

A silhouette of a person stands on the deck of a ship, looking out at a sunset over a body of water. The ship's rigging and ropes are visible in the foreground, and a large, dark landmass is on the horizon under a bright orange sky.

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LEADERSHIP PRESENCE AND IMPACT



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Introduce
yourself

*“My goals for
today are...”*



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“It’s important to me today that we...”

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SUSTAINABLE DEVELOPMENT GOALS



ACHIEVE GENDER EQUALITY AND
EMPOWER ALL WOMEN AND GIRLS



Agenda

A photograph of a sailboat on the water during sunset. The sun is low on the horizon, creating a warm orange glow across the sky and reflecting on the water's surface. In the background, there are silhouettes of mountains. The sailboat's deck, mast, and rigging are visible in the foreground and middle ground. A large, light-colored sail is partially visible on the right side of the frame. The word 'Agenda' is written in a large, white, serif font, centered over the image.

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Shine Theory





“

Don't try to fix the women,
try to fix the system.

PRESENCE:

That intangible instant capacity to be appropriately noticed and to gain respect and gravitas.

How well do you connect with people?

Are you building rapport?

It is all about the here and now/the present.

IMPACT:

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That tangible lasting effect on a situation or person – it is what you are remembered for.

How do you make people feel?

What do they do as a result of listening to you?

It is a future orientated dimension.

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“We Are All Leaders: Leadership is Not a Position, It's a Mindset” Fredrik Arnander



“THINK LEADER, THINK MALE” STEREOTYPE (V.A. SCHEIN, 1973, 1975).

6% Important
*understanding,
helpful, aware
of others’
feelings,
intuitive,
humanitarian
values*

Women

**“Think
Manager,
Think
Male”**

Manager

63% Important
*aggressive
dominant, self-
reliant, self-
confident,
competitive,
emotionally
stable, forceful*

Men

Women Outscored Men on Most Leadership Competencies

According to an analysis of 360-degree reviews during the pandemic, women were rated higher on most competencies.

Competencies

● WHERE DIFFERENCE IS STATISTICALLY SIGNIFICANT

Ratings

WOMEN

MEN

• Takes initiative	60		50	
• Learning agility	59		50	
• Inspires and motivates others	59		52	
• Develops others	58		49	
• Builds relationships	58		51	
• Displays high integrity and honesty	57		49	
• Communicates powerfully and prolifically	57		52	
• Collaboration and teamwork	56		50	
• Champions change	56		51	
• Makes decisions	56		49	
Innovates	56		53	
Solves problems and analyzes issues	56		53	
Customer and external focus	56		54	
• Drives for results	55		48	
• Values diversity	55		45	
• Establishes stretch goals	55		50	
Develops strategic perspective	55		54	
Technical or professional expertise	53		55	
Takes risks	52		51	



- **Presence and impact doesn't automatically come with your education, talent or results. Entirely subjective.**
- **The most pervasive obstacles are:**
 - 1) Imposter Syndrome**
 - 2) Unconscious Bias**
 - 3) Double-Bind Paradox**



I don't deserve
to be here.



I should trust the
judgment of those
who invited me



I'm here because I
Earned It.



A big challenge when it comes to gender diversity is our unconscious biases.

We are wired to think a certain way, based on the world we grew up in.

To achieve gender diversity, we need to confront and question our biases.

imagine a CEO.

is it a man?

Now imagine a world where
gender makes no difference.
#BreakTheBias

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ASSEMBLY

A big challenge when it comes to gender diversity is our unconscious biases.

We are wired to think a certain way, based on the world we grew up in.

To achieve gender diversity, we need to confront and question our biases.

imagine a feminist.

is it a woman?

Now imagine a world where
gender makes no difference.
#BreakTheBias

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ASSEMBLY

A big challenge when it comes to gender diversity is our unconscious biases.

We are wired to think a certain way, based on the world we grew up in.

To achieve gender diversity, we need to confront and question our biases.

imagine someone crying in the office.

is it a woman?

Now imagine a world where
gender makes no difference.
#BreakTheBias

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A big challenge when it comes to gender diversity is our unconscious biases.

We are wired to think a certain way, based on the world we grew up in.

To achieve gender diversity, we need to confront and question our biases.

imagine someone in a board meeting.

is it a man?

Now imagine a world where
gender makes no difference.
#BreakTheBias

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ASSEMBLY

A big challenge when it comes to gender diversity is our unconscious biases.

We are wired to think a certain way, based on the world we grew up in.

To achieve gender diversity, we need to confront and question our biases.

imagine someone leaving early to pick up their kids.

is it a woman?

Now imagine a world where
gender makes no difference.
#BreakTheBias

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A big challenge when it comes to gender diversity is our unconscious biases.

We are wired to think a certain way, based on the world we grew up in.

To achieve gender diversity, we need to confront and question our biases.

imagine a nurse.

is it a woman?

Now imagine a world where
gender makes no difference.
#BreakTheBias

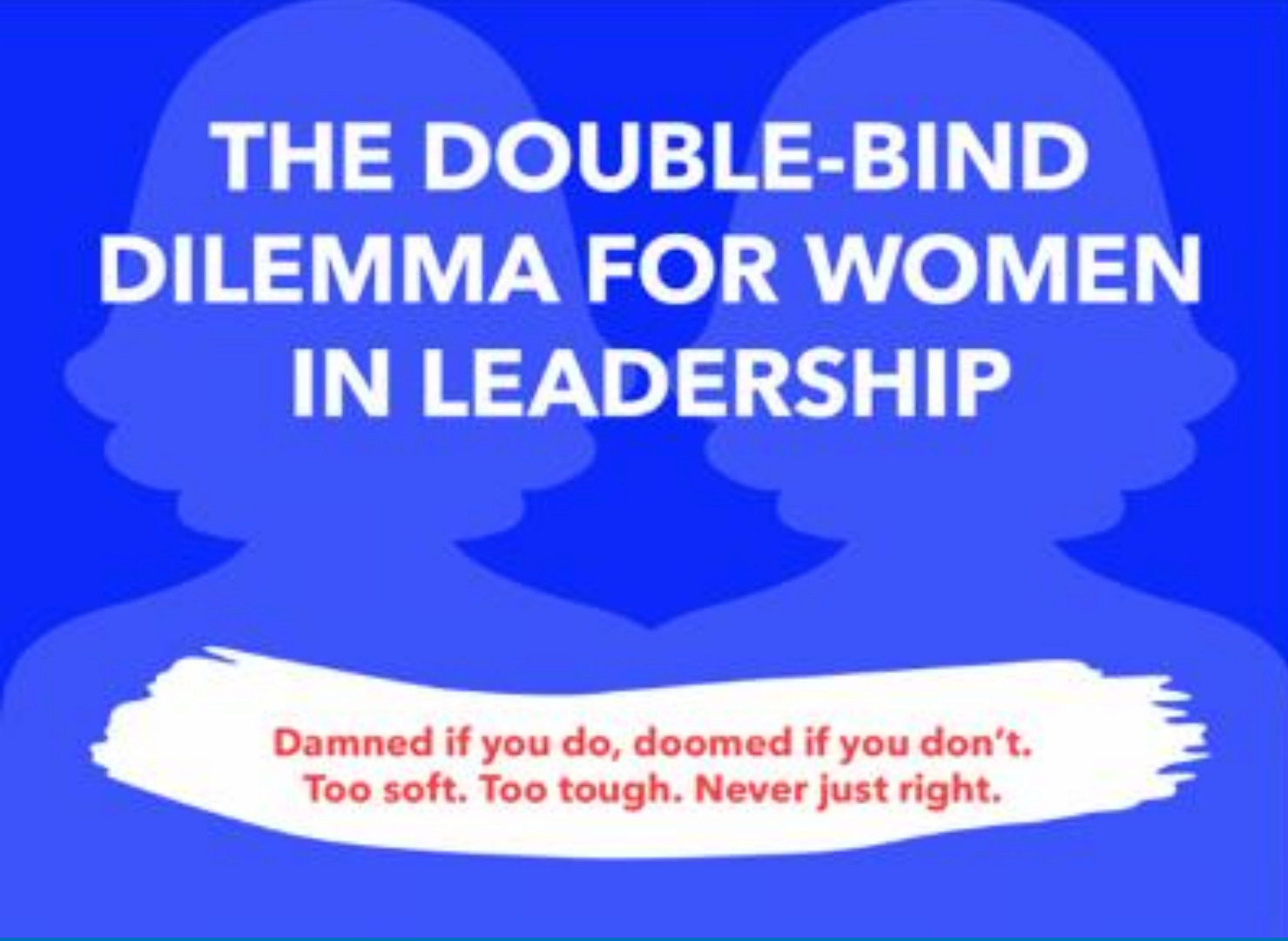
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THE DOUBLE-BIND DILEMMA FOR WOMEN IN LEADERSHIP

**Damned if you do, doomed if you don't.
Too soft. Too tough. Never just right.**



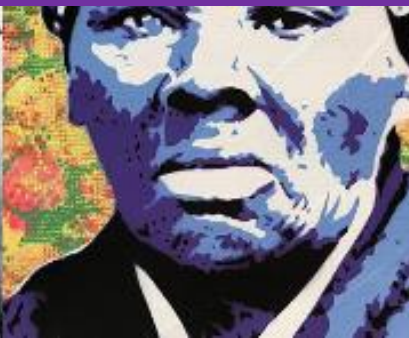
Liked, But Not
Respected

Respected, But
Not liked

Respected
And Liked
(Men Only)



aspire: To seek to attain or accomplish a courageous goal. She aspired to a dream career. 2 : to ascend, to soar. 3. To make a difference to others.



Be ♡
The
CHANGE



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TAKE A LITTLE TIME TO THINK.

ASPIRE



Break

(come back and sit
somewhere new)



ASPIRE

Sit somewhere new. Introduce yourself & share a learning, insight or action.

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"It is impossible to be authentic and to do what other people approve of at the same time."

-Teal Scott-





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“Authenticity...is not about acting in ways that feel comfortable or familiar, but rather is about acting on one’s core values in order to advance the work required to accomplish shared goals.”

Pursuit of whose happiness? Executive leaders’ transformational behaviours and personal values
Fu et al, Administrative Science Quarterly

What Are People Hiding at Work?

64%

Are currently hiding
some aspect of their
identity from their
employer

Political views	37%
Information about their family	36%
A mental health condition	33%
Relationship status	33%
Religion	32%
Sexual orientation	29%
An aspect of their appearance	29%
Gender identity	27%
Ethnicity	26%
A disability	24%

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How does not being authentic impact performance?

Worse working relationships	49%
Inability to do their best work	37%
Lower retention	35%
Decreased productivity	34%
Less effort put into work	33%

55%

Say not being
authentic at work
impacts their mental
health

STRENGTHS

Activities/tasks that you are:

Good at and enjoy and time flies and you find them 'common sense' or easy. They feel authentic to who you are and how you live and work.

PASSIONS

Your identity, causes, people or areas that you care about in life and work. Might make you mad, sad, frustrated, excited, motivated or inspired.

STYLE

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Your personal style of leading, managing and interacting that reflects your personality, values and approach to life and work. Allows you to be comfortable in your own skin.



A close-up photograph of three small, conical, brown biodegradable plant pots arranged in a row on a light-colored wooden tray. The tray is being held by a person's hand, with red-painted fingernails visible. Each pot contains a small green seedling. The background is a soft, out-of-focus white.

STRENGTHS

STYLE

PASSIONS

A hand is shown on the left side of the frame, reaching out towards the center. Numerous pink petals are falling from the top, creating a sense of movement and desire. The background is a soft, out-of-focus mix of blue and yellow light.

**EVERYTHING
YOU
WANT**

is on the other side of

FEAR



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What is most
authentic about me
is...

***Courage of your Conviction:
To behave in accordance with
one's beliefs, especially in the
face of resistance or criticism.***

- Trust yourself
- Don't cave just to make others feel better or to avoid conflict
- Consider don't worry
- Have compassion
- Make decisions and move on





ASPIRE

- What does 'authentic' mean for you?
- How will being more authentic give you presence and impact?
- What could you do to be more authentic?

ASPIRE

TAKE A LITTLE TIME TO THINK.

Lunch

(come back and sit
somewhere new)



ASPIRE

Sit somewhere new. Introduce yourself & share a learning, insight or action.



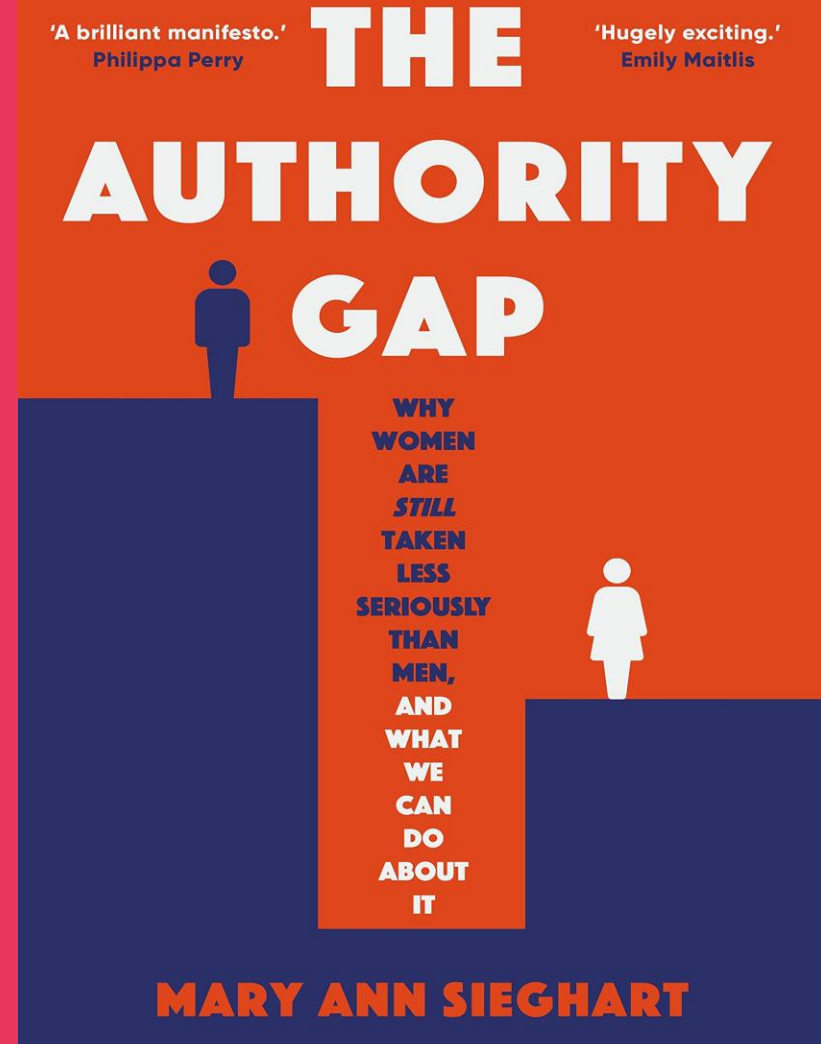


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- **Knowledge & expertise**
- **Points of view**
- **Thought leadership**
- **Powerful questions**



- Junior and senior school boys were given eight times more attention by teachers. Boys are rewarded for pushing themselves forward and calling out, girls for being neat and quiet.
- Women can be just as guilty of bias in favour of male authority, because it is ingrained from what we see modelled to us in our own families and culture.



Research shows that women are twice as likely as men to say that they have to provide more evidence of their competence.

Women are much more likely than men to say they have their expertise challenged, they are interrupted or talked over and men take credit for their ideas.

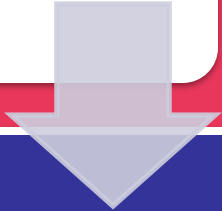
If someone is super confident about their abilities we tend to believe them particularly if they are male.

Overconfident applicants are more likely to be offered a job even when it bears no relationship to their ability.

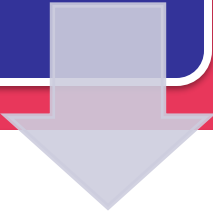
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To be as competent and influential as women, research suggests what women have to add 'warmth'.



It is expected in women but not in men (positive, smiling and nodding).



Likeability leads to influence for women more than it does for men) a man can influence others even when we don't particularly like him).



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- What does 'authority' mean for you?
- How do the women in the video demonstrate authority?
- What could you do more or less of to have more authority?



ASPIRE

- What does 'authority' mean for you?
- How do the women in the video demonstrate authority?
- What could you do more or less of to have more authority?



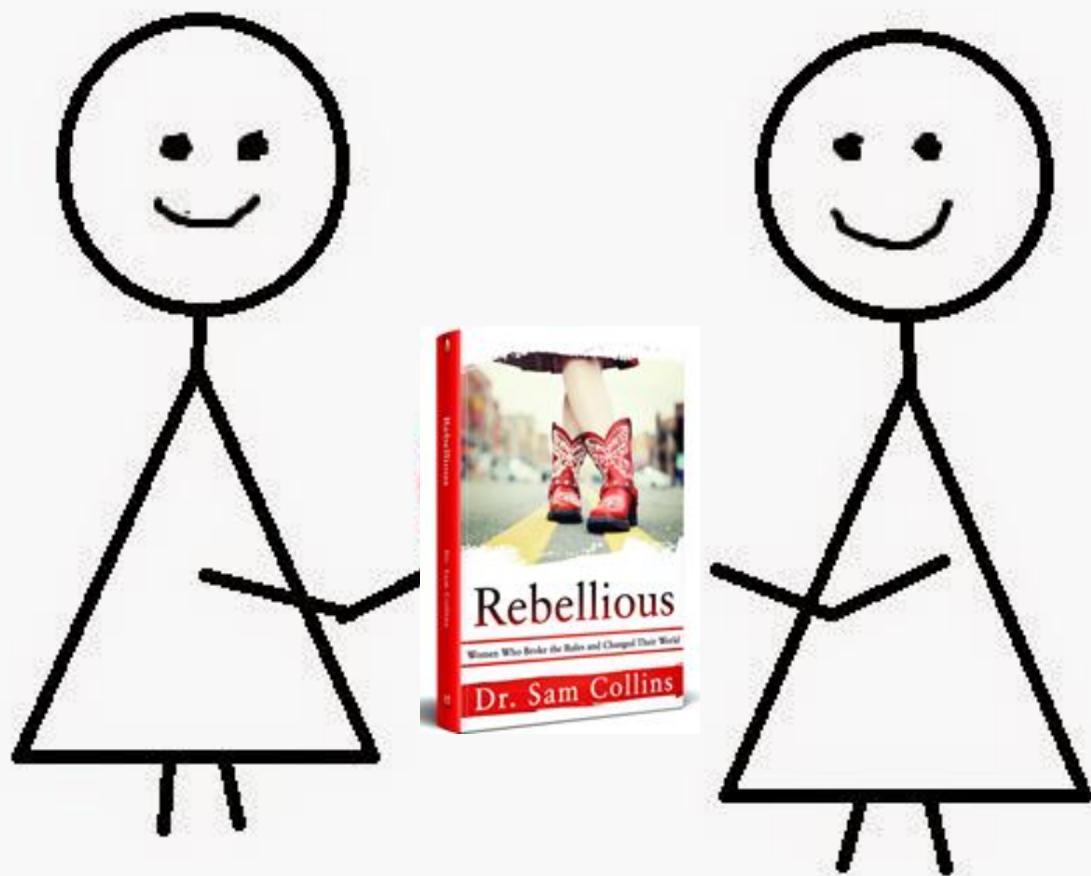
TAKE A LITTLE TIME TO THINK.

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Break

(come back and sit
somewhere new)



PAY IT FORWARD



Agility

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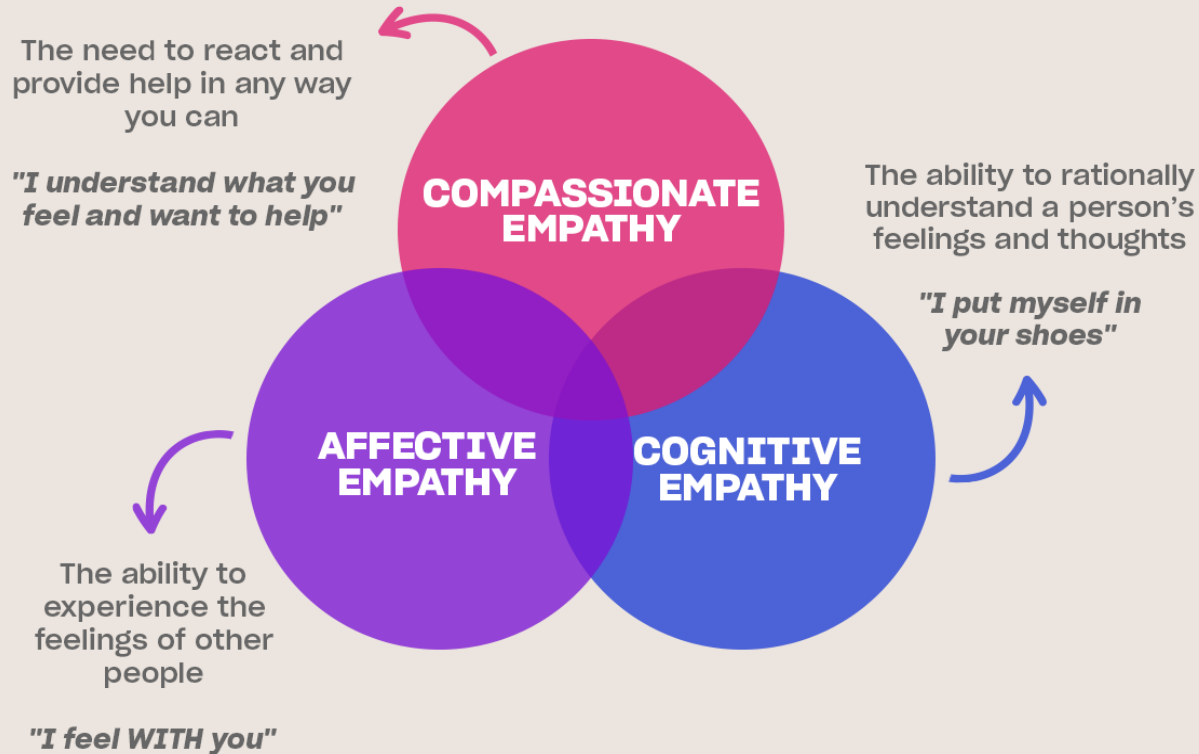


A serene sunset scene over a body of water. The sky is a mix of purple, pink, and blue, with scattered clouds. In the foreground, a small, dark wooden boat with two oars is visible, floating on the calm water. The background shows a distant shoreline with some structures and more boats.

Seek first to understand,
then to be understood.

Stephen R. Covey

The Three Types of Empathy



An illustration of two hands, one orange and one blue, holding each other. The orange hand is on the left, and the blue hand is on the right. They are positioned in the center of the image, with the orange hand's fingers wrapped around the blue hand's wrist. The background consists of large, overlapping circles in light blue and light orange. The title 'Pros and Cons of Being an Empath' is written in a large, bold, black font at the top right.

Pros and Cons of Being an Empath

Pros

- Are a good listener
- Understanding people on a deeper level
- Ability to detect dishonesty

Cons

- Overwhelmed in large public spaces
- Mental strain of taking on others' emotions
- Risk of burnout without boundaries



**Listen (all senses) +
Empathy (3 levels) +
Detach**

= Diagnosis + Action



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- What does ‘agility’ mean for you?
- What do your stakeholders want and need from you?
- What could you do differently or better?

ASPIRE

TAKE A LITTLE TIME TO THINK.



ASPIRE

Sit somewhere new. Introduce yourself & share a learning, insight or action.



A

Action

C

Changes

T

Things



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say yes
more

CERTIFIED FITNESS

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I'd like ideas/tips on
how to...

*(goal/issue/challenge
related to your
leadership presence
and impact*

“How about...”



Leadership Presence and Impact Coaching

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Action Plan



1. What are you going to do?
2. When will you do it?
3. What might get in way and how will you overcome?
4. What support will you find?



- What does ‘activity’ mean for you?
- How will you keep yourself on track?
- What must you remember?



WISH → HOPE → LIKE → TRY → WANT → COMMIT



- What is the 1 most important step you must take post today?
- How will I know you have done it?

