

# EXECUTIVE PRESENCE

Step into your power, convey confidence  
& lead with conviction

## 360° ASSESSMENT

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Joe Sample

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# About this report

Many employees don't know how they are perceived at work. This Executive Presence 360-Degree Evaluation Tool provides an opportunity to learn how you are perceived by your colleagues, direct reports, superiors, and others in the area of executive presence.

Most employees are unaware of how they are undermining their executive presence, which is why holistically gaining feedback from people at a variety of levels around you is so crucial.

Asking for feedback will uncover:

- The strengths you need to apply more often.
- The developmental needs and opportunities to improve.
- The overall dominant themes.
- The self-awareness to know how to become seen as a leader with executive presence.

Feedback is provided in two ways:

- By rating a series of statements designed to specifically measure key behaviors and competencies.
- By answering open-ended questions that allow for detailed comments.

## How to read this report:

### Do:

- Look at the feedback holistically.
- Identify and track the themes in strengths and areas for improvement.
- Prioritize a few areas to focus on for your development.

### Don't:

- Try to figure out who said what.
- Get discouraged by lower scores or constructive comments.
- Overly focus on one negative comment.
- Allow your ego to get in the way of receiving genuine feedback.

## Scoring System

This 360-assessment uses a rating scale that ranges from one to five (1 to 5).



Critical



Needs  
Improvement



Average



Skilled



Stands Out

# Contents

## **Section 1 - Average Score for Each of the 3 Domains (page 4)**

## **Section 2 - Summary of Competencies (page 5)**

This page displays a summary of the 9 EP competencies that high-level leaders need, ranked from highest to lowest. Review this page to learn how you are rated across all 9 competencies. You'll learn which competency you are particularly strong in and which ones are clear areas for development. Compare your aggregate score on one line ("Manager," "Peers," "Direct Reports," "Stakeholders"), with the aggregate "Self" score on the second line.

## **Section 3 - Overview of Each Specific Competency (page 7)**

This section displays the individual scores for each of the 9 competencies. It includes one page per competency with 5 items each, while also indicating the number of raters, rater dispersion, and score.

## **Section 4 - Top Strengths (page 30)**

In this section, you'll see a list of the top 10 strengths per rater group. This means that you engage in these behaviors with a high degree of proficiency on a consistent basis. Each item on the list includes the average score and the competency to which it belongs.

## **Section 5 - Top Opportunities to Improve (page 31)**

This section presents a list of your top 10 opportunities to improve per rater group. This means that you do not use these behaviors consistently and display a lower level of proficiency when you do engage in them. Each item on the list includes the average score and the competency to which it belongs.

## **Section 6 - Hidden Strengths (page 32)**

This section provides your top 5 hidden strengths. Hidden strengths are defined as items in which your self-evaluation is lower than the aggregate score of other rater groups (e.g., others rated you more highly than you rated yourself). This data shows is that others see strengths in you that you might not be aware of.

## **Section 7 - Blind Spots (page 33)**

This section provides your top 5 blind spots. Blind spots are defined as items in which the self-evaluation is higher than the aggregate score of other rater groups (e.g., others gave you a lower rating than you gave yourself). What this data shows is that you might be overstating your abilities in these areas.

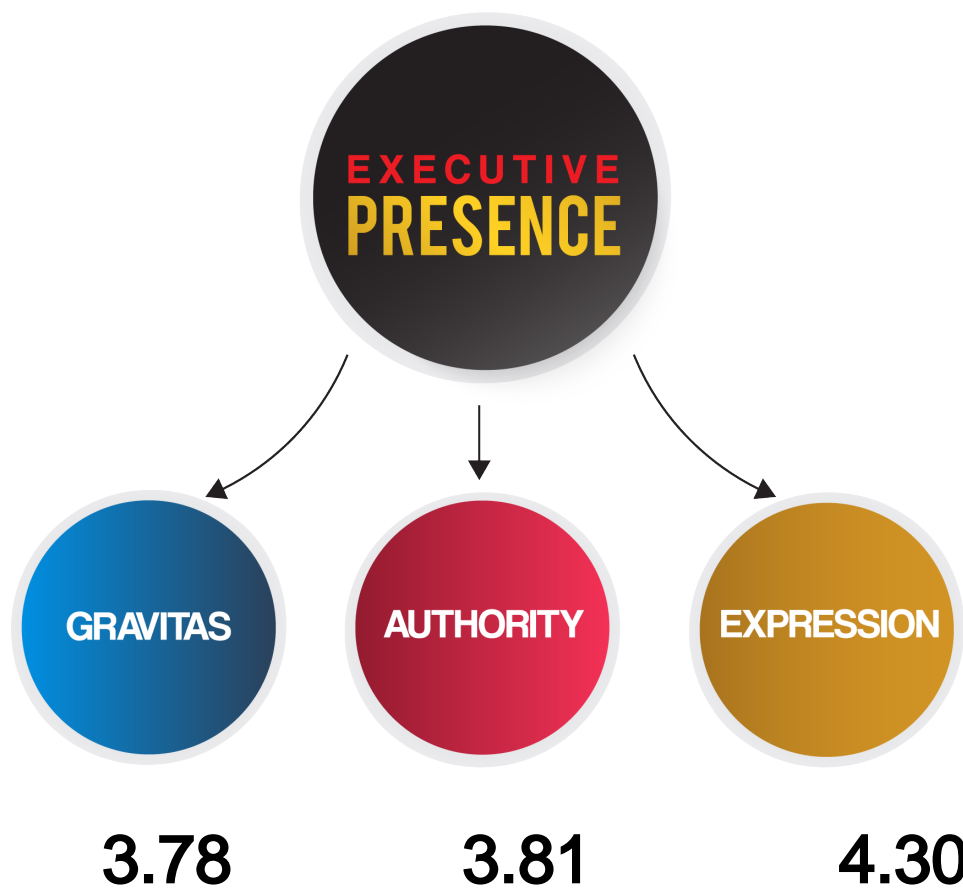
## **Section 8 - Open Ended Feedback (page 34)**

This section provides verbatim comments from all raters. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous rating sections.

## **Section 9 - Reflections (page 38)**

## **Section 10 - Development Plan (page 39)**

## Average score for each of the 3 domains: Gravitas, Authority, and Expression



### Executive Presence:

- **Radiate gravitas.** Leaders with executive presence demonstrate an innate self-assurance that leads others to trust them implicitly. They exude charisma and passion for what they do, and their belief in their work acts as a powerful driving force that motivates all those around them. They step up to the plate whenever strong leadership is needed, and they command a room just by showing up.
- **Act with authority.** Leaders who model executive presence are assertive and persuasive, projecting an aura of being in charge. They lead by example and act decisively, taking strategic risks. The strength and resolve that emanates from these leaders makes others naturally follow them and seek their input.
- **Express yourself fully.** Leaders with executive presence make their ideas and opinions known. They are consistently vocal, making great recommendations and asking excellent questions. They speak candidly and eloquently, and their concise, polished words resonate widely. They are outspoken but share the most essential ideas rather than rambling, and thus, when they speak, people pay close attention.

# Summary of Competencies

### The 3 x 3 Executive Presence Model

The Executive Presence Model is based on 15 years of studying executive presence. To solidify the information, GEC Research Center, conducted research with over 1,400 of Joel's executive coaching clients and 7,500 workshop participants. These established leaders provided feedback that lent great clarity on what makes a leader with executive presence. The 9 crucial competencies shown below unite to form the 3 central pillars of executive presence – gravitas, authority, and expression.

## THE 3X3 EXECUTIVE PRESENCE MODEL

### GRAVITAS

#### CONFIDENT (3.31)

You lead with the assuredness that you can do it. You're assertive, decisive, and willing to take risks. You state your opinions strongly. You believe in what you know and who you are.

#### COMMANDING (3.45)

You take charge, driving toward outcomes. People look to you for leadership. They defer to you. When you speak, people pay attention. Others perceive your presence and power.

#### CHARISMATIC (4.58)

You radiate enthusiasm, personal charm, and an optimistic attitude. You motivate and inspire others. People are drawn to you. You feel approachable.

### AUTHORITY

#### DECISIVE (3.42)

You take initiative and move things forward. You act with conviction. You make up your mind quickly and arrive at a clear decision with certainty. You don't waver or hesitate.

#### BOLD (3.67)

You are willing to make bold decisions to put a stake in the ground and own your position. You stand by your beliefs and convictions. You are willing to challenge and push back.

#### INFLUENTIAL (4.36)

You are convincing, compelling, and forceful. You incite and encourage others toward action. Your articulate and assertive points of view persuade others. You can effectively counter-argue.

### EXPRESSION

#### VOCAL (3.84)

You share your thoughts and ideas without hesitation. You're forthcoming with your opinions. Your voice and presence are visible to others. You make your expertise, competence and talents known.

#### INSIGHTFUL (4.29)

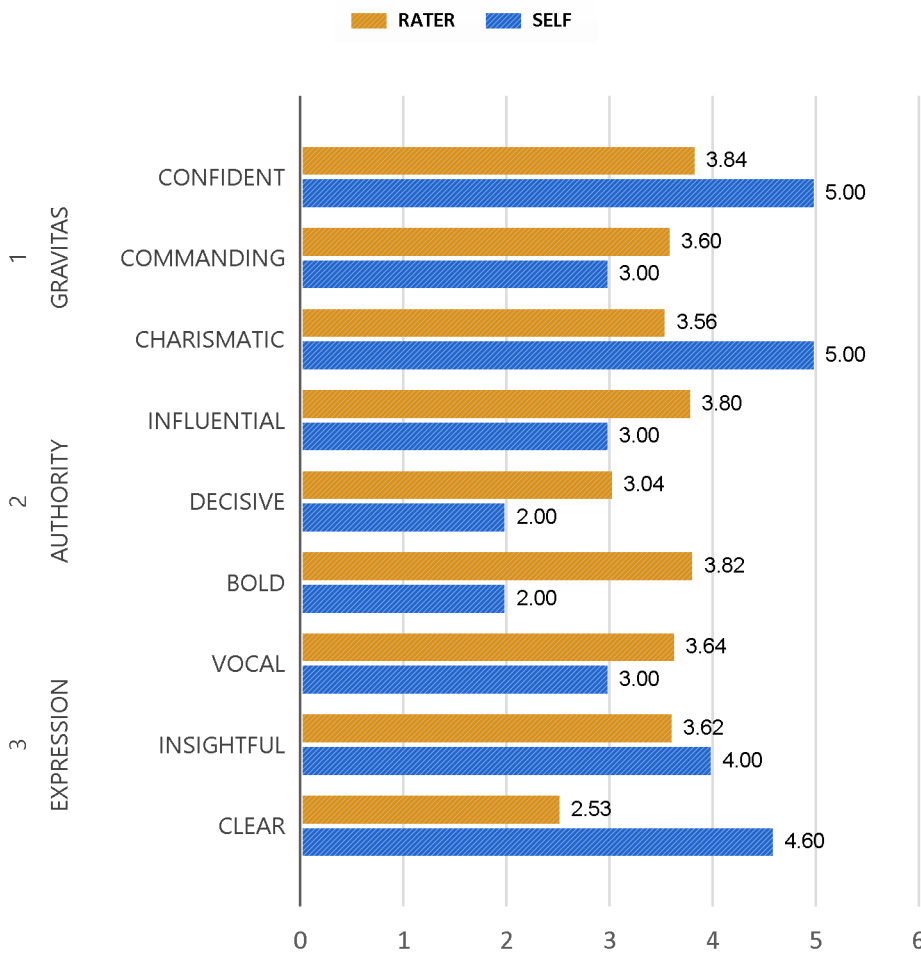
You make great recommendations. You ask excellent questions and share ideas precisely, confidently, and with conviction. You are known for smart thinking and critical analysis.

#### CLEAR (4.78)

When you communicate, you are succinct and to the point. Your message is clear and crisp; you are straightforward and direct. You're polished and express yourself without qualifier or filler words.

## Section 2

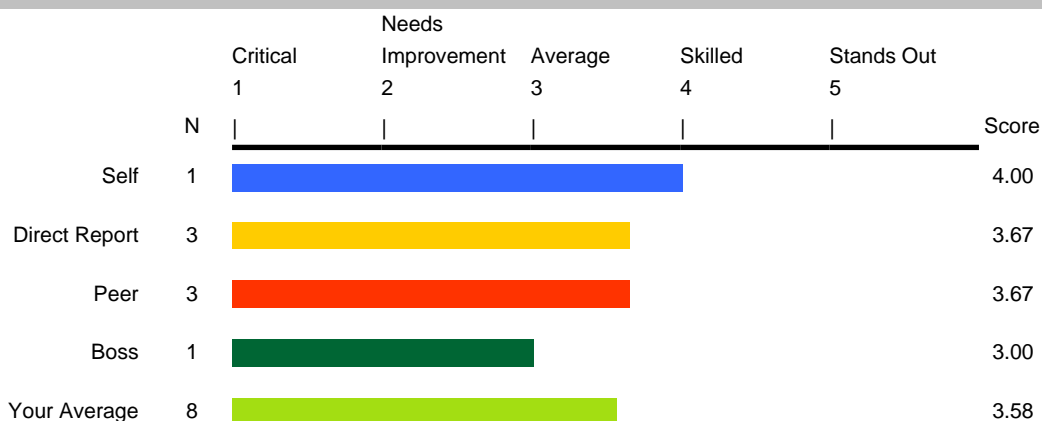
# Summary of Competencies



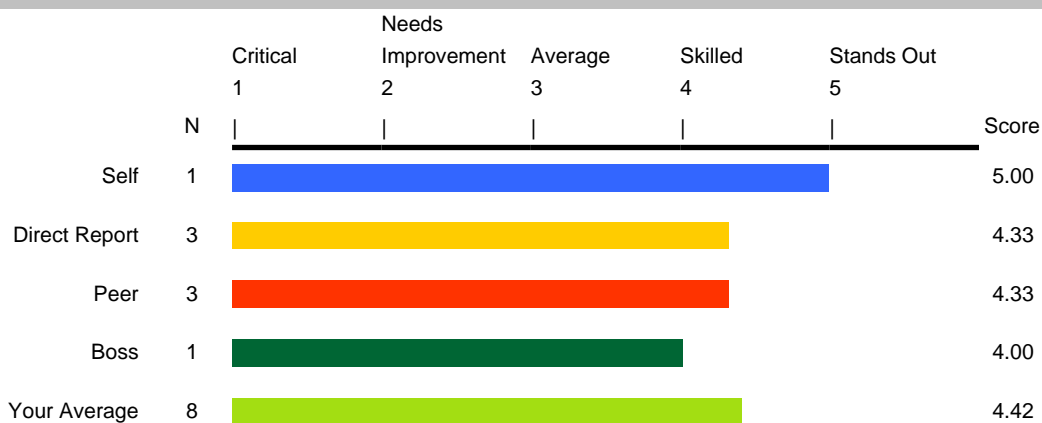
# Overview of Each Specific Competency

CONFIDENT

## 1 - Speaks up and shares ideas and opinions without hesitation



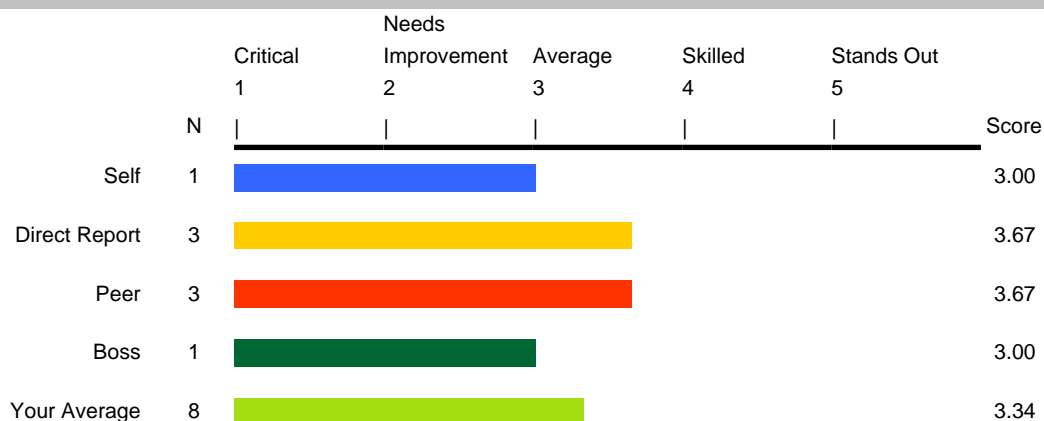
## 2 - Radiates self-assuredness when speaking.



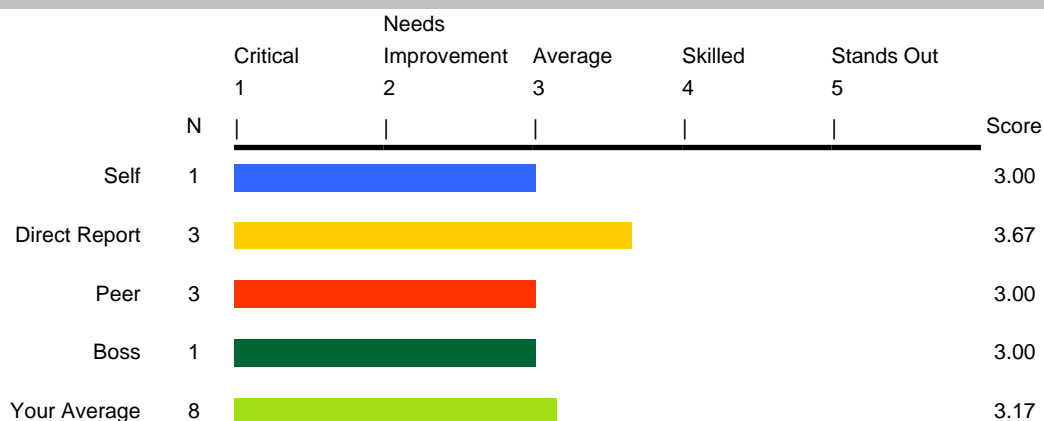
# Overview of Each Specific Competency

CONFIDENT

3 - Is confident and certain with his/her decisions.



4 - Stands up for what he/she believes in.

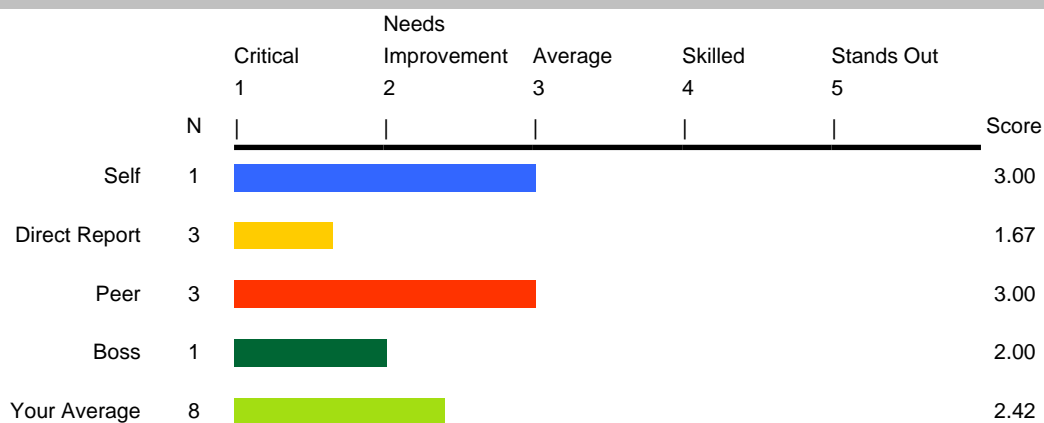




## Overview of Each Specific Competency

CONFIDENT

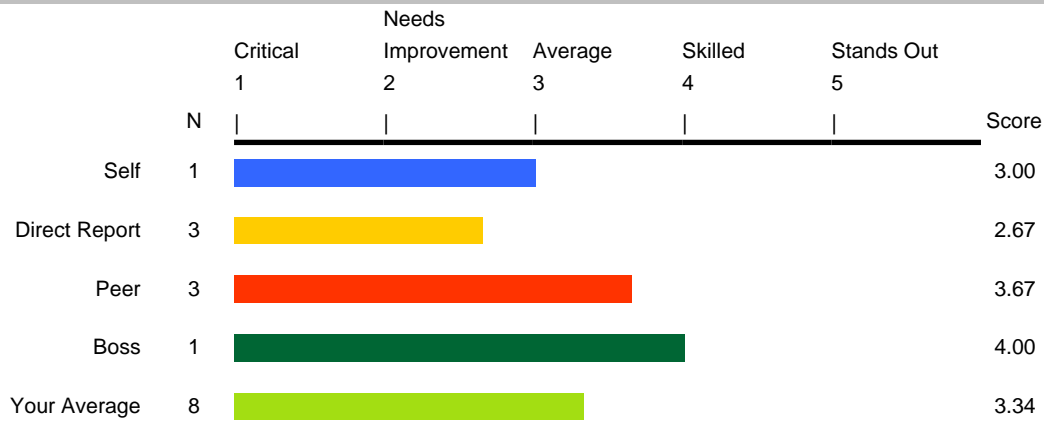
5 - Willingly challenges other's ideas when he/she disagrees.



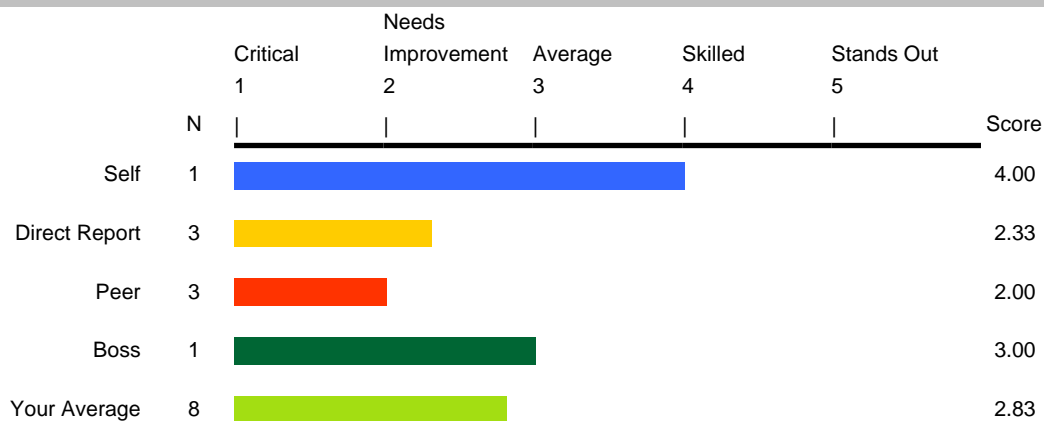
# Overview of Each Specific Competency

## COMMANDING

### 6 - Takes charge and drives toward outcomes.



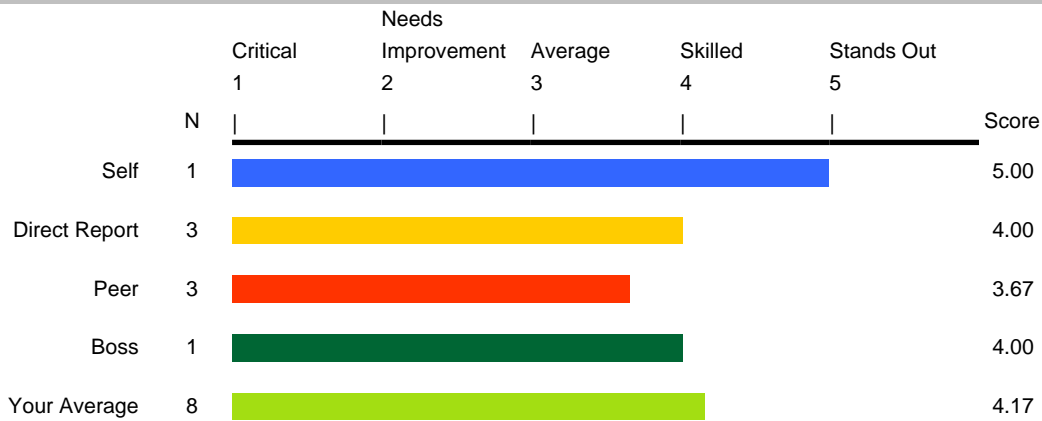
### 7 - Stands up to authority when the situation asks for it.



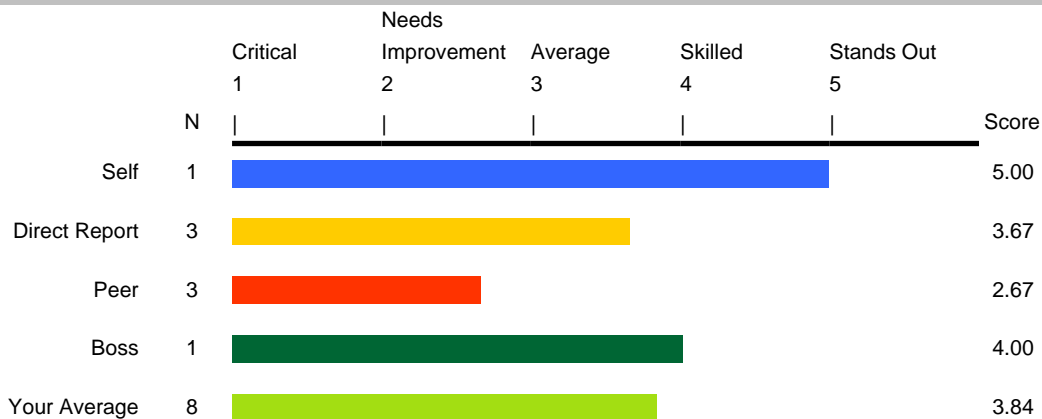
# Overview of Each Specific Competency

## COMMANDING

8 - Presents opinions and ideas in a convincing and compelling manner.



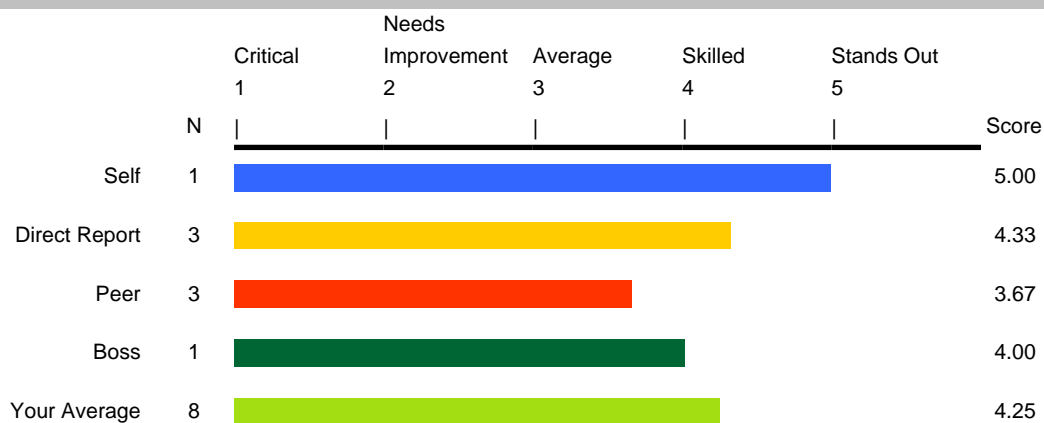
9 - Gets others to buy in to the difficult decisions he/she makes.



## Overview of Each Specific Competency

### COMMANDING

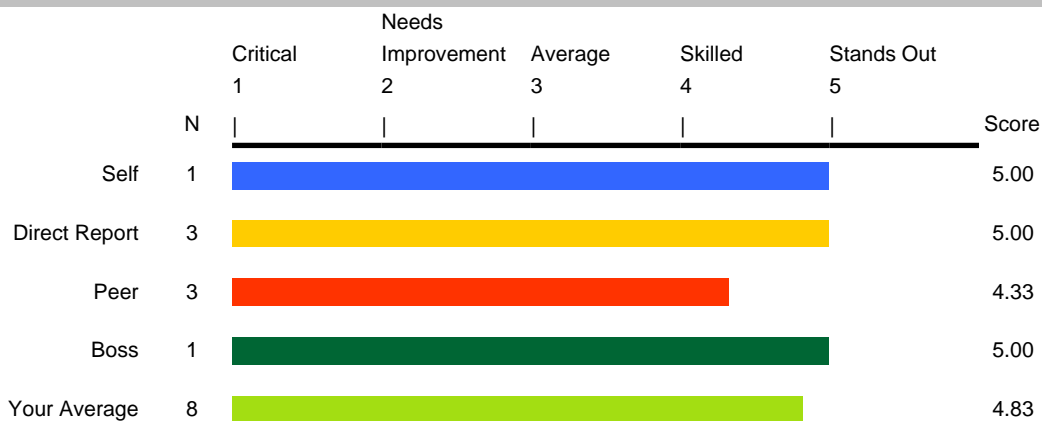
10 - Presents direct and clear instructions and expectations that others willingly follow.



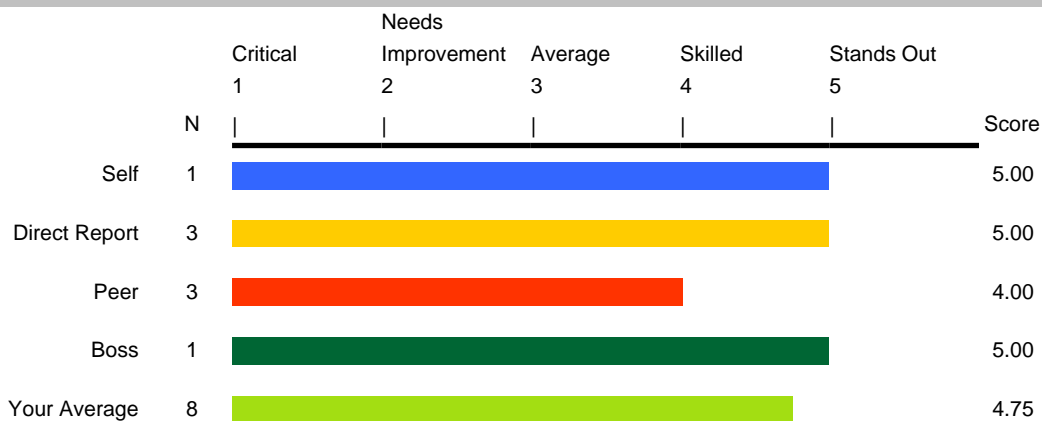
# Overview of Each Specific Competency

## CHARISMATIC

11 - Excites others about what he/she cares about and stands for.



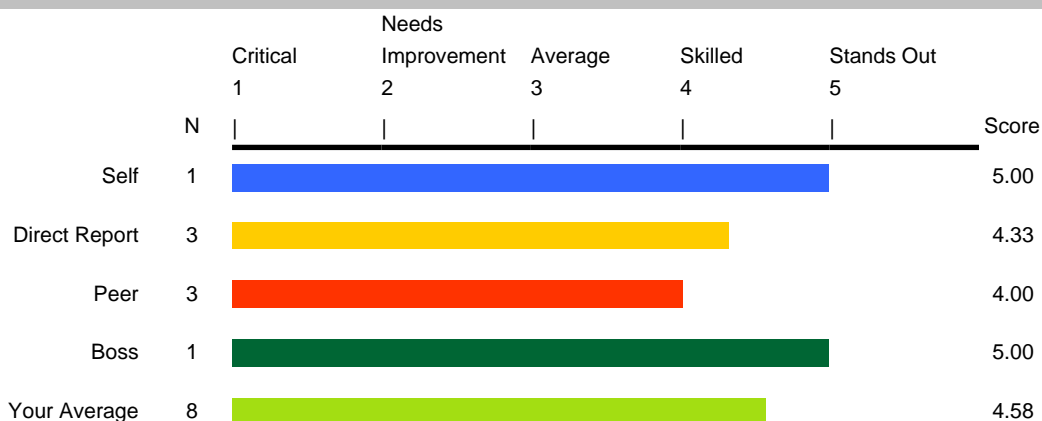
12 - Inspires and motivates others.



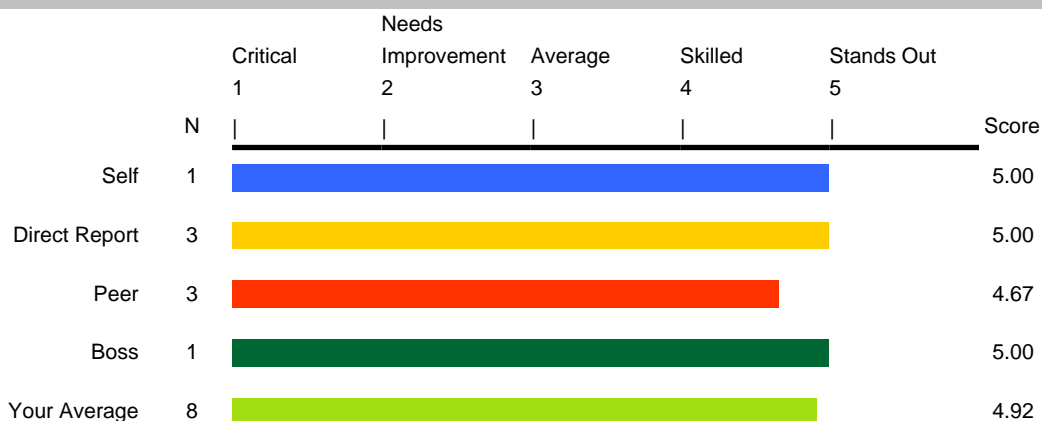
# Overview of Each Specific Competency

## CHARISMATIC

13 - Encourages others by pointing out their positive qualities and achievements.



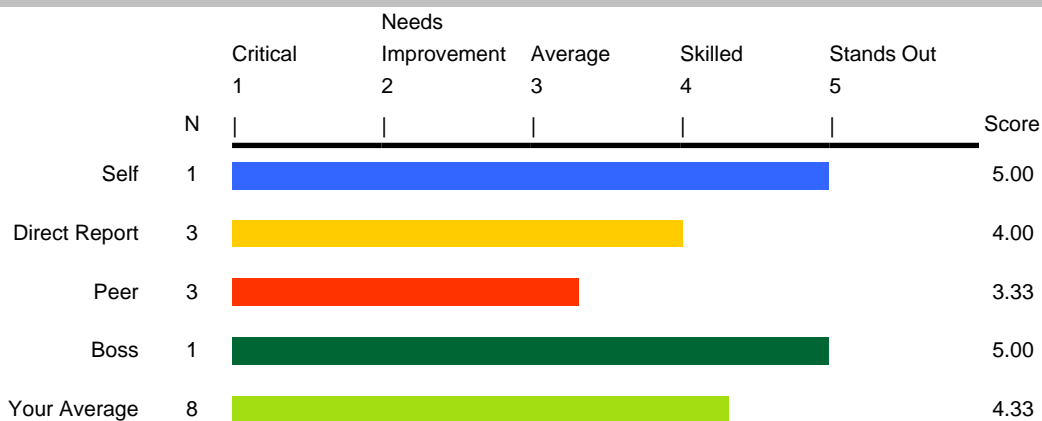
14 - Is approachable and pleasant to be around.



# Overview of Each Specific Competency

## CHARISMATIC

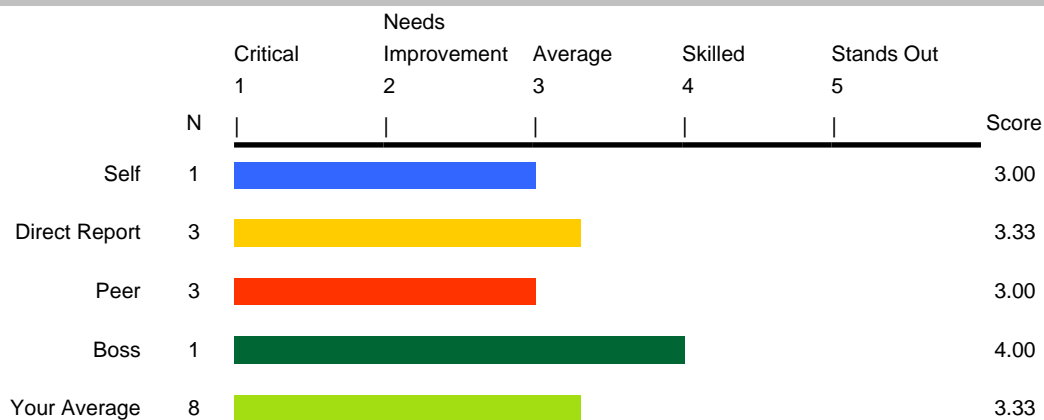
15 - Tends to engender followers.



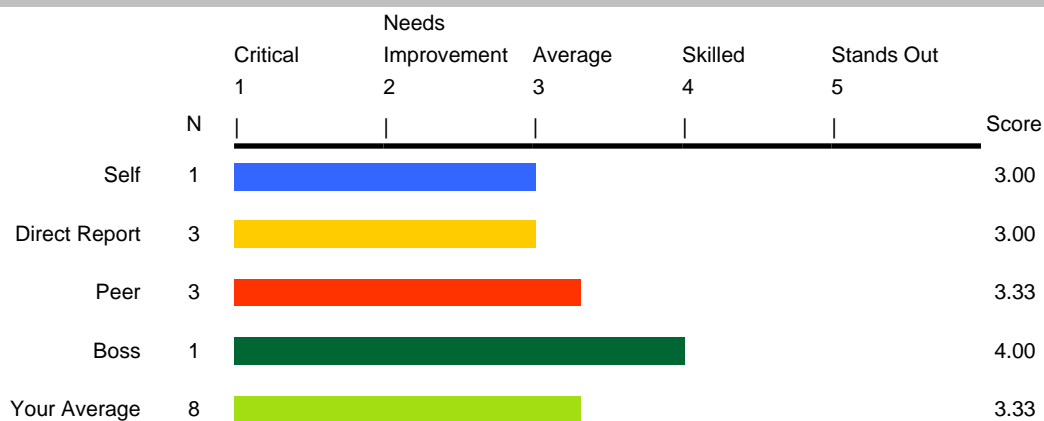
# Overview of Each Specific Competency

## DECISIVE

16 - Demonstrates conviction for the decisions he/she makes.



17 - Willingly make decisions, even when the pressure is high, or time is short.

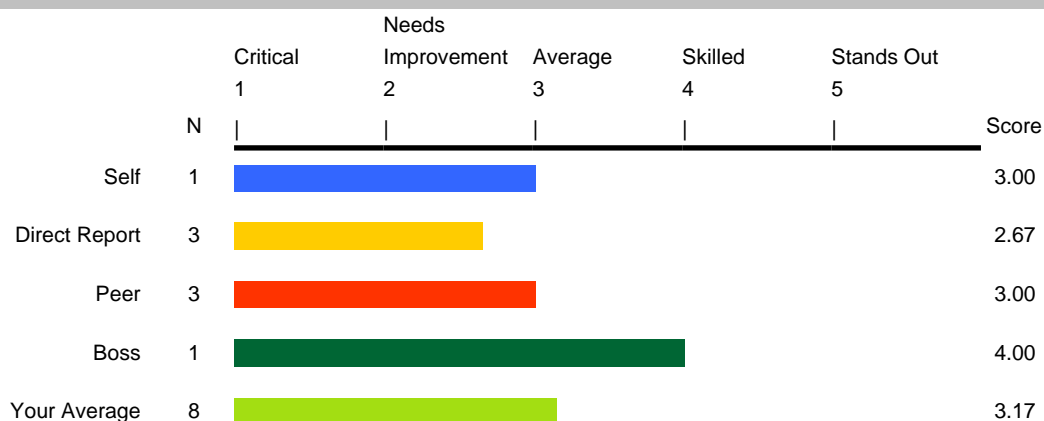




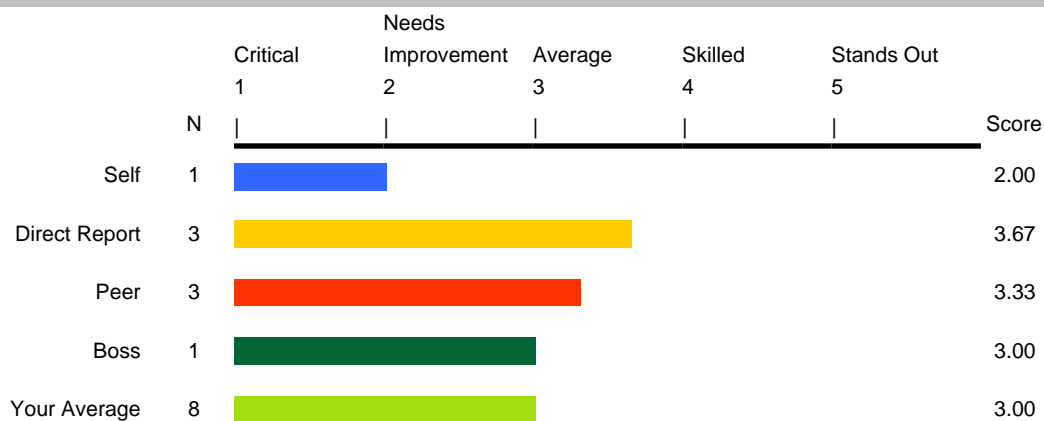
## Overview of Each Specific Competency

### DECISIVE

18 - Makes the tough decisions, even when it may lead to disagreement and/or conflict.



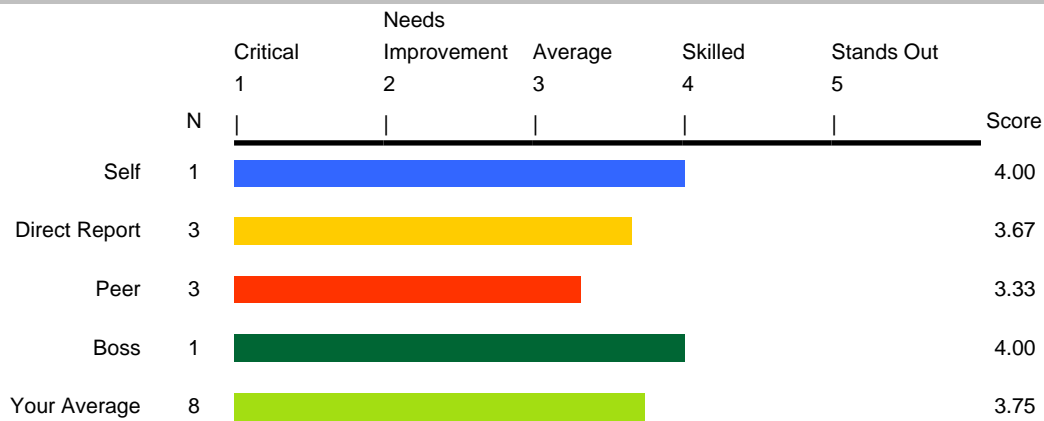
19 - Is more inclined to take quick action rather than delay a response.



## Overview of Each Specific Competency

### DECISIVE

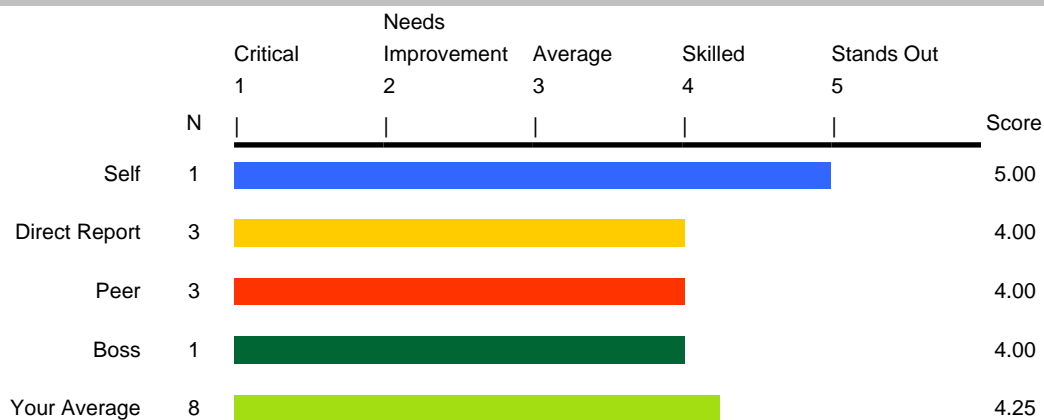
20 - Makes decisions even with limited information and the outcome is uncertain.



# Overview of Each Specific Competency

BOLD

21 - Thinks outside the box and finds unconventional ways of doing things.



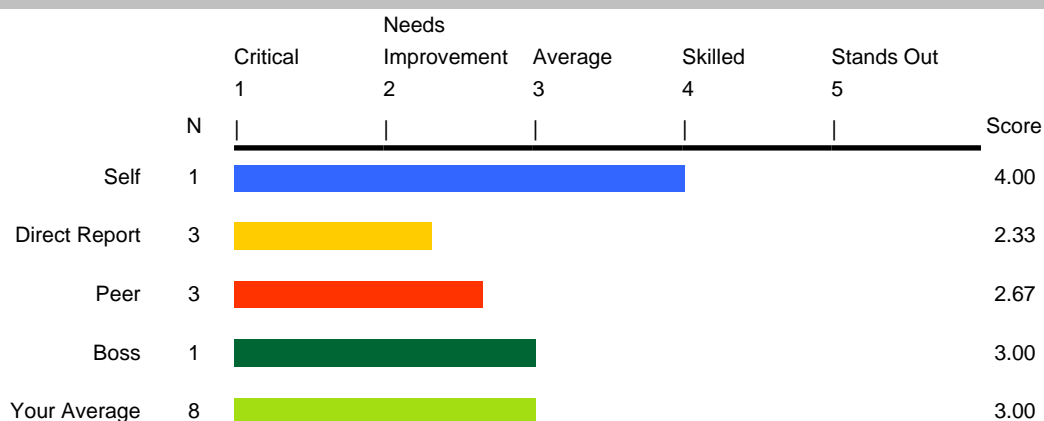
22 - Seeks out innovative and disruptive ideas.



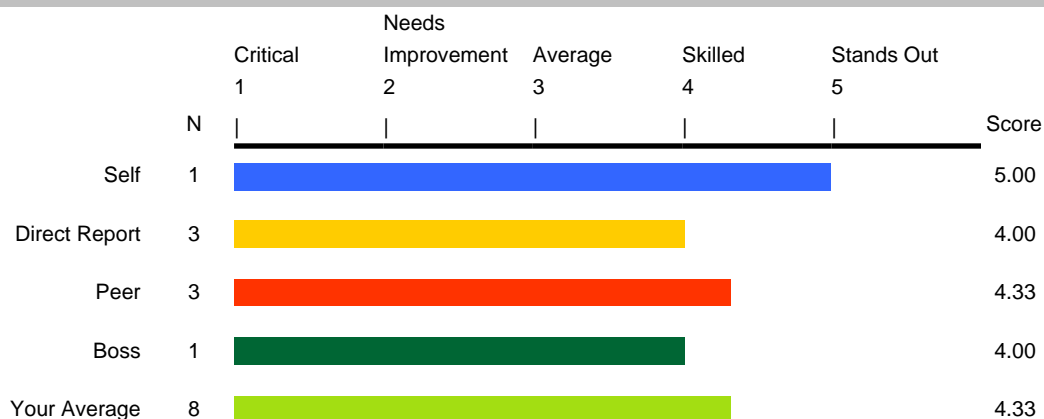
## Overview of Each Specific Competency

BOLD

23 - Stands by beliefs and convictions when others challenge him/her or have a contrary position.



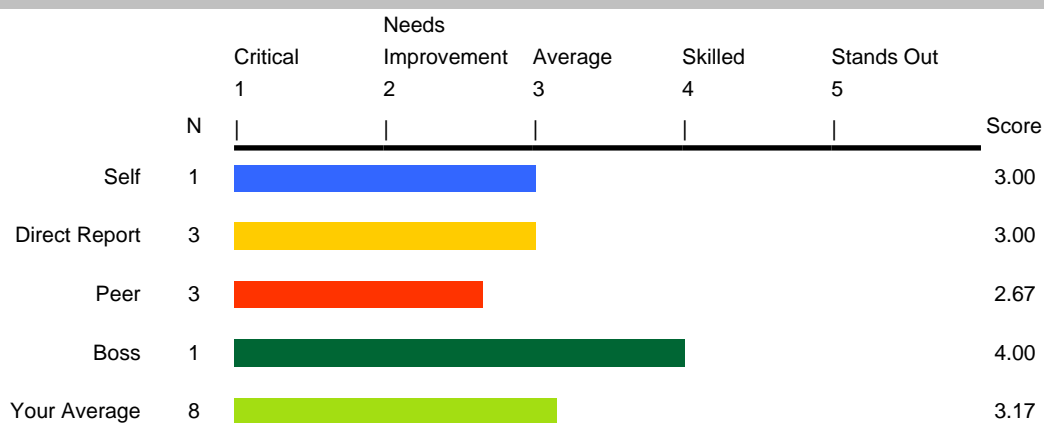
24 - Willingly takes risks that others are not willing to take.



## Overview of Each Specific Competency

BOLD

25 - Willingly puts a stake in the ground and owns his/her position.



# Overview of Each Specific Competency

## INFLUENTIAL

26 - Motivates people to take action and get things done.



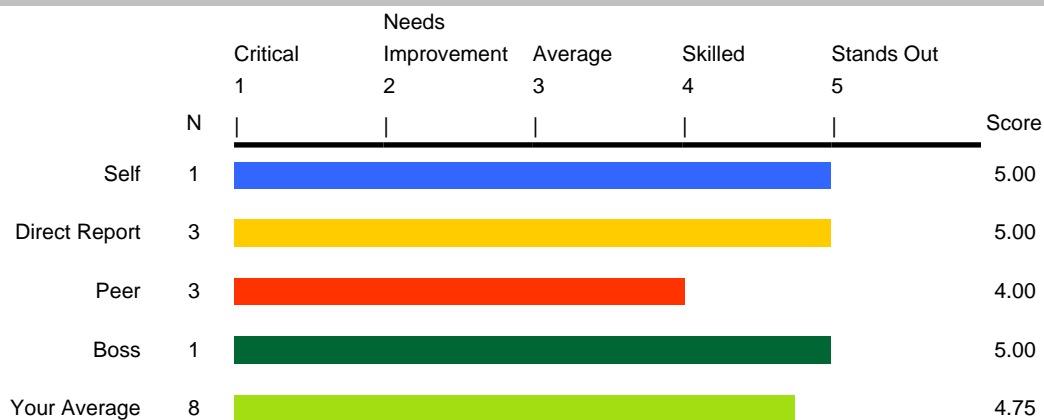
27 - Structures arguments to convince others toward action and adopting his/her ideas.



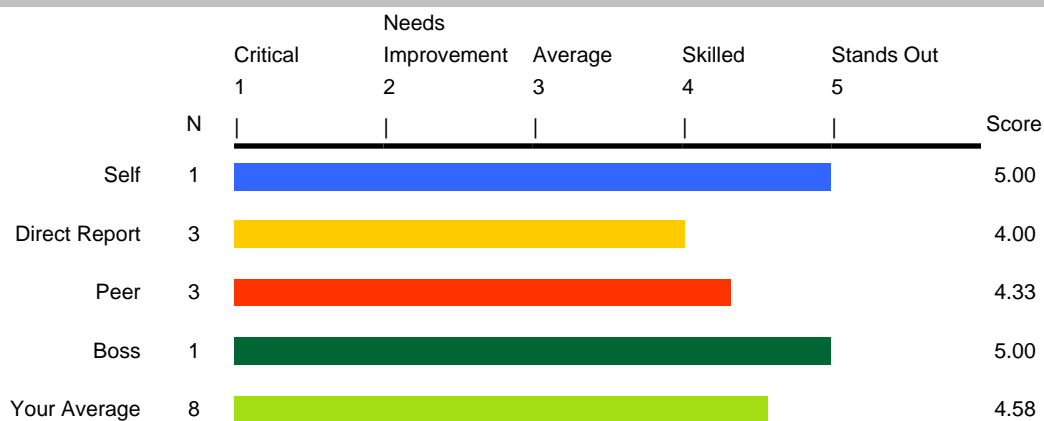
# Overview of Each Specific Competency

## INFLUENTIAL

28 - Presents ideas assertively and persuasively.



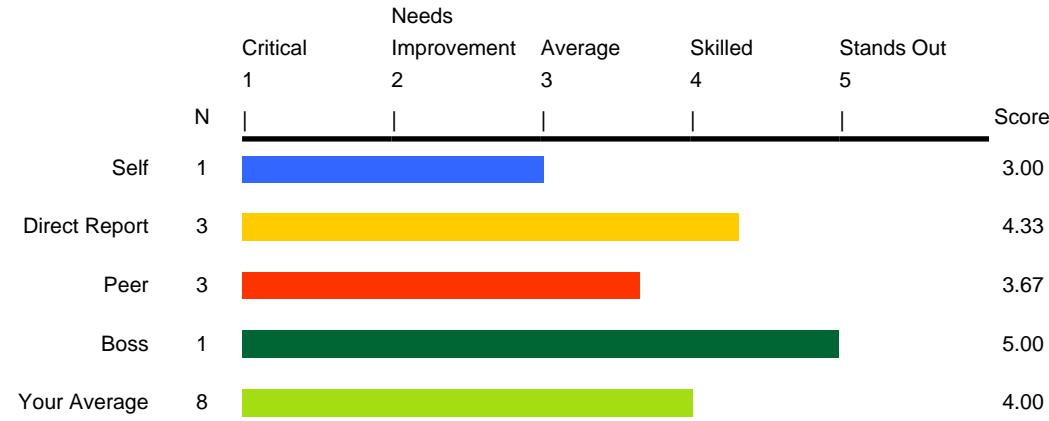
29 - Gains widespread buy-in for projects he/she believes in.



# Overview of Each Specific Competency

## INFLUENTIAL

30 - Champions the game-changing ideas that have the big impact.

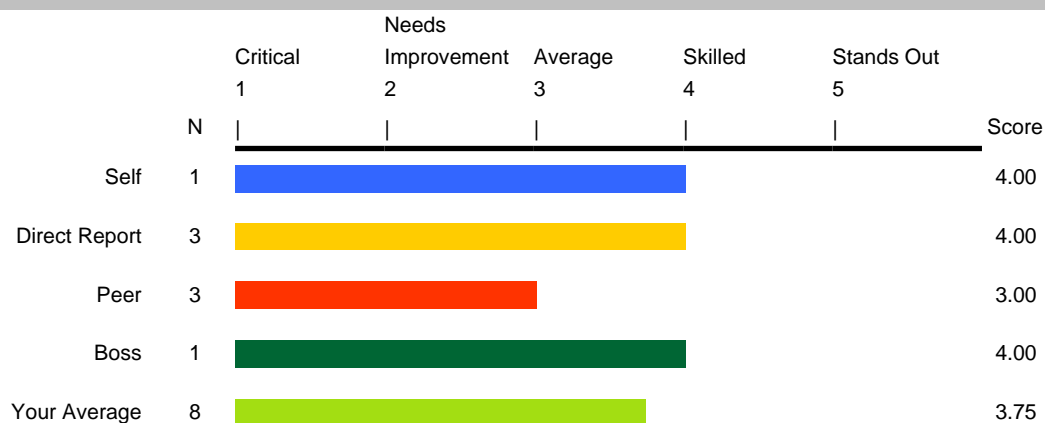




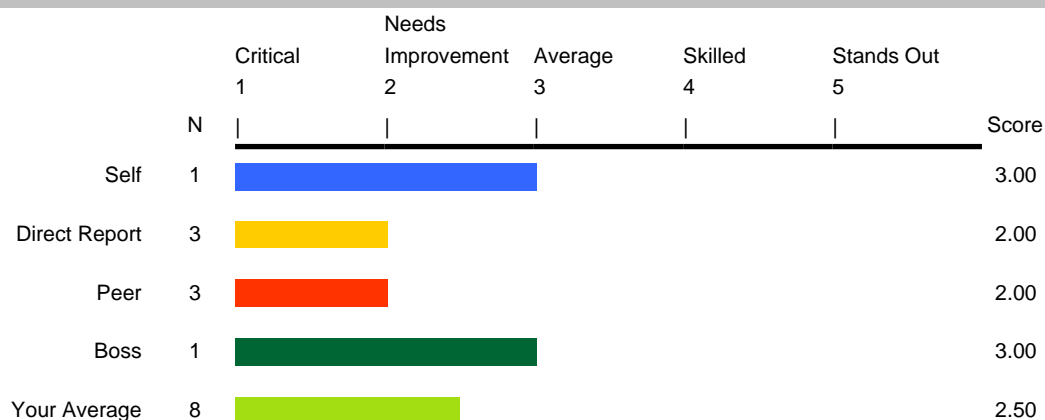
# Overview of Each Specific Competency

## VOCAL

### 31 - Regularly speaks up sharing thoughts and ideas.



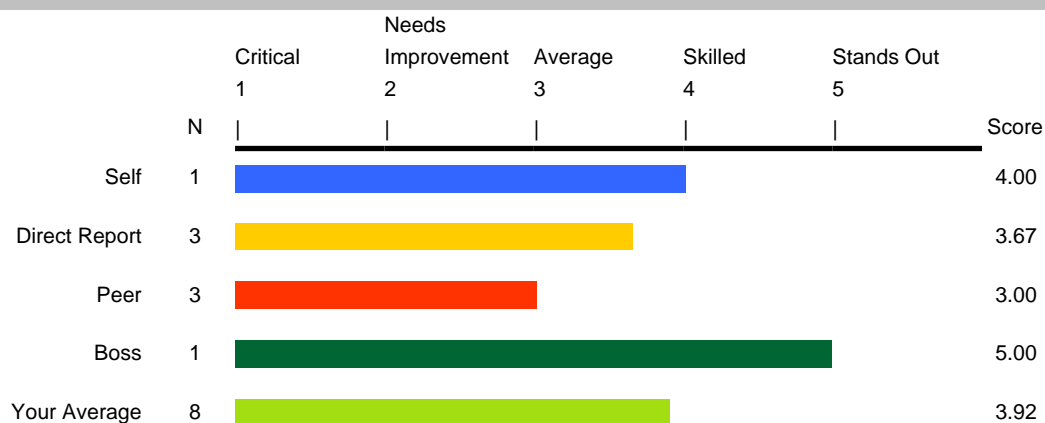
### 32 - Speaks up when he/she disagrees.



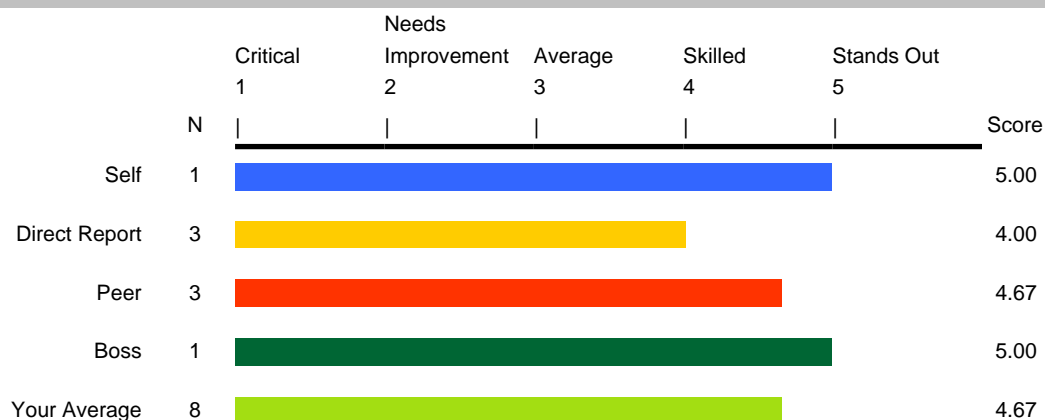
# Overview of Each Specific Competency

## VOCAL

33 - Shares ideas and opinions even when they are incomplete.



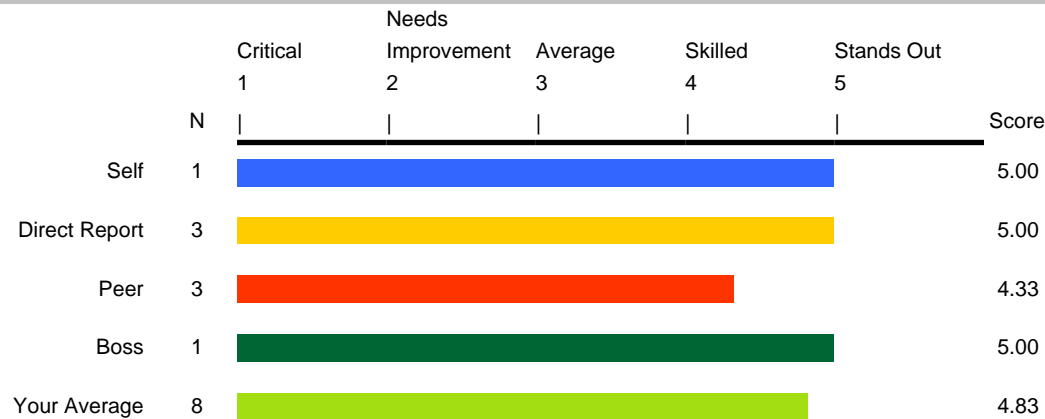
34 - Regularly shares his/her expertise, competence, and talents with others.



# Overview of Each Specific Competency

VOCAL

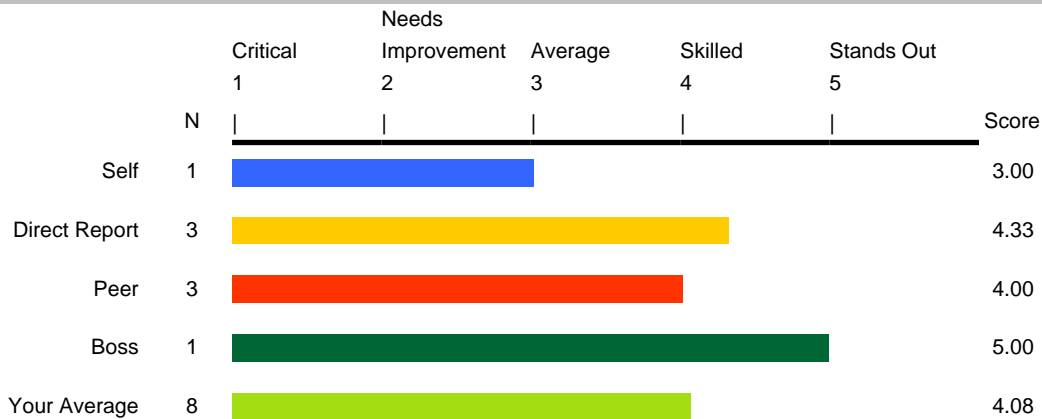
35 - Speaks up to bring the discussion back on track when discussions go off-track in meetings.



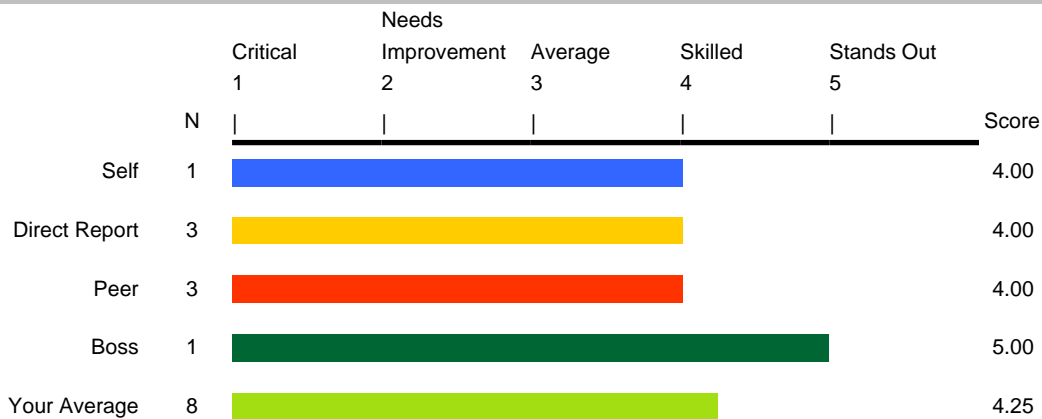
# Overview of Each Specific Competency

## INSIGHTFUL

36 - Asks thought-provoking questions in meetings and discussions.



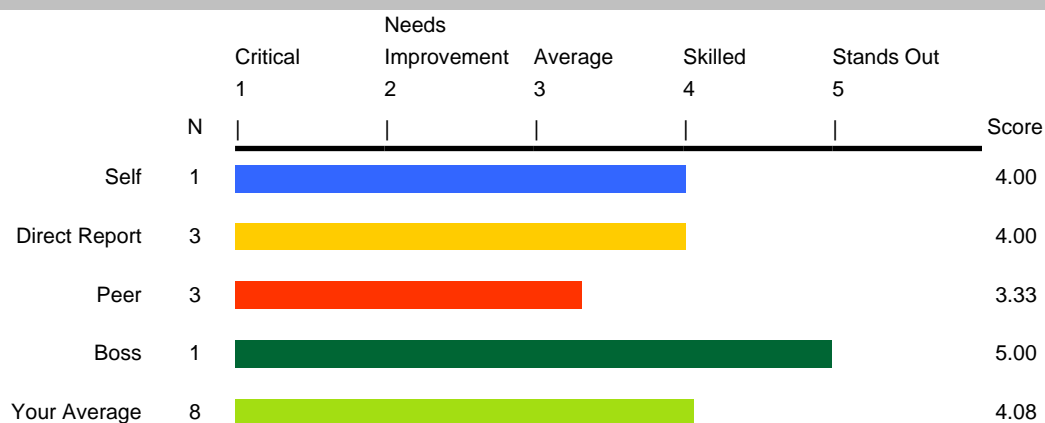
37 - Ignites interactive discussions by asking pertinent questions that draw out others' ideas.



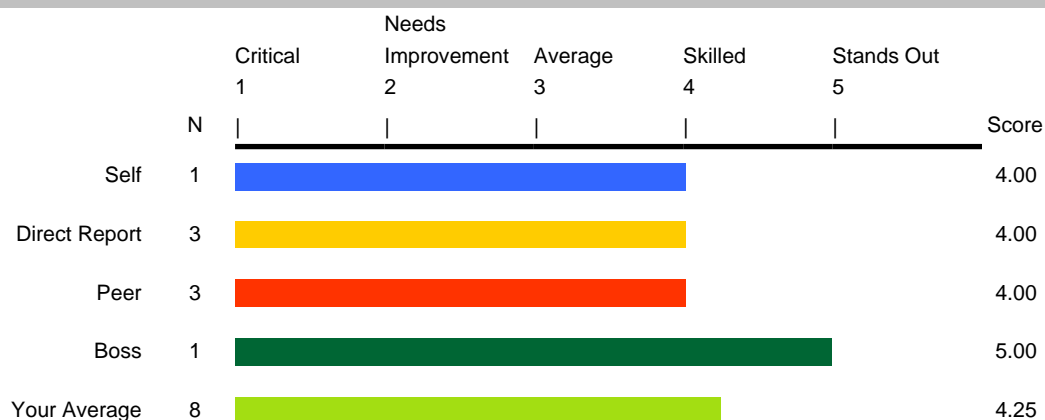
# Overview of Each Specific Competency

## INSIGHTFUL

38 - Effectively helps others see issues from different perspectives.



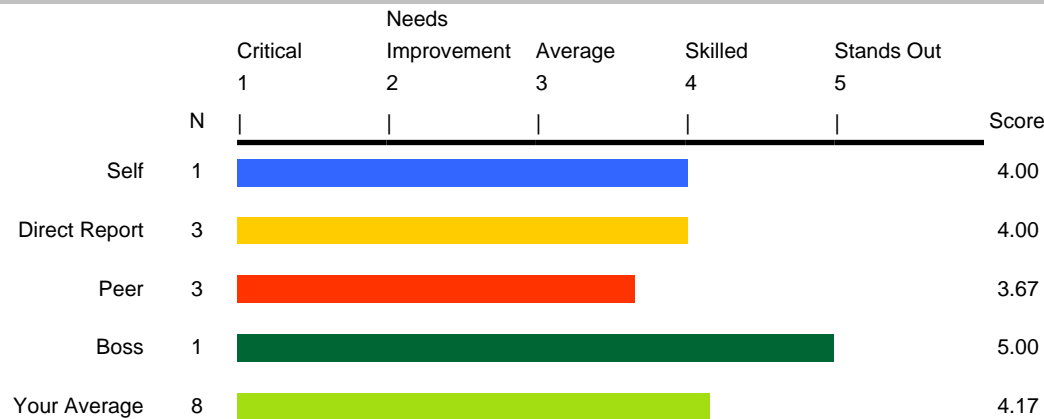
39 - Illuminates key ideas for others to build on.



# Overview of Each Specific Competency

INSIGHTFUL

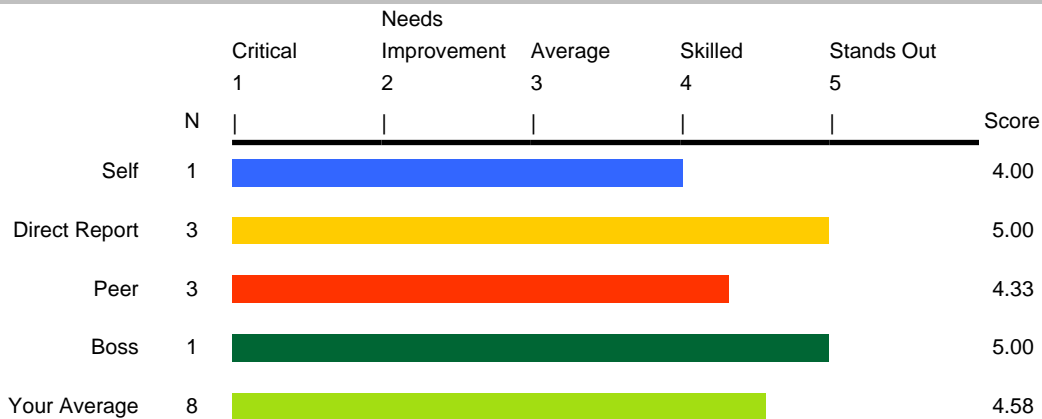
40 - Brings forward ideas that enhance existing plans and open new doorways for the organization.



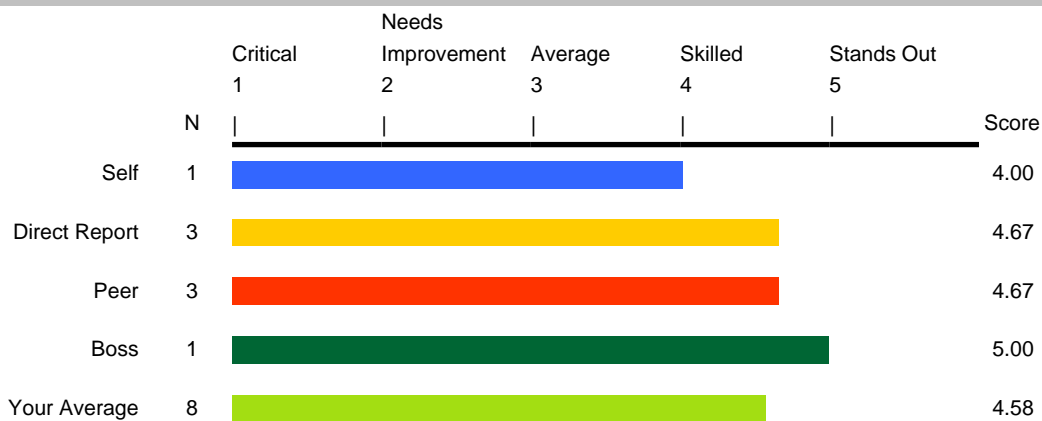
## Overview of Each Specific Competency

### CLEAR

41 - Is succinct when sharing information (e.g., presentation, interaction, or email).



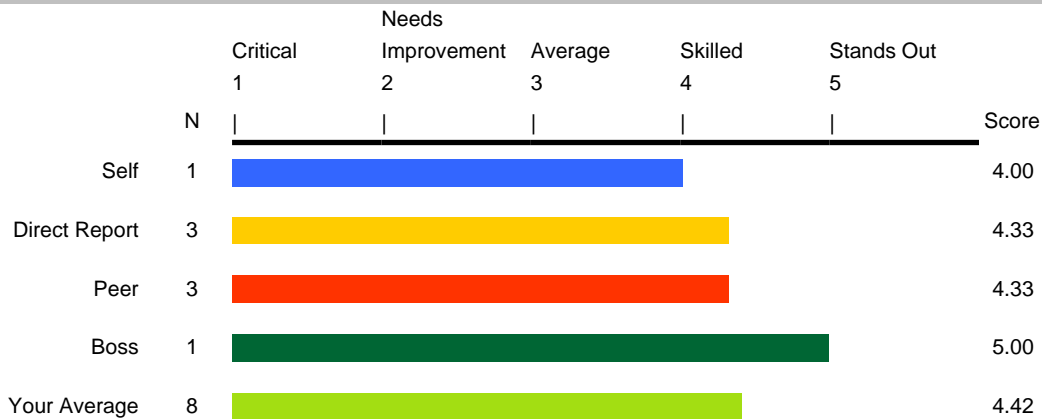
42 - Concisely communicates important details and essential elements.



## Overview of Each Specific Competency

### CLEAR

43 - Tailors the message by providing the most pertinent information to the audience.



44 - Uses easy-to-understand language.

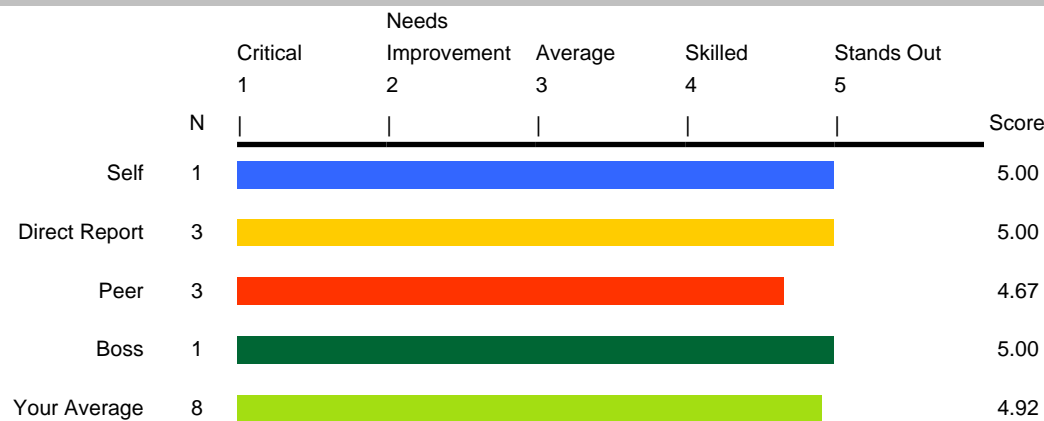




# Overview of Each Specific Competency

CLEAR

45 - Is articulate and clear in his/her communication.



## Top Strengths

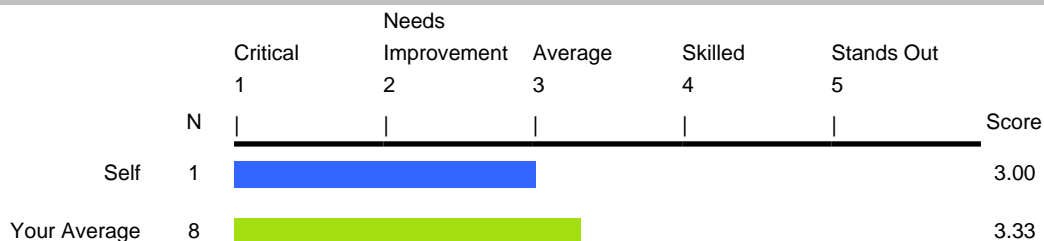
Behavior	Competency	Score
14 - Is approachable and pleasant to be around.	GRAVITAS	4.92
44 - Uses easy-to-understand language.	EXPRESSION	4.92
45 - Is articulate and clear in his/her communication.	EXPRESSION	4.92
11 - Excites others about what he/she cares about and stands for.	GRAVITAS	4.83
35 - Speaks up to bring the discussion back on track when discussions go	EXPRESSION	4.83
12 - Inspires and motivates others.	GRAVITAS	4.75
28 - Presents ideas assertively and persuasively.	AUTHORITY	4.75
34 - Regularly shares his/her expertise, competence, and talents with	EXPRESSION	4.67
13 - Encourages others by pointing out their positive qualities and	GRAVITAS	4.58
29 - Gains widespread buy-in for projects he/she believes in.	AUTHORITY	4.58

## Top Opportunities to Improve

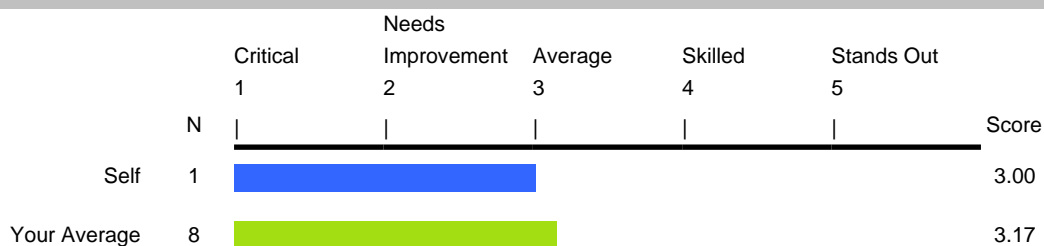
Behavior	Competency	Score
5 - Willingly challenges other's ideas when he/she disagrees.	GRAVITAS	2.42
32 - Speaks up when he/she disagrees.	EXPRESSION	2.50
7 - Stands up to authority when the situation asks for it.	GRAVITAS	2.83
19 - Is more inclined to take quick action rather than delay a response.	AUTHORITY	3.00
23 - Stands by beliefs and convictions when others challenge him/her or	AUTHORITY	3.00
4 - Stands up for what he/she believes in.	GRAVITAS	3.17
18 - Makes the tough decisions, even when it may lead to disagreement	AUTHORITY	3.17
25 - Willingly puts a stake in the ground and owns his/her position.	AUTHORITY	3.17
16 - Demonstrates conviction for the decisions he/she makes.	AUTHORITY	3.33
17 - Willingly make decisions, even when the pressure is high, or time is	AUTHORITY	3.33

# Hidden Strengths

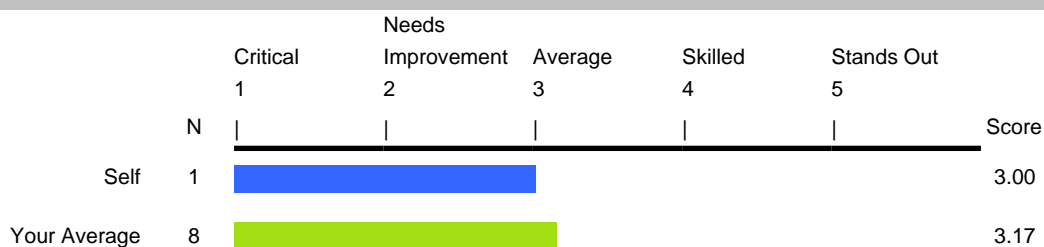
## 16 - Demonstrates conviction for the decisions he/she makes. (AUTHORITY)



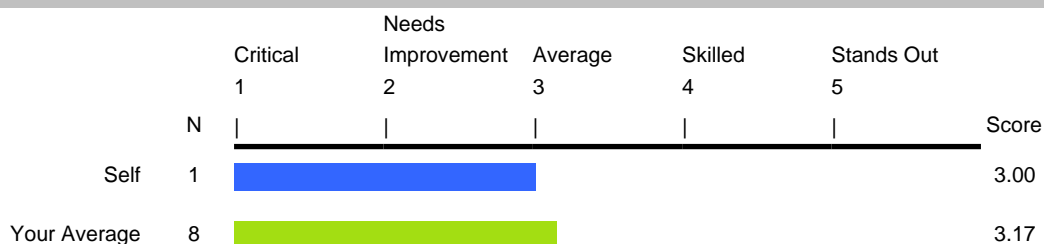
## 4 - Stands up for what he/she believes in. (GRAVITAS)



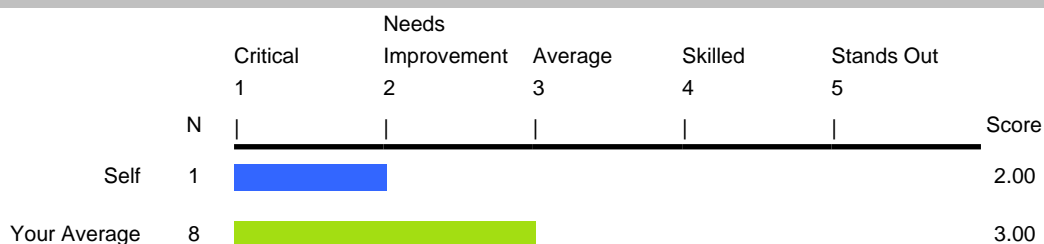
## 18 - Makes the tough decisions, even when it may lead to disagreement and/or conflict. (AUTHORITY)



## 25 - Willingly puts a stake in the ground and owns his/her position. (AUTHORITY)

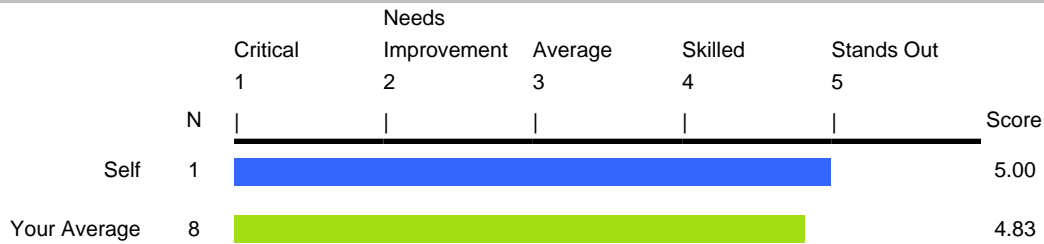


## 19 - Is more inclined to take quick action rather than delay a response. (AUTHORITY)

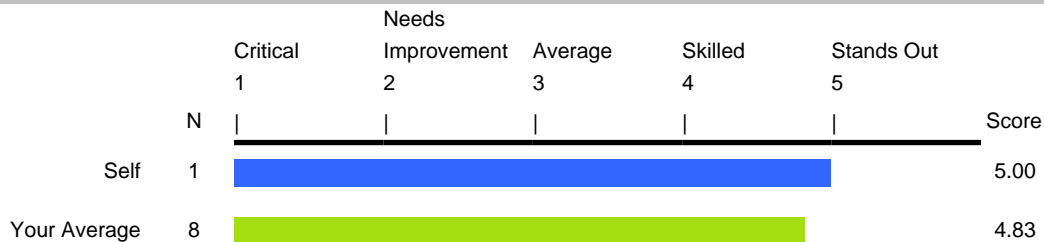


# Blind Spots

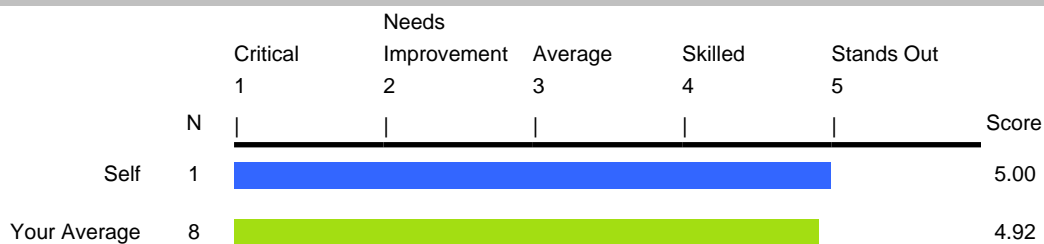
## 11 - Excites others about what he/she cares about and stands for. (GRAVITAS)



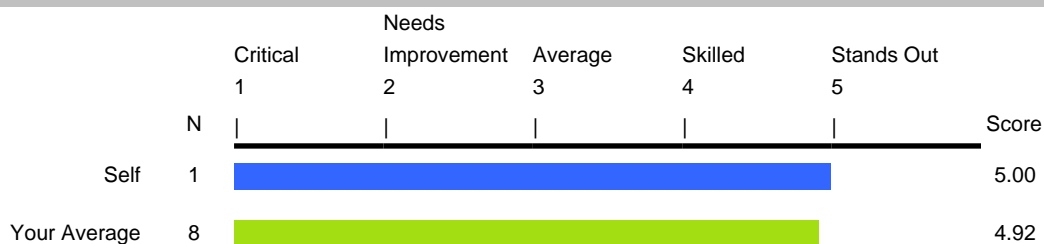
## 35 - Speaks up to bring the discussion back on track when discussions go off-track in meetings.



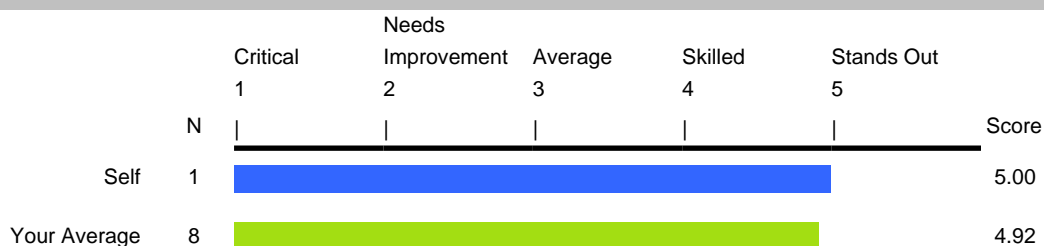
## 14 - Is approachable and pleasant to be around. (GRAVITAS)



## 44 - Uses easy-to-understand language. (EXPRESSION)



## 45 - Is articulate and clear in his/her communication. (EXPRESSION)



# Open-Ended Feedback

What is this person's key strengths, asset, skill, or talent, and what suggestions do you have for leveraging this? (Please list 2 to 3)

### Self

Influence, positive attitude, skilled at listening to others.

### Direct Report

Very charismatic with a great sense of humor. A very eloquent speaker with a strong presence. Great communicator and seems to genuinely care about the team. Strong positive attitude. Communicates very well and one always has clarity on the message. Inspired constantly by great ideas.

### Peer

Really nice person! Very easy to get along with and very open to others. Knows the business model and what needs to be done. Very articulate in communication. Great innovation and ideas that are out of the box. Knows the business and has a positive outlook. Knows the business and has great insight. You can always count on an innovative approach or idea. Great personality and nice to be around.

### Boss

Brings a lot to the table in terms of expertise and business acumen. Strong communication skills and very easy to be around.

# Open-Ended Feedback

What is his/her opportunity for improvement or area for development, and what suggestions do you have for handling this? (Please list 2 to 3)

### Self

Be more engaged in other's needs. Take action more often.

### Direct Report

Does not always commit when the situation gets tough. Has a tendency to be a loner sometimes. Tends to shy away from conflict. Seems to value relationships more than confronting bad ideas. Tends to be very creative, but susceptible to pushback from peers or management. Gives up way to easily.

### Peer

Tends to shy away from conflict. A noticeable preference for everyone just getting along. While an amazing presenter with strong motivational skills; tends to also change points of view very easily when challenged. Sometimes I feel that there is a tendency to be motivating but something is missing in the follow-up.

### Boss

More command and control of initiatives. Tends to put things off, seen as indecisive when questioned about an initiative.

# Open-Ended Feedback

If this person could change just one behavior as a leader, which should it be?

Self

Engage

Direct Report

Be more engaged with the team when things get tough. Ask for help or support instead of closing off. Stand your ground more often. Worry less about what other's think. Stand your ground more often and speak up when in disagreement.

Peer

Step up more. We know you have the imagination, intelligence, and strength to reach the stars, but you tend to shrink when other's aren't aligned with you at higher levels. Be less wishy washy. Make sure you follow-up more on your commitments and drive them to fruition.

Boss

Stick to your guns. I enjoy a good argument!



# Open-Ended Feedback

What specific suggestions do you have to help improve their executive presence?

Self

I think this is more of a mindset issue. Need to be more focused. I feel that I have what it takes.

Direct Report

You are already seen as a leader; don't be afraid to lead. Have faith in your convictions, your instincts are usually right on track. You cannot please everyone, understand this and follow your action plans.

Peer

Argue your ideas more often, even if they go against the grain. People around you like you and would follow you more readily if you stand your ground more often. Trust in self and ideas.

Boss

If you disagree with me or one of your teammates, don't hold back!

## Section 9

# Reflections

What are the results you are most happy with?

What are you most surprised by?

Overall, how do you feel about the feedback you received?

How can you make greater use of your strengths?

What developmental areas are hindering your performance? What actions can you take to address your areas for development?

## Section 10

# Development Plan

A personal development plan will help you identify clear goals and action steps based on the results from the feedback report. Identify the behaviors you want to keep doing, start doing, and stop doing. These actions should be achievable and represent changes that you would like to make. Write them down and refer back to them to check your progress.

**Keep – what should you continue to do?**

**Start – what should you start doing, or do differently?**

**Stop – what should you stop doing?**