

Build Your Facet Fluency: Hitting the Headlines with the 15 Facets of the Executive Presence Model

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Now that we've done a few dozen Executive Presence Mastery Programs, we've reached a point where we've created succinct and memorable ways to describe each dimension and facet. As a feedback provider, coach, and consultant, I highly recommend that you continually work on developing your ability to describe the facets simply and in ways that are "sticky" for your feedback recipients and clients.

There are numerous situations when this level of "facet fluency" will prove to be a real asset to you:

- When you're summarizing a leader's strengths early in a feedback call, you can help them see how the strengths tether to their business imperatives.
- When you're about to ask them to explore the results in a facet, you can ground people by reminding them what the facet really is (which may be different from what people assume based on words such as "confidence" or "intentionality").
- The more you have the big-picture view of each facet in mind, you'll find it that much easier to show people how the facets play off of each other as you're going through a feedback meeting and providing actionable feedback.
- When you're trying to sell people on using the ExPI, being able to walk people through the model efficiently and effectively can be illuminating and impressive.

So let's review the model, taking in the language we often use to describe each dimension and facet. Then, to test your "facet fluency," see if you can walk through the whole model aloud—either on your own or with a partner. With practice, you'll be able to describe every facet with authority.

We'll start with the five qualities of **Character**—those qualities we develop early in life in our family or origin... and that are all important to building *trust and goodwill*.

- **Authenticity** is the degree to which people see you as you genuine and transparent. How much people do know what you're really thinking? It's sharing the intent behind your content, the why behind the what.
- In the model, we measure two different kinds of **Integrity**: moral integrity and behavioral integrity. When people hear the word Integrity, they usually think of doing the right thing—being ethical. That's the moral integrity. But we also measure whether leaders are seen as "walking the talk," keeping promises, and doing what they said they'll do. That's the behavioral integrity.



- **Concern** is the development facet. It's more than just being caring.... It's whether people see you as being actively involved in their development.... And connecting them to the greater good of the organization.
- **Restraint** is whether people experience you as calm, deliberate and not managed by your emotions.... If you're high in Restraint, you probably generate more light and less heat. If you're struggling with Restraint, people might see you as impulsive—Think Ready, Shoot... Aim. Another key point: When a leader is high in Restraint, people tend to know which leader will “show up” from one day or week to the next. A more volatile leader creates unpredictability and may lead people to withdraw or walk on eggshells.
- **Humility** is really whether people see you as open to the ideas of others and thinking that others have something to offer... as opposed to being more interesting in pushing your own point of view or coming off as the smartest person in the room.

If Character is developed early in life, remember that the **Substance** facets are qualities we develop as adults.... And they give you a read on how people view your *credibility*.

- **Practical Wisdom** reflects whether you can cut through complexity to get to the heart of the matter... delivering great insights and asking great questions. If some of the facets are more emotional, this one is more of a cognitive, rational facet. And if standardized testing measures fluid intelligence, Practical Wisdom is more about crystallized intelligence: It's the stuff we've learned over years of adult development through our experience—learning to recognize patterns, anticipating downstream consequences, and so on.
- **Confidence** is probably the most misunderstood facet in the model. We're not talking about self-confidence—thinking that you're terrific. It's more about being decisive and willing to take action, even if there is some risk. It's also about accountability when things don't go so well... and openness to dissenting opinions. But the cardinal element of the Confidence facet is a bias toward action.
- **Composure** sounds like Restraint, doesn't it? And the two facets are related. But restraint refers more to your disposition or temperament, while Composure is more situational: Are you seen as steady in a crisis? Restraint and Composure tend to travel together—if a leader is high on one, they're often high on the other.... And vice-versa. But there are leaders who are very low on Restraint but who become very calm in a crisis. Likewise, there are leaders who are generally calm but who show cracks in a crisis.
- A good way to think of **Resonance** is to what degree are you positioning yourself to notice what others are thinking and feeling---and then what are you doing with what you notice, so people



know that you're noticing? Resonance is also the degree to which people see you as fully present and attentive—not looking at your phone during meetings or conversations, for example.

- **Vision** is equal parts strategic thinking and inspiration. It's knowing where we need to go and getting people excited about getting there. Leaders are sometimes high or low on both sides of that, but there are also leaders who are good on one element but not the other.

Style is the dimension that's important to driving execution—how we make that happen through two-way dialogue over time rather than using a one-way directive approach.

- **Appearance** includes executive image and wardrobe, as you would expect... but it's also about your preparation and energy level and tone. In short, do you show up looking “ready for the game”? Another way to think of Appearance is that it's more the purely nonverbal side of Resonance—is your Appearance in sync with your context?
- **Intentionality** is basically Vision with a small V. If the Vision facet is getting people excited about why we're climbing Mount Everest, Intentionality is more about getting dialogue going about where we're going to set up base camps and how we're going to make adjustments based on the weather and conditions. In short, Intentionality is all about using real dialogue to get everyone on the same page about who's doing what and when we need to make course corrections.
- **Inclusiveness** is making sure we're getting the right people to the table.... And then also empowering them with a real voice once they're at that table.
- **Interactivity** reflects whether the leader has the right quality AND quantity of two-way communication with others. Is the leader in touch on a regular basis? Does he or she really listen actively?
- People often equate **Assertiveness** with being willing to speak up, but it's much more than that in the model. It's whether you can speak up without shutting other people down... and it's also how you deal with conflict. You want conflict to feel constructive—that we don't avoid it, but we also don't thrive on it. We want to create an environment where it feels safe and helpful to put our differences on the table.

Now that we've walked through the model, try practicing it. And if you've come up with some of your own “headlines” that seem to work well with clients, let us know. Just like any form of fluency, there's always more for all of us to learn.

