

Bates Model of Executive Presence

The Bates Model of Executive Presence focuses on a set of variables that research suggests will enhance leadership communications. The Model guides development along pathways of behaviour that enhance leaders' capacities to positively impact the engagement, alignment, and performance of those they lead. This is accomplished by using the Bates ExPI™ to awaken the latent potential of leaders to rise to that next level of executive maturity and then providing the strategies, skills, and tools to make it real.

Character	Substance	Style
Authenticity	Practical Wisdom	Appearance
Integrity	Confidence	Intentionality
Concern	Composure	Inclusiveness
Restraint	Resonance	Interactivity
Humility	Vision	Assertiveness

Facets of Character

Authenticity – The quality of being transparently who you are as a person and as a leader. Sincere and genuine in words and actions. To be the real author of your thoughts, feelings, and actions. Willing to reveal oneself – strengths, limitations, and vulnerabilities. To exhibit a thread of consistency in who you are even as you learn, grow, evolve, and thrive as a leader.

Sample Item: “Shares the life lessons that underlie his/her views and beliefs.”

Integrity – The quality of fidelity to your values. To be clear about your beliefs and values. To consistently act in accordance with your values and core beliefs. To live up to your own standards of fairness and propriety. To be identified with your values. To keep promises. To be unwavering in your moral actions and truth telling. To take your commitments to others seriously. To honour the spirit of a commitment, not only the letter of the law.

Sample Item: “Walks the talk on values of honesty, promise-keeping, and fairness.”

Concern – A fundamental ethical and developmental concern for the well-being of others, the greater good, and the interests of future generations. Shows concern for colleagues and employees as persons and not merely as means to an end. Curious about others, seeks to understand them, their interests, abilities, and points of view. Respectful of and ready to draw upon individual differences. Gives others the benefit of the doubt. Encourages and plays an active role in their development.

Sample Item: “Even when giving hard-hitting feedback, his/her positive intentions are clear.”

Restraint – A calm disposition; alert and sensitive but not inclined to emotional extremes. A considered, measured tendency to take a second look. To view an evocative event as a call for reflective appraisal, even if it must be swift. A natural guard against impulsive or rash reaction. Imbued as a habit of mind and emotion, as a fundamental inclination to understand rather than merely react. Even when it yields to prompt action it ensures a measure of reasonableness and proportionality.

Sample Item: “Projects an air of calm that checks hasty, impulsive, or ill-considered action.”

Humility – A virtue in conduct that follows the Stoic principle that some things are within our control and some are not. An attitude of curiosity and openness to others, their ideas, and their points of view. Inclined to respect others and to assume others may know something you do not know. Unselfish and considerate in relationships. Accurate self-awareness of strengths and limitations. Belief that all human beings have worth. Awareness of something greater than self.

Sample Item: “Knows he/she does not have all the answers.”

Facets of Substance

Practical Wisdom – A deep and rich kind of insight and intelligence acquired over time by reflection upon one’s experience. A capacity to navigate complex, real-world situations and discern the essential factors and issues that underlie and affect the identified problem or opportunity and the solution. An ability to anticipate the consequences of certain decisions or actions. An impeccable sense of timing. A sense of what is the best decision or action (right, proper, and effective) under the circumstances.

Sample Item: “Able to appraise a complex situation and go directly to the heart of an issue.”

Confidence – Self-assurance in executive decision making and action. Self-possessed and ready to accept risk and responsibility for decisions and action. Capacity to form judgments and take action based on imperfect information in order to achieve time-sensitive goals. Pragmatic attitude that relies on good-enough understanding of key factors to guide action. Able to realistically appraise progress based on feedback. Gives solutions time to work, and ready to recognize failure and adaptively change course based on feedback. Does not allow perfection to become the enemy of the good.

Sample Item: “Trusts his/her judgment and willing to take reasonable risks.”

Composure – A calm, thoughtful attitude. Introduces steadiness in times of crisis. Responds with composure rather than merely reacting to events and issues. Exhibits a capacity to self-regulate his/her emotions and has a calming effect on others. Enables others to regain a more objective perspective and sense of stability. Encourages a focused, deliberative style of decision making and action. Brings a tone of reasonableness when emotions flare. Resists hasty or impulsive action.

Sample Item: “Knows how to de-escalate emotions and focus discussion.”

Resonance – Being in sync with others. A relational quality grounded in attentiveness and attunement to others and to our audience(s). Able to read and respond to the feelings of others. Able to connect deeply with others. Forms relationships in which we and those we lead feel heard, seen, understood. Relates to others as autonomous agents while also establishing an alignment of feeling, thought, and values. Having a keen awareness that we are all part of a larger whole.

Sample Item: “Fully present and attentive when engaging with others.”

Vision – Generates and articulates an inspiring picture of what could be. Credibility as a strategic thought leader in his/her industry. Identifies emerging trends in markets and industry sectors. Enterprising sense for translating trends into commercial opportunities. Connects the future to the present and shows others how they can get there. Portrays challenging goals as worthy of sustained effort. Helps his/her followers understand and identify with an enterprise-wide vision and perspective. Builds and sustains energy for realizing the goal.

Sample Item: “Makes even daunting goals and aspirations seem realistic, exciting, and achievable.”

Facets of Style

Appearance – Looks the part and acts like he/she belongs in the executive leadership ranks. This includes attention to culturally appropriate attire, grooming, and social proprieties. Able to adapt to more and less formal settings. Exhibits awareness of and attunement to the norms associated with place, position, and role. Appearance and physical presence project energy and preparedness. Appearance meets expectations and does not distract from the intended mood, message, or purpose of the situation.

Sample Item: “Does not show up looking fatigued, poorly dressed, or unprepared.”

Intentionality – Ensures that there is clarity of purpose, clarification of direction, and a convergence of vision and goal-directed energies. Communicates with clear ends and aims in mind. Takes time to explain the rationale and principles that underlie key decisions or strategies. Even while encouraging dissent and expression of diverse points of view, he/she ensures communications end with a common agenda and the alignment of thoughts and actions with strategic objectives. Brings a measure of closure to dialogue and discussion.

Sample Item: “After a discussion with him/her everyone is clear about direction and next steps.”

Inclusiveness – Attentive to including all relevant stakeholders. Includes and involve others who have a stake in the issues at hand. Encourages initiative. Relinquishes some control over messaging and lets others know that they too are expected to generate compelling stories, to promote the brand, to innovate, to take responsibility for results. Causes others to feel more emotionally engaged, to feel a sense of increased ownership in the company’s growth, brand identity, and success.

Sample Item: “Actively involves those who have a stake in the issues and a relevant viewpoint to offer.”

Interactivity – Promotes dialogue and an exchange of comments and questions with and between others. Leader-follower interactions are dynamic, two-way, and everyone gets a chance to express their views. Creates a welcoming space for conversation. The prevailing culture is characterized by interpersonal dialogue rather than hierarchical, top-down communication. Lines of communication are more direct, spontaneous, interactive, and timely. Models a pattern of accessibility and responsiveness.

Sample Item: “Encourages and expects frequent interaction to coordinate action and sustain alignment.”

Assertiveness – Reflects an appreciation for constructive conflict and speaking one’s mind. Not inclined to let issues fester. Able to raise issues directly without being overbearing or shutting others down. Expresses issues with the implicit expectation that there are actionable and acceptable ways to resolve them. Helps everyone appreciate that problems, unlike wine, do not usually get better with age. Readily notices those who are hesitant to confront issues or averse to conflict and mentors them.

Sample Item: “Does not shy away from making his/her opinions, views, and reactions known.”

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Review each of the facets and consider which (for you) are:

1. Signature strengths
2. To build on and enhance
3. To consciously develop