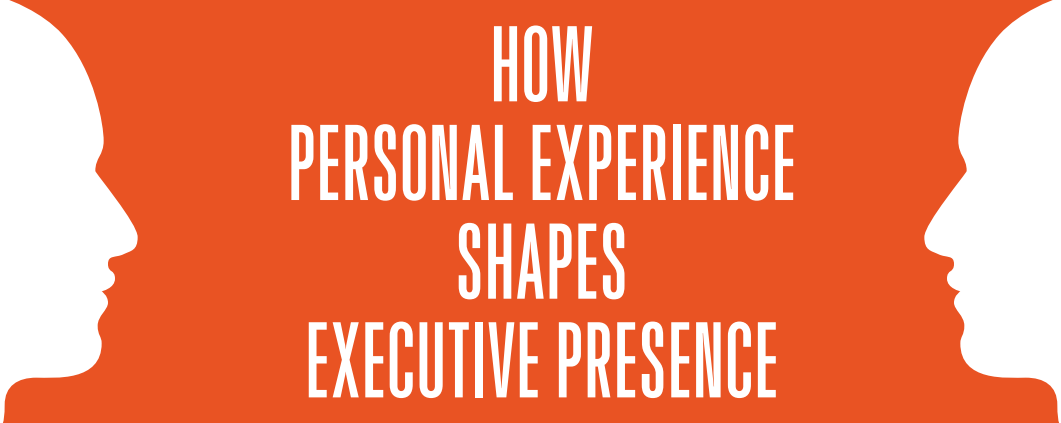


LEADERSHIP MATERIAL



HOW
PERSONAL EXPERIENCE
SHAPES
EXECUTIVE PRESENCE

The Workbook

DIANA JONES

"A tour de force for building and sustaining personal impact!"

Alan weiss, PhD author, *Million Dollar Consulting*,
Million Dollar Maverick, and over 60 other books

This workbook has been created for you to use in conjunction with reading your hardcover, soft cover, kindle or audio version of **Leadership Material: how personal experience shapes executive presence**. We trust you enjoy recording your thoughts and insights as you expand leadership capacities.



Diana Jones brings 30 years of wide-ranging experience as a trusted leadership advisor, executive coach, presenter and author. She specializes in culture and behavior change with senior leaders in their real work interrelationships, the flow on behaviors and implications for strategy, action and business results. Corporates and senior leaders call upon Diana's insights and expertise when they want to reposition themselves, rapidly reconnect teams after restructures, transform organisation cultures and increase engagement - all with a focus on delivering results. Clients include leaders and teams from transport, business, innovation, primary industry, environment, education, media, manufacturing and social services within federal agencies, City Councils, NGO's, and SME's in New Zealand, USA, France and Canada.

Her first book **Leadership Material: how personal experience shapes leadership presence** is published by Nicholas Brealey business books in the US and UK, and Hachette in New Zealand.

In May 2017 she presented to women leaders in the UNDP HQ, and is quoted in Forbes.com, CEO Magazine and Huffington Post.

She is a former lecturer from Victoria University in Wellington, a past treasurer and executive member of an international professional association, and former Chair of the Wellington Homeless Women's Trust. She is a Trainer, Educator, Practitioner in her professional field, and is one of a handful of sociometrists in the world.

Diana says we have been heading in the wrong direction in developing leaders. Rather than developing skills, tools and techniques, Diana says it is leaders' behavior and their relationships that has the greatest impact on their success. This means leaders identifying and tackling their default behaviors that aren't fit for purpose, and this requires a new approach to learning.



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CHAPTER 1

The Demise of the Rational Leader

Practice Session 1.1

Rate yourself on a 1–10 scale for each of these criteria for executive presence, 0 being not at all, 10 being fit-for-purpose.

You anticipate resolving people problems and maintaining good relationships.

0 1 2 3 4 5 6 7 8 9 10

People look to you for context, decision making, and direction.

0 1 2 3 4 5 6 7 8 9 10

You know what is going on in your organization.

0 1 2 3 4 5 6 7 8 9 10

You contribute relevantly in groups.

0 1 2 3 4 5 6 7 8 9 10

You are sought after for advice and counsel.

0 1 2 3 4 5 6 7 8 9 10

You have a personal network of trusted advisers.

0 1 2 3 4 5 6 7 8 9 10

You are calm in crises.



You can disagree with others and maintain good relationships.



You are less than perfect, and people accept you.



You look forward to being with people.



You can transact business rapidly.



You are perceived as accessible, relevant, insightful, and results oriented.



Practice Session 1.2

What and who have been the four most powerful influences on you as a leader?

1. _____
2. _____
3. _____
4. _____

What did you learn from each one, and specifically what have they helped you do?

1. _____
2. _____
3. _____
4. _____

Practice Session 1.3

What are three overdeveloped default behaviors you currently have?

- 1. _____
- 2. _____
- 3. _____

Where did each of these come from?

CHAPTER 2

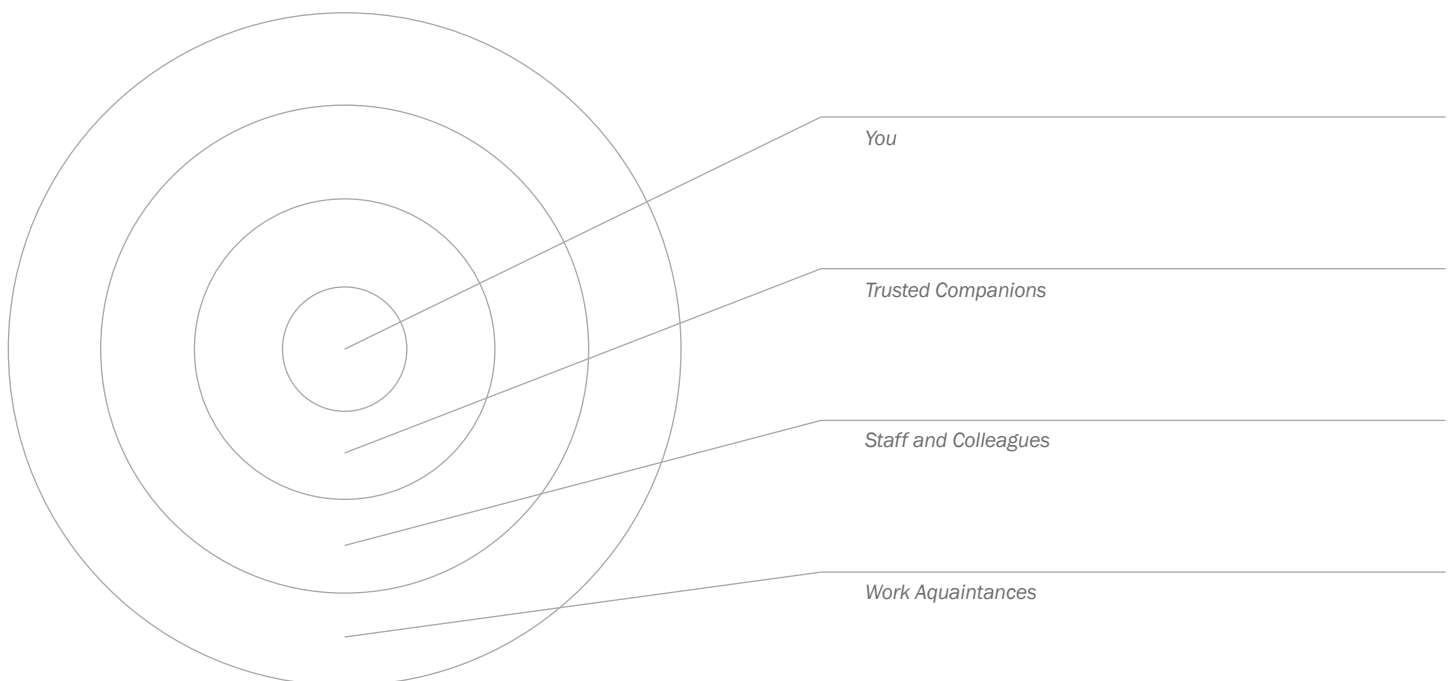
How to Show Up in a Meaningful Way

Practice Session 2.1: Your Psychological Social Atom

Please print a copy of this page to work on.

Who are your trusted confidants? Identify two or three people meeting each criterion.

- Who among your boss, peers, and staff would be aware if you were stressed or upset?
- Whom can you confide in about almost anything?
- Who would drop what they were doing to listen to you when you needed help?
- For whom would you drop what you were doing?
- Who helps you see the funny side of things?
- Whom do you confide in?
- It would be hard for me to be motivated in my work without . . .



What insights do you have as you reflect on your choices of trusted confidants?

Practice Session 2.2

List four positive qualities you have and two qualities that hinder your effectiveness.

1. Write each one on a sticky note.
2. Bring to mind a situation where you responded less effectively than you wanted to.
3. Place the sticky notes according to which qualities are currently in the foreground and which are in the background.
4. Move these so the qualities helpful for your current situation are in the foreground, and place the less helpful qualities in the background.

What would it take for you to make this shift?

A large, empty rectangular box with a thin black border, intended for the user to write their response to the question above.

CHAPTER 3

How Relationships Work

Practice Session 3.1

Choose a leadership team you either lead or are a member of. Write down the group's purpose.

What outcomes do you want from participating in this group?

What three skills, qualities, and attributes do you have that help this group be effective?

1.

2.

3.

Your capacity for mutually positive relationships with a wide range of people is called your *emotional expansiveness*.

What three actions might you take to increase your emotional expansiveness?

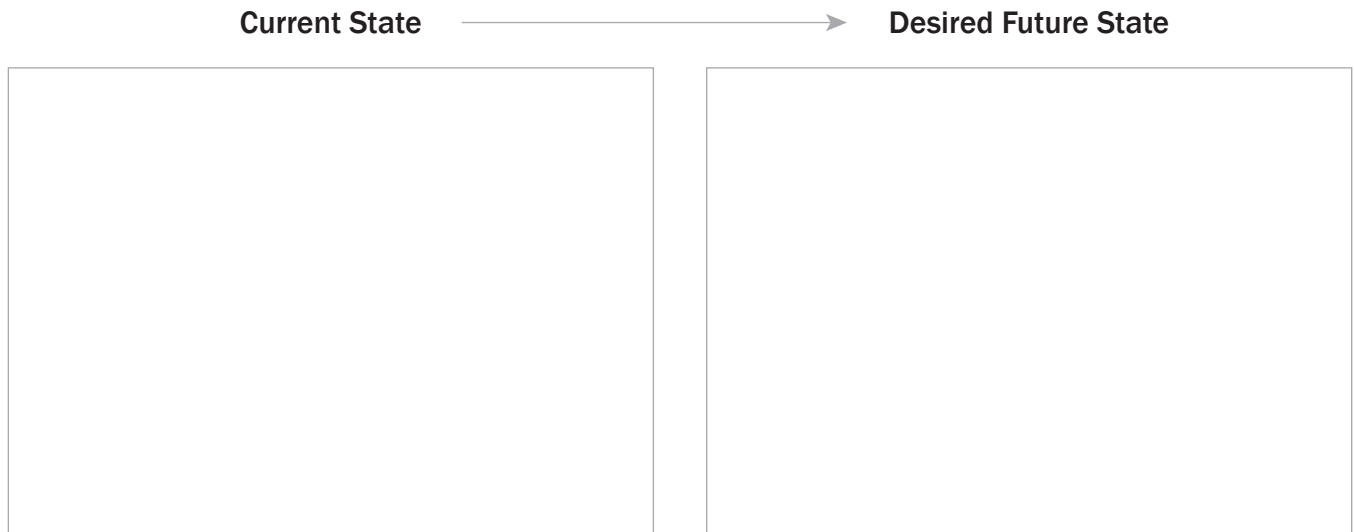
1.

2.

3.

Practice Session 3.2

Picture both your current state and your desired future state as you anticipate leading a large group. How might you lead this group?

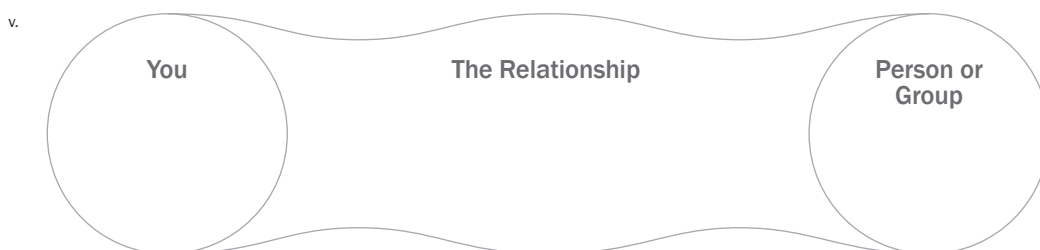
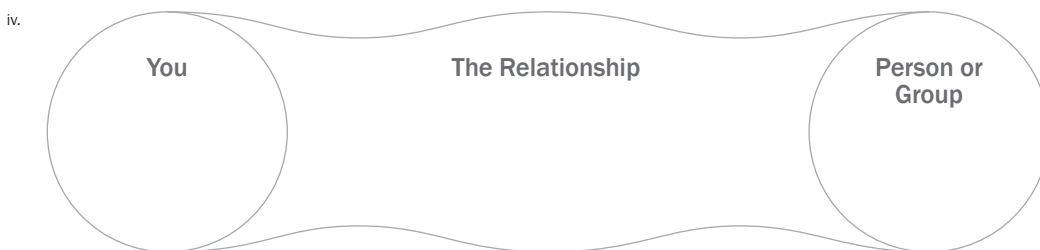
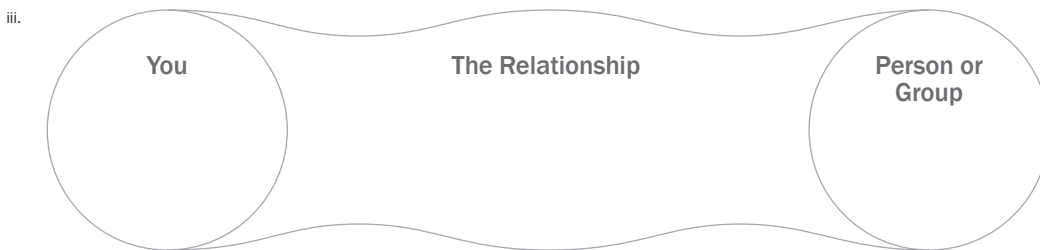
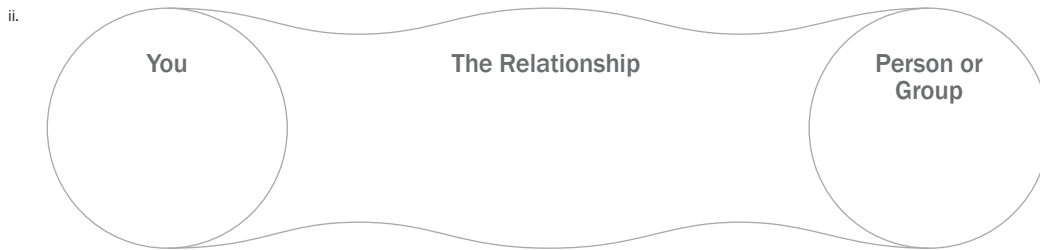
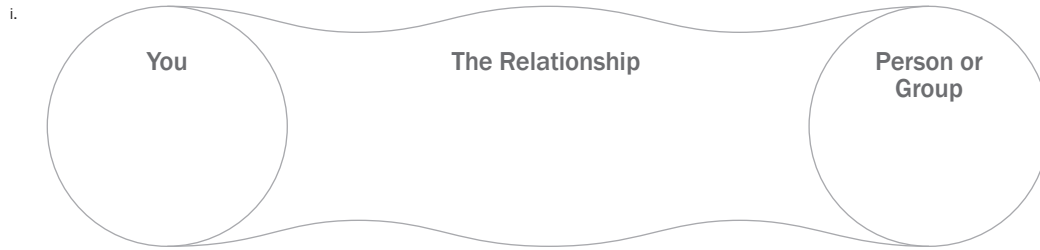


Practice Session 3.3

Choose five significant people or groups.

1. Identify the impact of your current behavior on each one. Choose terms from below. Then identify the impact of their behavior on you. Which of the terms below apply to each relationship?

- Adversarial, critical, judgmental, competitive, blaming, disappointed
- Aggressive, demanding, punitive, dismissive, defensive
- Hesitant, passive, anxious, nervous, hidden, invisible, awkward, apologetic
- Collaborative, collegial, solution focused, inspiring, visionary
- Easygoing, influential, accountable, resourceful, innovative
- Funny, helpful, caring, friendly, insightful, human, empathetic, calming



2. Describe the quality of relationship you want to have with each person from here on.

3. What is one behavioral change you might make to shift each relationship?

CHAPTER 4

Perception Is Everything

Practice Session 4.1

How do you see yourself ? Which four words best describe your positive perception of yourself ?

- | | | | |
|--------------------------|------------------|--------------------------|-------------|
| <input type="checkbox"/> | Capable | <input type="checkbox"/> | Affiliative |
| <input type="checkbox"/> | Personable | <input type="checkbox"/> | Productive |
| <input type="checkbox"/> | Trusted | <input type="checkbox"/> | Empathetic |
| <input type="checkbox"/> | Results oriented | <input type="checkbox"/> | Intelligent |
| <input type="checkbox"/> | Affirming | <input type="checkbox"/> | Thoughtful |

Practice Session 4.2: Interpersonal Perceptions

Make an assessment of how you think you are perceived now. Ensure you have at least five positive perceptions for every two or three not-so-positives.

Perceived by	Positive	Not So Positive
Federal/state government representatives, local government		
Bosses		
Peers		
Direct Reports		
Wider in your		
Stakeholders		
Others		

CHAPTER 5

Seeing the Mirror

Practice Session 5.1: Build Self-Respect Daily

1. Write down six successes each day for the next month.

2. Write down one insight from today that increased your presence.

3. List six abilities you bring to your work.

4. List six qualities your close colleagues would use to describe your value.

5. List three things that distinguish you as a leader with presence.

6. What is one thing you will stop doing?

7. Who drains your energy? Who will you move to the outer circle in your life?

CHAPTER 6

What Is Professional Development?

Practice Session 6.1: What Are Your Development Outcomes?

What new capacities do you want to have in the next eighteen months?

What personal qualities would better influence and enhance your company?

How do you want to be perceived by others?

Write down three outcomes you want from leadership development.

Practice Session 6.2: Broadening Perspectives on an Originating Event

Do this with a trusted friend or colleague.

- Briefly describe the originating event. How old were you? Who was involved, and what was happening? What residual feelings were you left with?

- Looking back, if you knew then what you know now:
 - a. Which original significant others would you want to have had with you?
 - b. What would you want to let each know?
 - c. Specifically, who would you have wanted to comfort you at the time?
 - d. Imagine letting your family know was happening. What would you ask the family for?

Think of the current triggers for your default behavior. Briefly describe what is happening and who is involved.

- What are your feelings about the situation?
- Who around you really understands what happened?
- Who do you want to really understand what happened?
- In an ideal world, what would you have wanted to say or do?
- What would you have wanted your manager/peer/staff/other to say?
- What would you want your manager to know?

- What could your manager have done to help you maintain equilibrium?
- What insights do you have after completing this exercise?

Practice Session 6.3

Invite three people you trust to help with this next part. Have each of them ask you this question: “If you were to give some thought to how you would want to respond in this situation, what might it be?” If your answer is “I don’t know,” have a second thought, or a guess, and go with whatever comes to mind.

What insights does this exercise provoke?

CHAPTER 7

The Fine Art of Identifying Outcomes and Success Measures

Practice Session 7.1

Review your responses from the interpersonal perceptions profile of chapter 6.

Identify three outcomes you want for greater executive presence.

1. _____
2. _____
3. _____

Identify three success indicators. What would you be doing? What would others see you do to achieve the outcomes you want? What response would you want from others?

1. _____
2. _____
3. _____

CHAPTER 8

A Leopard Can Change Its Spots

Practice Session 8.1

Think of a person or situation where you want greater presence.

1. Write down what you do in response to a specific person or event, including
 - Your thinking.

 - Your feelings

 - Your actions. (Do you go silent, explain, walk away, argue, hide, or freeze?)

2. Describe your behavior in response to this specific situation and think of a metaphor for yourself. Use two vivid adjectives for the thinking and feeling components of your behavior, followed by a noun.

3. Using shapes, and text from tools, draw two circles, one representing the original event and one representing your current response. Now, draw a line between the two events. Write down five to ten of your successes, achievements, or new capacities along the line in between.

4. Using shapes, and text from tools, make a new drawing showing the new relationship you want to have between the two events.

5. Generate three options of how you could respond in your current situation.

CHAPTER 9

Final Touches: The Language of Leadership

Practice Session 9.1

Practice this with peers. Consider these examples of leaders using “we,” “you,” and “I.” Are you included or excluded, being given a direction or being told what to do? Which do you find most engaging?

We need to focus on our strategic priorities . . .

You need to focus on your strategic priorities . . .

I want us to focus on our strategic priorities . . .

Which of the three directions below leave you free to act?

“You need to practice ‘I’ statements this week.”

“I need you to practice ‘I’ statements this week.”

“I want you to practice ‘I’ statements this week.”

Practice Session 9.2: Upsides and Downsides of Communication

Practice this with peers. Consider these examples of leaders using “we,” “you,” and “I.” Are you included or excluded, being given a direction or being told what to do? Which do you find most engaging?

1. What’s your positive relationship message in e-mails?

2. What is your positive relationship message when you begin talking with groups?

3. Circle the descriptions below you identify with when under pressure?

Leaders who attend to relationship messages are seen as empathetic and approachable.

Leaders who overlook relationship messages are perceived as demanding, abrupt, or confrontational.

Leaders who overemphasize relationship messages are seen as people pleasers, soft, or wishy-washy.

Leaders who attend to their words are seen as clear, direct, and easy to understand.

Leaders who waffle, over-explain, and elaborate are perceived as boring, defensive, and irrelevant.

CHAPTER 10

Powering Away from the Usual Suspects to Inspiring Others

Practice Session 10.1

Identify six things you have learned in the past year which have assisted you to achieve better results.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Practice Session 10.2

From page 200–201, write one development outcome for yourself for this next year.

Practice session 10.3

What fears drive your behavior?

What is your motivating force with each one?

Who would know you have these fears?

What is the worst thing that could happen if your fears were realized?

Where has this fear come from?

What facts and information would allay these fears?

What practical actions can you take to mitigate your fears?

Practice Session 10.4

What is your story? Write your story down on a page.

A large, empty rectangular box with a thin black border, intended for the user to write their story. It occupies most of the page below the instruction.

What have you learned from this experience?

What in this story helps you lead?

What in this story has held you back?
