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Executive Presence: The Missing Link Between Merit And Success



Synopsis

Are you “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

Hardcover: 240 pages

Publisher: HarperBusiness (June 3, 2014)

Language: English

ISBN-10: 0062246895

ISBN-13: 978-0062246899

Product Dimensions: 6 x 0.8 x 9 inches

Shipping Weight: 13.9 ounces (View shipping rates and policies)

Average Customer Review: 4.0 out of 5 stars 119 customer reviews

Best Sellers Rank: #17,892 in Books (See Top 100 in Books) #8 in Books > Business & Money > Business Culture > Etiquette #62 in Books > Business & Money > Business Culture > Workplace Culture #348 in Books > Business & Money > Management & Leadership > Leadership

Customer Reviews

“A solid guide for those looking to take their career to the next level” (-Publishers Weekly) “Sylvia Ann Hewlett’s book is essential reading for anyone striving to minimize the gap between how others perceive you and how you want to be seen. Executive Presence will transform careers and unleash a current of previously untapped potential on the

world. " (Joanna Coles, Editor-in-Chief, Cosmopolitan) "This is a powerful and urgent book for young professionals climbing the ladder. Credentials alone will not get you the next big opportunity, you also need Executive Presence - the ability to signal confidence and credibility.

" (Sallie Krawcheck, Business Leader, 85 Broads) "Sylvia Ann Hewlett has taken some of the mystery out of the claim that "you just don't have what it takes" in this groundbreaking book on Executive Presence. This book provides a simple guide that will help you crack the code to career success.

" (Katherine W. Phillips, Paul Caello Professor of Leadership and Ethics, Columbia Business School) "Sylvia Ann Hewlett has put together the complete play book for high potential employees eager to develop the executive presence skills that will propel them to the top. In this book Hewlett explains what EP is, and how to get it. It's real, pragmatic and brilliant!

" ('Tiger' Tyagarajan, President and CEO, Genpact) "In this significant book, Sylvia Ann Hewlett challenges the conventional wisdom that executive presence is an innate quality that can barely be defined, much less developed. Anyone seeking to close the gap between their merit and their success could benefit from her practical, engaging, and humane advice.

" (Kenji Yoshino, Chief Justice Earl Warren Professor of Constitutional Law, NYU School of Law) "Sylvia Ann Hewlett is once again leading the way by examining a critical component of business success, Executive Presence. She is a master at making a vague topic clear. She demystifies the meaning of Executive Presence and provides tangible, practical advice that readers can easily use to lift their game.

" (AnrÃ© Williams, President, Global Merchant Services, American Express)

Do you exude confidence and credibility? Can you command a room? Sylvia Ann Hewlett, one of the world's most influential business thinkers, cracks the code of Executive Presence (EP) for men and women intent on winning the next plum assignment and doing something extraordinary with their lives. You might have the qualifications to be considered for your dream job, but you won't get far unless you can signal that you're "leadership material" and that you "have what it takes."

Professionals are judged on presence as well as on performance. Using a wealth of hard data—including a new nationwide survey and dozens of focus groups—Hewlett reveals EP to be a dynamic mix of three things: how you act (gravitas), how you speak (communication), and how you look (appearance). She also draws on in-depth interviews with a wide selection of admired leaders to reveal how they embody and deploy key elements of EP. This book is immensely practical. Hewlett teases out tactics that can help you raise your game and close the gap between merit and success. She offers the unvarnished advice you won't

get from supportive friends and tackles head-on such touchy subjects as too-tight clothing and too-shrill voices. She shows how the standards for EP vary for men, women, multicultural, and LGBT employees, and she shares how to get meaningful feedback from politically correct bosses intent on avoiding the real issues. The good news is that EP is eminently teachable. You can learn how to "show teeth" while remaining likable, and you can teach yourself how to dress appropriately while staying true to yourself. You don't have to be born with the voice of James Earl Jones or the looks of Angelina Jolie to hurdle the EP bar. With hard facts and vivid examples, Hewlett shows you how to ace EP and fully realize your unique potential – no matter who you are, no matter where you work.

This is the first book of Sylvia Ann Hewlett I read. The book is extremely well written and easy to read and to understand, even for a non native English speaker like me. the three "pillars" of Executive Presence (EP) are well introduced and explained: 1. Gravitas: how you act 2. Communications skills: how you speak 3. Appearance: how you look Sylvia then explains with hard quantitative and qualitative data and real life stories the key aspects of each pillar of the EP and how you can develop them. She does not stop there. She also presents the key blunders and how to overcome or avoid them. Most tips and advices provided in the book are common sense things but very often forgotten, in particular if you're on a hot seat or under the spotlight. However and in my opinion, the book is more focused on the corporate world, in particular the C-Suites job, and the political world. Like most of the books on leadership and management, the not-for-profit and public sectors are missing. That is why I am giving 4 stars instead of 5 stars. I think authors should take time to study the not-for-profit and public sectors. There are probably a lot to learn from leaders and managers of these sectors.

This short and clearly presented analysis of Hewlett's research on EP has lots of good advice, and I think it would be very helpful for an ambitious person, particularly one who was not exposed to executives in childhood. I also recommend it to a manager who wants to mentor a person of talent who lacks polish. The model provides a way to talk about things that can be sensitive, and there is good advice about giving feedback.

I cannot put this book down. Sylvia has eloquently set out that one thing that has been eluding men and women who have the potential, passion and ability to rise as executives in their area of expertise. It explains in detail those skills and behaviours that move you from good to excellent in an

honest way. I am a young black woman who is positioning for a career that requires interacting with persons of varying levels and background. This book has been a great gift to myself. Women....go get this book.

This is a fantastic book, as it provides a framework / opens our eyes to how we are perceived in the workplace, and gives specific steps for us to make improvements in our lives. I've purchased this book for a few colleagues, and they've all thanked me for helping them to see what it takes to be a leader in today's world.

The start of the book gave a number of interesting insights, but towards the end it was quite scattered and just seek to cover different topics which kind of diluted its message. Overall, an okay book but I was expecting more.

In today's day and age clothing should not make an executive. I have know many an executive who dressed the part but was unable to do anything while those who did not were the best leaders. This book talks a lot about the outside appearance (how to speak, how to dress, etc) but also says to find balance between the executive look and your unique self. I think all in all it is a good book for people to read to be aware of the perception in the workplace.

A great book for young professionals. Got the audible version and the narration was excellent. Diagrams were great as well.

I work with aspiring leaders in emergency services. These are credentialed individuals who will be national leaders in their profession. With some of them I found that they had difficulty in advancing from their current positions as the second or third in command. I realized that it was their "presence". I have suggested this as a reading for all and it has made a difference with some of them. Even those who have not improved found the book interesting and hopefully someday it will make a difference for them.

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