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# Executive Presence: The Missing Link Between Merit And Success



## Synopsis

Are you a leadership material? • More importantly, do others perceive you to be? Sylvia Ann Hewlett, a noted expert on workplace power and influence, shows you how to identify and embody the Executive Presence (EP) that you need to succeed. You can have the experience and qualifications of a leader, but without executive presence, you won't advance. EP is an amalgam of qualities that true leaders exude, a presence that telegraphs you're in charge or deserve to be. Articulating those qualities isn't easy, however. Based on a nationwide survey of college graduates working across a range of sectors and occupations, Sylvia Hewlett and the Center for Talent Innovation discovered that EP is a dynamic, cohesive mix of appearance, communication, and gravitas. While these elements are not equal, to have true EP, you must know how to use all of them to your advantage. Filled with eye-opening insights, analysis, and practical advice for both men and women, mixed with illustrative examples from executives learning to use the EP, Executive Presence will help you make the leap from working like an executive to feeling like an executive.

## Book Information

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## Customer Reviews

Those who have read one or more of Sylvia Ann Hewlett's previously published books (notably *When the Bough Breaks*, *Off-Ramps and On-Ramps*, *Winning the War for Talent in Emerging Markets*, and *Forget a Mentor, Find a Sponsor*) already know that she is among the most intelligent, sensitive, intuitive, and practical business thinkers within subject areas that range from talent evaluation to organizational transformation. Her focus in her latest book, *Executive Presence*, is of

special interest to me because, for more than 30 years, I have worked with corporate clients to help accelerate the development of talent needed at all levels and in all areas of their operations. I am already well aware of the importance of what she characterizes as the three pillars of executive presence (EP):

- o How you act (gravitas)
- o How you speak (communication)
- o How you look (appearance)

Fair or not, more often than not, candidates for a position who have less merit but greater EP have a decisive competitive advantage over candidates with greater merit but lesser EP. "The amazing thing about EP is that it's a precondition for success whether you're a cellist, a salesperson, or a Wall Street banker." Hewlett wrote this book to help her readers "crack the EP code." Although doing so "can be onerous and sometimes eats into your soul, this work and these struggles will allow you to flower and flourish. Once you've demonstrated that you know how to stand with the crowd, you get to strut your stuff and stand apart. It turns out that becoming a leader and doing something amazing with your life hinges on what makes you different, not what makes you the same as everyone else." I agree while presuming to add that many people (I among them) have never been comfortable with developing EP.

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