

$$\text{Executive Presence} = \frac{\text{Credibility} + \text{Ease}}{\text{Ego}}$$

Credibility:

- Preparation; Depth and Breadth of Expertise*
- Voice:*
 - Inflection (Varied? Any credibility diminishers? e.g. Upward inflection? Monotone?)
 - Speed (Rushing? Any breathlessness? Pauses used?)
 - Pitch (Tone and resonance of voice—using their full voice? Mumbling or Trailing?)
- Excessive Qualifiers, Fillers, “Helper words” or “Diminishers”*
 - What are the patterns you see, specifically?
- Props or Fidgets*
 - Device distraction?
 - Lost in tracking details and data in meetings? Riffling through binders/papers/files?
 - Distracting gestures?

Ease:

- Congruence: external: words and affect match occasion appropriately; internal: your words match your emotional affect (micro-expressions)*
- Stability: Grace under Fire*
 - What threw you off?
 - How did you respond?
- Connection with Others*
 - Eye contact; open emotional affect in facial expressions

Ego:

- Is “true confidence” exhibited? Contributes; but open to others’ ideas; demonstrates strong capacity to listen.*
- Shrinking? Hesitancy to speak up? Sentences trailing off?*
- Puffery? Overly dominant or aggressive? Cuts others off? Frequent tune outs, interruptions or routine impatience with others?*