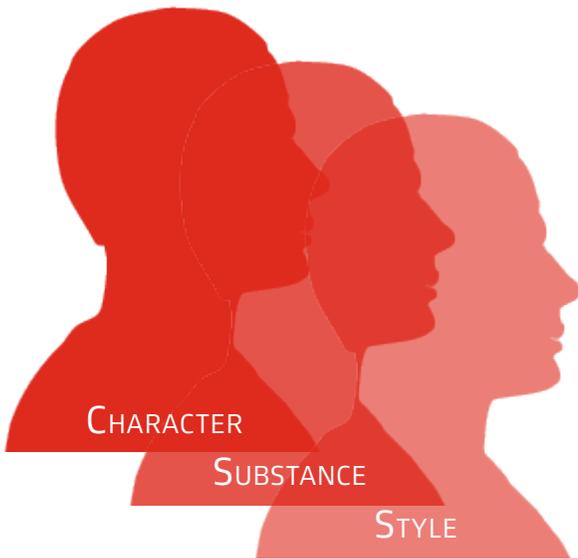


Bates ExPI™

Executive Presence Index

The Bates Model of Executive Presence: The Science of Influence



Executive presence is the “X factor” of successful leaders who assert influence, drive change, and inspire organizational performance. It’s a social-organizational phenomenon that becomes most noticeable when leaders take the bigger stage in a new role or strategic initiative.

However, the definition of EP tends to be subject to diverse perspectives or disregarded as “I know it when I see it.” Organizations often lack a clear framework to help leaders understand how their presence is perceived by key stakeholders and how it impacts strategic goals.

The Bates Model of Executive Presence provides organizations with a research-based framework for measuring and developing EP in leaders. Grounded in extensive research in leadership, communications, psychology, and social action theories and philosophy we’ve clarified EP as a three-dimensional model of **character**, **substance**, and **style**. Within these dimensions are 15 distinct facets that are proven to drive engagement, alignment, and performance.

Bates Three-Dimensional Model of Executive Presence

1) **Character** includes person-based dispositions in moral development, temperament, and interpersonal relations; **Authenticity, Integrity, Concern, Restraint, and Humility**.

2) **Substance** includes cultivated qualities of adult development specific to the role of executive leadership; **Practical Wisdom, Vision, Confidence, Composure, and Resonance**.

3) **Style** includes active, iterative qualities that set the tone and sustain alignment, inclusion, and performance over time; **Appearance, Intentionality, Interactivity, Inclusiveness, and Assertiveness**.

The model has been operationalized in the form of a multi-rater feedback survey (Bates ExPI™) intended for use with a senior executive population in an organizational setting. The ExPI measures self-perceptions of the leader and the perceptions that others have of him/her on all 15 facets.

Bates ExPI™

Model of Executive Presence

Character - qualities that are fundamental to the leader as a person, to his/her identity, and give us reason to trust him/her.	Substance - cultivated qualities of leadership that inspire commitment, inform action, and lead to above-and-beyond effort.	Style - overt, skill-based patterns of communicative leadership that build motivation and that shape and sustain performance.
Authenticity – being real, genuine, transparent, and sincere in one’s relations and interactions with others.	Practical Wisdom – displaying highly honed qualities of insight and judgment that get to the heart of issues and produce prudent decision.	Appearance – looking and acting like an able executive, adapting dress and demeanor to the situation, and handling social situations with tact.
Integrity – acting with fidelity to one’s values and beliefs, living up to high standards of morality, veracity, and promise keeping.	Confidence – being self-assured in decision-making and action; ready to accept the risk and responsibility for taking timely action.	Intentionality – clarifying direction and keeping actions aligned and on track, all without stifling dissent or neglecting needs to adjust course.
Concern – demonstrating interest in others, encouraging adaptive development, and promoting a healthy sustainable culture.	Composure – proving to be steady in a crisis, able to calm and focus others, and to bring objectivity and perspective to critical decisions.	Inclusiveness – actively involving others, welcoming diverse points of view, encouraging ownership in mission, and empowering initiative.
Restraint – displaying a calm disposition, characterized by reasonableness and by avoidance of emotional extremes or impulsiveness.	Resonance – connecting with others; attentive, attuned, and responsive to feelings, motivations, and thoughts; deepening alignment.	Interactivity – promoting an interpersonal style of dialog and timely exchange of information and questions to coordinate action.
Humility – showing awareness of one’s strengths and weaknesses, an openness to others, and a belief that all persons have worth.	Vision – generating an inspiring, enterprise-wide picture of what could be; recognizing emerging trends, and engaging all in strategy.	Assertiveness – speaking up, valuing constructive conflict, and raising issues directly without shutting others down.

To learn more about the ExPI or to take the ExPI Assessment, contact:



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