was clear she had recovered from her earlier trauma and was once again a fully engaged, spontaneous participant.**

The session began with self-introductions. As people stood to explain their current roles, we watched Laura turn to stone. She seemed to disappear into her chair; her anxiety was obvious.

Mystery solved. Laura clearly struggled with “podium syndrome,” an expression we use to describe an acute fear and anxiety of addressing large groups. She fell apart when she was center-stage. Little wonder that her career was a series of lateral arabesques!

When Laura was the only person left to speak, we called for a break. We took her aside, and suggested she write out her intro and deliver it in as few words as possible. And we reassured her that help was on the way.

By mid-morning, it was clear she had recovered from her earlier trauma and was once again a fully engaged, spontaneous participant.

### **Our recommendations**

Late that afternoon we met with Laura. We introduced her to Amy Cuddy’s book, *Presence*, and talked about how “feeling like a fraud,” sabotages many highly qualified people.<sup>16</sup> Together, we watched Amy’s famous TedTalk with its frequently quoted line, “I don’t belong here.”<sup>17</sup>

The intention was not a quick fix, but to determine if Laura was ready to address her lack of self-confidence. Once we established that she was prepared to face her demons, we moved forward to schedule focused, private instruction with a presentation skills coach.

### **Outcome**

Several months later, Robert called to report success. He had observed subtle but remarkable changes in Laura, and she was officially in a leapfrog trajectory. His boss was in full agreement and had taken on the role of her official mentor.

### **Takeaway**

- ◆ Some exceptional employees lack the skills or experience needed to advance.
- ◆ When organizations provide targeted professional development for these less-experienced people, this helps prepare them to succeed at higher levels.
- ◆ Although traditional promotion channels strive for an ongoing learning process, individuals who leapfrog are well-served by EPT. ☺

## Conclusions



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**This white paper shows that Executive Presence Training can contribute to employee advancement and generate an effective return on investment in many different ways.**

**E**XECUTIVE PRESENCE TRAINING comes in many forms to serve every level of an organization, from C-Suite to new recruit.

Whether the goal is to attract high potentials, foster emerging talent, or stimulate senior leaders, EPT can play an effective role – as long as the content is tailored to the distinctive needs of the targeted group or individual.

### **Executive Presence Training delivers some unexpected benefits to help:**

- ◆ Recruit top talent
- ◆ Prevent flight risks
- ◆ Address the evolving needs of prospective leaders
- ◆ Overcome career-limiting obstacles
- ◆ Preempt setbacks with internal promotions
- ◆ Provide feedback to modify behavior
- ◆ Identify and correct underperformance

In our experience, applying appropriate EPT can bring a measurable return on investment, reinforce the value of employees and their contributions to the organization, and boost the bottom line by retaining key people and developing future leaders.

## Downloadable White Paper Supplement

### Cost of Hiring and Developing People



**As a supplement to this White Paper, Corporate Class Inc. offers a unique report**

**By Jim Olson**  
**Senior Consultant, Corporate Class Inc.**



**Jim Olson**, Senior Consultant,  
Corporate Class Inc.

[To learn more about Jim >](#)

Jim Olson compiled this analysis and financial estimate in late 2016. The numbers are consistent with his experience in his corporate executive career and as Chair of Maple Leaf Foods Human Resource and Compensation committee from 2011 to 2015, where Jim continues to sit on the Board of Directors.

*“From my early days in management I observed and experienced that when a company compromises its hiring or training practices, it never achieves superior performance levels. Consistently hiring people who fit the requirements of a given position and have the potential to grow with the business is critical.*

*Then, orienting and training them thoroughly from the outset makes success almost inevitable. With this as a key part of a company’s culture, it shows everyone inside and outside the organization that you truly care about your people!”*

—Jim Olson

**Download this Special Report,  
Cost of Hiring and Developing People**

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## About Corporate Class Inc.



**Diane Craig, President and Founder of Corporate Class Inc.**  
Diane has been coaching and mentoring senior executives and prospective leaders for over 30 years to progress within their organizations.

[To learn more about Diane >](#)

*“Executive Presence is neither exclusive nor elusive.”*

**Diane Craig**

**W**e provide Executive Presence Training to multinational businesses, Fortune 500 companies, and government agencies to optimize performance and advancement potential across every organizational level.

Recognized across North America for coaching and training aspiring leaders, in 2013 we introduced EPT to international clients. Today, we facilitate customized coaching, workshops, and seminars to organizations around the world, from Europe to the Gulf Region and across North, Central, and South America.

In 2016 we launched our proprietary Three-Stage Assessment Tool, following collaboration with Self Management Group, the recognized leader in talent management solutions. The EP360<sup>o</sup>™ Assessment appraises individuals based on feedback from managers, colleagues and peers. A self-assessment<sup>™</sup> and debriefing sessions comprise the additional stages.

### Complimentary Downloadable Executive Presence Scorecard

Put your team to the test across 10-key Executive Presence categories:

[Click here for Team Scorecard](#)

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## Sources



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you hire for attitude. You can  
always teach skills.”*

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British/American motivational  
speaker, marketing consultant  
and author

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