


APPLIED CONFIDENCE

Why the Missing Ingredients of **Body**, **Voice** and **Structure**
Have Never Been More Critical for C-Suite Leadership Confidence

A full-page background image featuring a painting of Napoleon Bonaparte on a white horse. The horse's bridle is adorned with a human skull. Napoleon is wearing a blue military uniform with a large yellow cape and a bicorne hat. He is pointing his right hand towards the sky. The overall color palette is warm, dominated by yellows, oranges, and browns.

Your **voice**
can change
the world

– Barack Obama

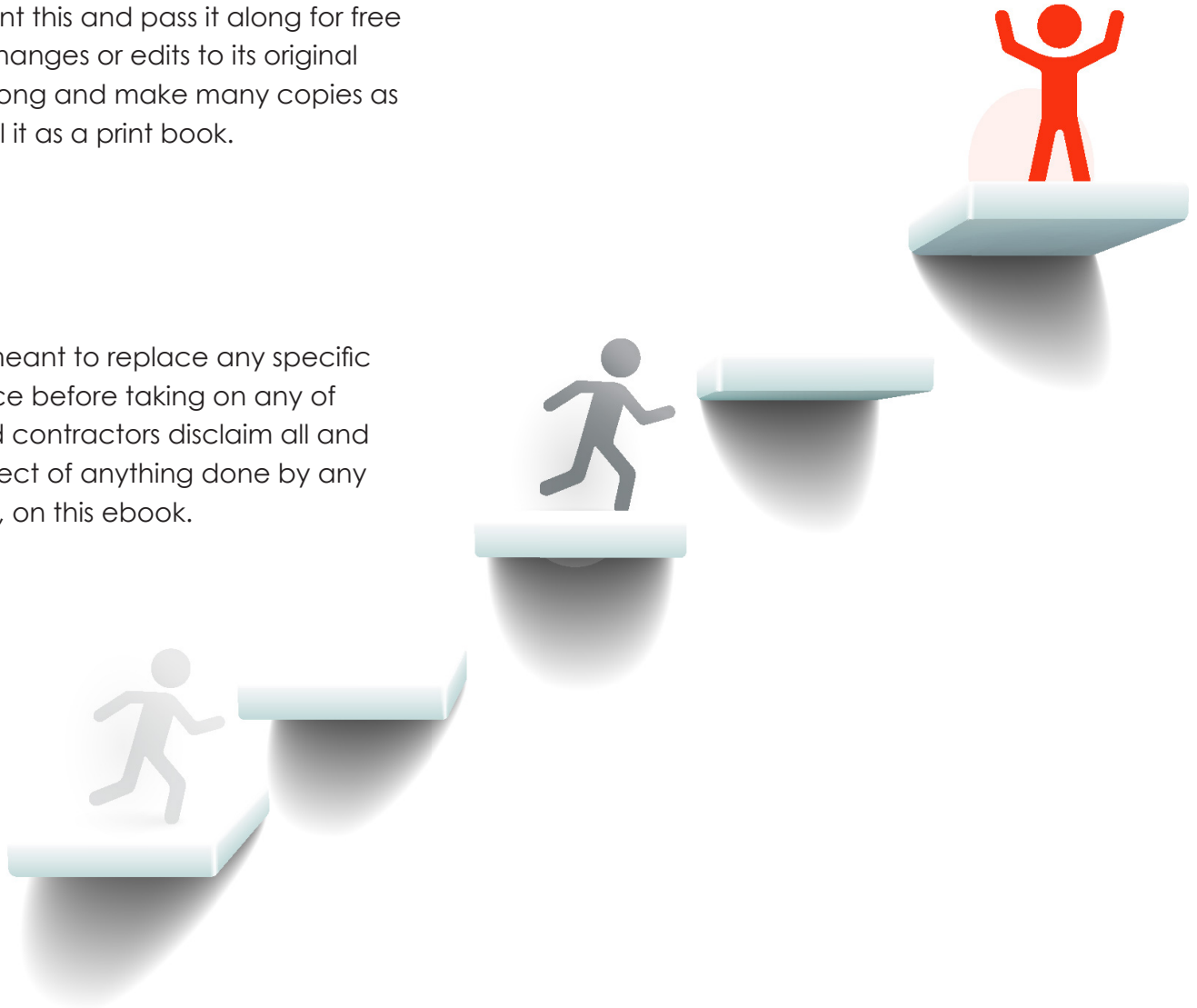
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A CRISIS of LEADERSHIP

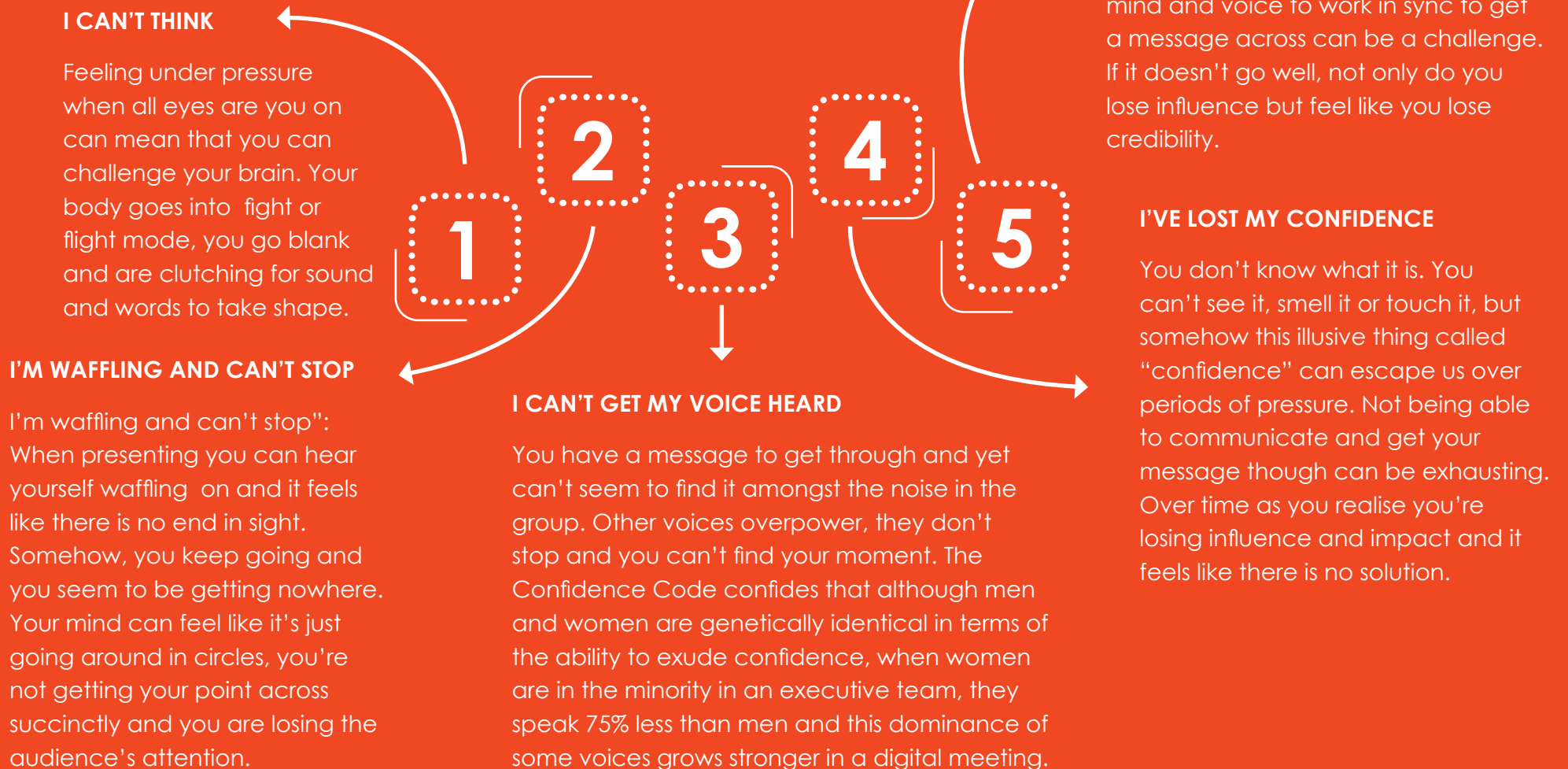
Since 2019 C-Suite Leaders have been under more pressure than ever. With the constant changes in how we work, including flexible hours, working from home and a changing attitude to the power hierarchy, the challenge of leadership is to build trust and connection keeping people engaged in a world where Forbes Magazine tells us 70% of people are disengaged.

Combined with uncertainty, the amount of overwhelming information and misinformation, business leaders have the constant challenge of redirecting the narrative. While trust for community leaders and politicians has eroded since 2020, according to the Edelman Trust Barometer in some countries CEO credibility and trust is at an all time low including Japan (18 percent) and France (22 percent), making the challenge for CEO leaders even more acute as they try to address today's problems.

As a result teams, organisations and communities are looking for leaders who can speak up and often to be visible and guide us forward. With around 75% of people having "glassophobia"; a fear of public speaking, one of the biggest challenges for those leaders is to have the confidence to do this publicly and communicate with excellence.

5 Key Communication Challenges for Executive Leaders Today

In order to communicate effectively, we must first identify what holds executive leaders back from performing at their best. The most common are:





What's Keeping Executive Leaders Awake at Night

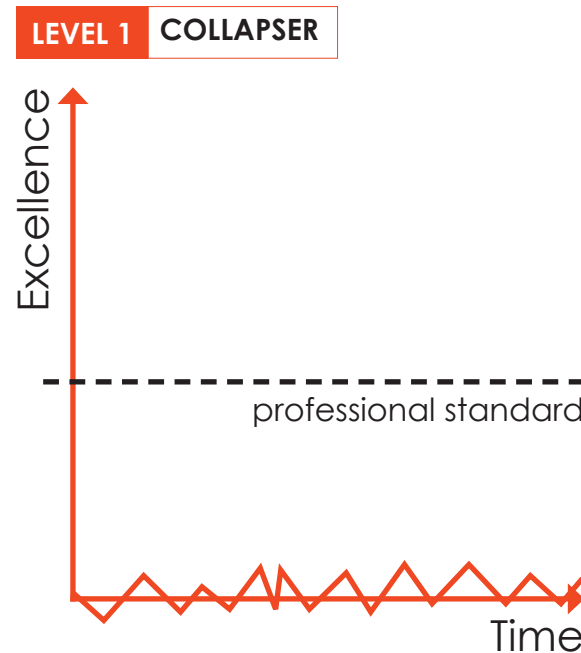
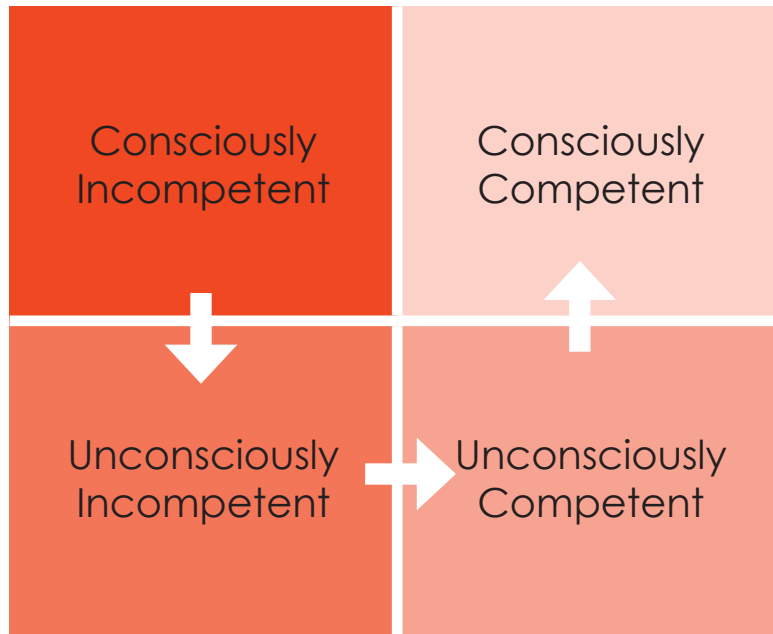
Being unable to communicate persuasively creates a lot of fear and anxiety for leaders. Some of the things that keep many awake at night include:

- ✓ **Maybe I'm just not cut out for the position:** There's so much communication involved in an executive-level role. As much as I know I can do the technical aspects, perhaps I've bitten off more than I can chew and am just not up to the task.
- ✓ **I won't get the position of influence I deserve:** The less I'm able to influence the more opportunities will just go to others who are possibly less deserving but better at communicating than me.
- ✓ **I could lose my position:** If I can't influence, I can't get results. This ultimately means that my KPIs aren't met.
- ✓ **I could lose my reputation:** I don't want to be the kind of leader in the organisation who just can't seem to string their words together and confuses the message. People won't believe I am an effective leader.
- ✓ **This is just who I am:** I feel totally lost. They don't understand me and I can't seem to make them understand. I try and try, but don't seem to saying the right thing at the right time, especially under pressure. As a result I feel like I'm not adding any value and I'm not worth investing time or money on to facilitate change. It won't happen.

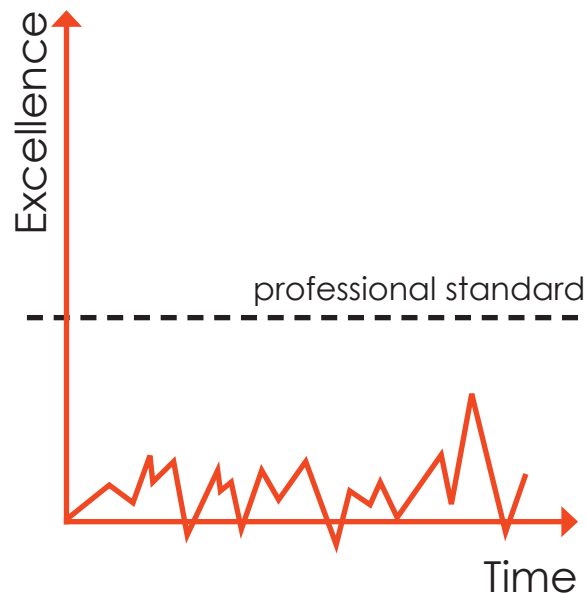
Resonate

	ACTIVITY	FOCUS	REVENUE
6	Master	Lifelong learning	100%
5	Professional	Self-belief	90%
4	Intern	Experience	80%
3	Amateur	Pressure	50%
2	Struggler	Practise	0%
1	Collapser	Awareness	-10%

Going from Collapser to Master....



When a collapser speaks, their voice suffers the effects of stress. The throat closes, the sound can be muffled, too soft, gravely or not even firing at all. As a consequence, others can't hear you, are annoyed or don't want to listen at all. The body of the collapser will close over. The arms may be folded or between the legs, the head may shoot forwards, the teeth may be tightly held closed as though speak and they may even run out of air before a sentence is complete. Rather than speak at all, the collapser will only speak when spoken to and aims to keep quiet. As a result, their audience loses connection and confidence in them and often feels a need to pick up the rest of the conversation. Most collapsees aren't aware that this is what is holding their communication back. They think it is just "who they are" and their confidence deteriorates in a never ending spiral. It's about helping the collapser see that change is possible and within their grasp.

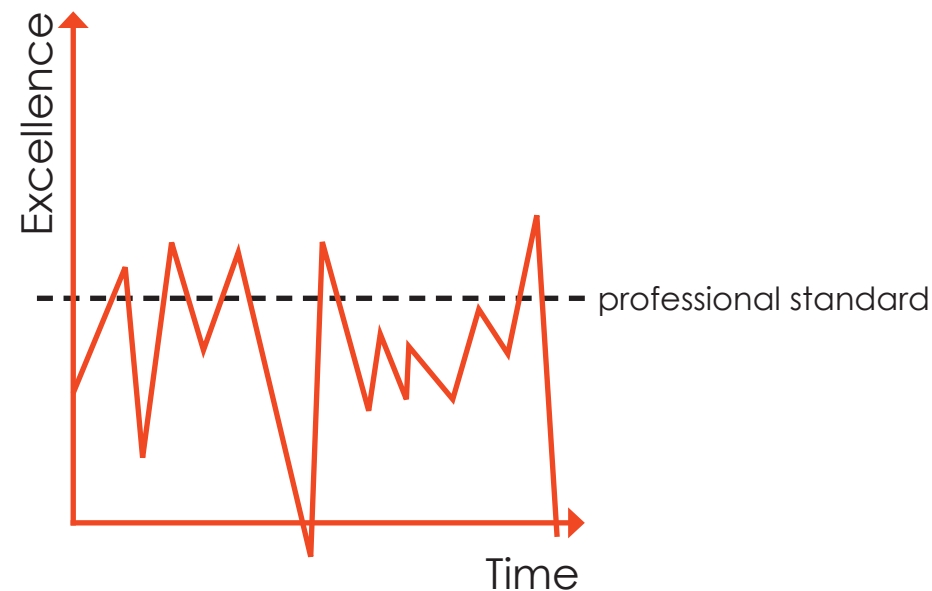


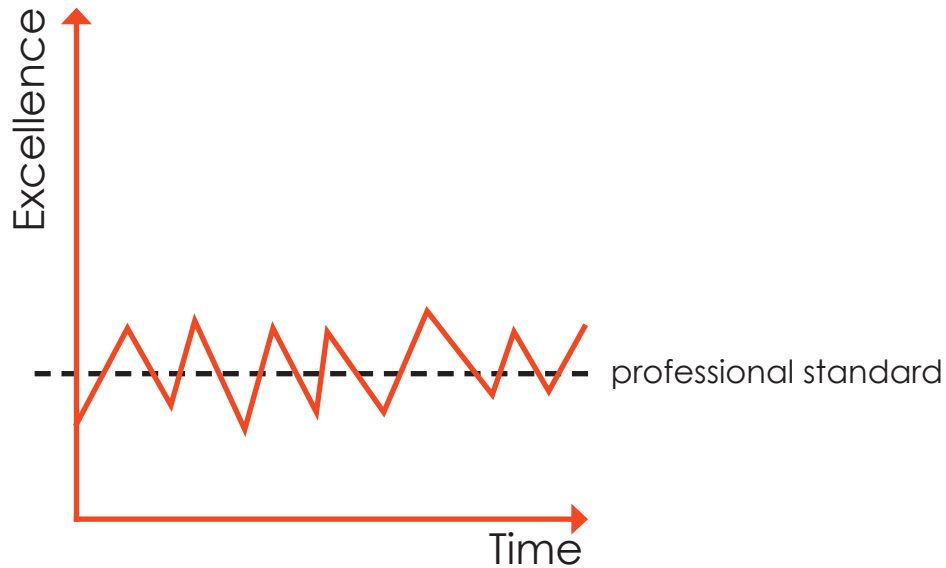
LEVEL 2 STRUGGLER

The struggler tries hard, but is challenged by barriers. Barriers to feeling comfortable snapping back to physical positions of defensiveness. They often overcompensate by yelling voice or the interminable gravelly sound of vocal fry or the weakness of 'uptalk'. They're often afraid of saying the wrong thing and try to justify their position by waffling. Ironically, they then stand out more than ever - and for all the wrong reasons. Once they have the right advice and steps in place the next focus for them is to practise.

LEVEL 3 AMATEUR

The amateur has practised until they get it right. They know how to hold their body, how to initiate sound under stress and structures for engagement. Bu they forget! A little bit of pressure and the amateur will often fall apart back to their original patterns and the level of the struggler. Amateurs think they're find, but they still have some way to go. However, with the right amount of pressure and opportunity they'll be able to use their speaking skills in different contexts. This will help them understand the impact of their body, voice and structure on the audience to ensure they get their message through every time.



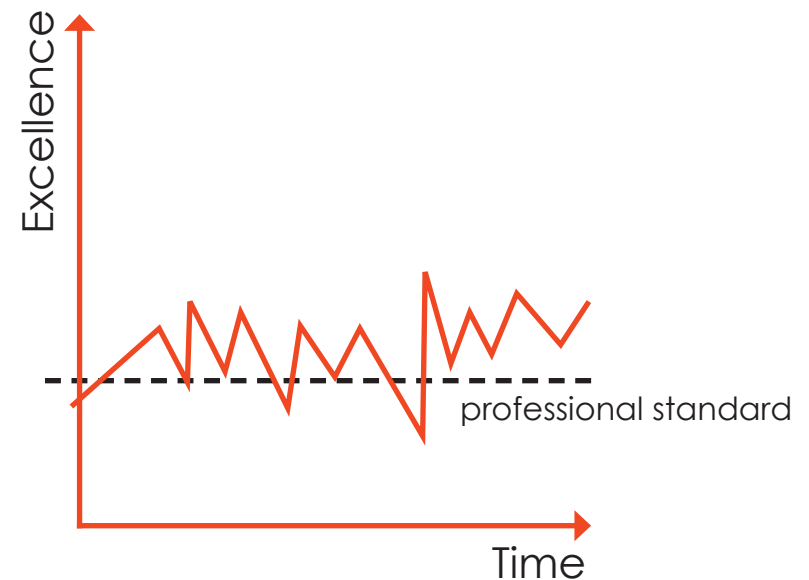


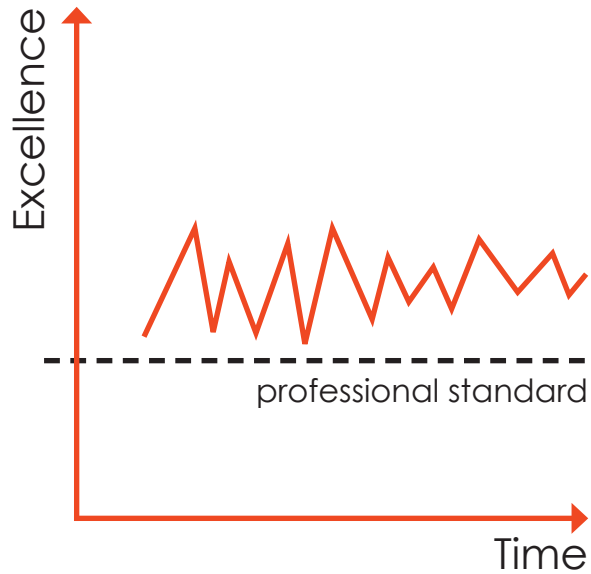
LEVEL 4 INTERN

The intern often has the ability to use a broad range of skills to get their message across, but they haven't had enough experience to use it first time every time. Their eyes are wide open, they're like sponges and very keen to learn. At this level it is about observing the master, operating from high to low pressure to see experts in action and applying in practise themselves. Once they have achieved this level of skill they are about 80% through their journey to increasing their confidence.

LEVEL 5 PROFESSIONAL

The professional is typically well versed in the skills needed to grow their confidence. While the amateur has practised until they get it right, the professional has practised until they can't get it wrong. But sometimes they do get it wrong under extra stress. Sometimes the audience will score them highly but they themselves still don't feel totally confident in what they do with too much still in the mode of conscious competence. The only issue for them is that some situations can cause them to lose their self belief, but the audience won't know. They might be listening to the wrong people or beating themselves up a little too much, when they are in fact really effective communicators. At this level of their journey they are at around 90% of the level of confidence, they just need reassurance that they're on the right track. Things like going red, legs shaking and pitch variations may be putting them, off but in fact the audience isn't noticing them at all.





LEVEL 6 MASTER

The master is focused on being exceptional. They have reached the level of unconscious competence and relish new experiences and challenges so they can play in the moment with their skills. They know that perfection isn't achievable, but they keep learning to stay sharp and focus on continuous improvement to be the best communicator they can. They surround themselves with masters of their craft, thrive on the challenge of communicating well and will even begin teaching other leaders to be more effective in their communication. Ahh grasshopper!



What's Really Going On...

Whilst it may seem that you're not able to think, that you waffle and that you could lose your influence, there are three real issues going on:

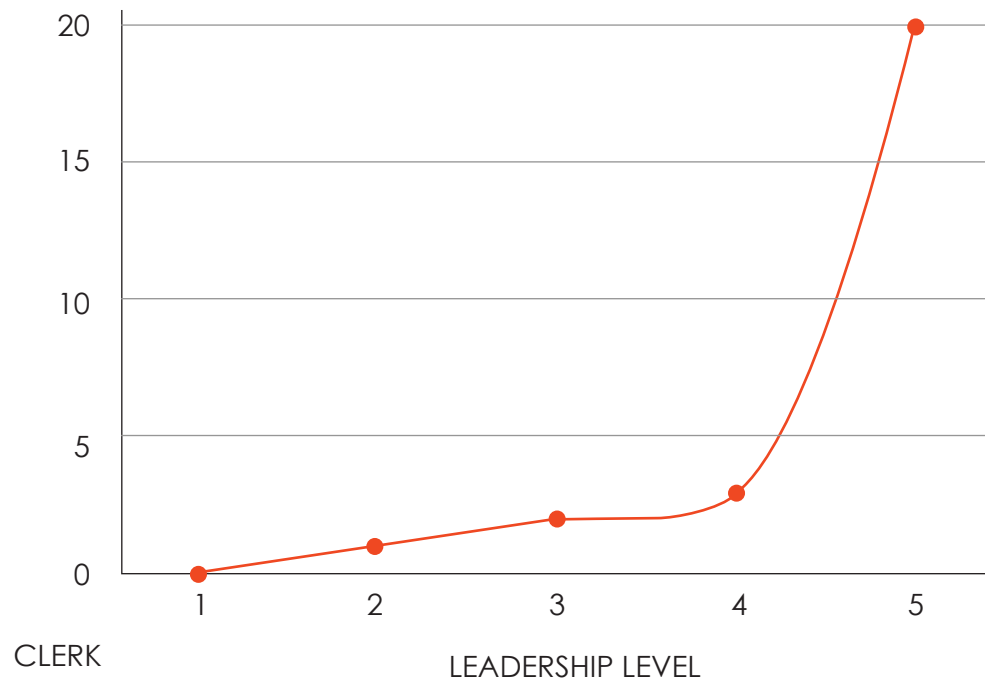


Missing ingredient of leadership

The technical skills of leadership can seem overwhelming, but there is one that trumps them all. In fact, Boris Groysberg and Michael Slind's book *Talk Inc* identifies that the ability to present ideas is the number 1 skill for leaders. No matter how good they are technically, their ability to present will either make or break them. Patrick Lencioni, in this book *The Advantage* calls this the power of over communication to continually reinforce clarity and to do that you need your voice, your body and structure under control.

THE IMPORTANCE
OF INTERPERSONAL
COMMUNICATION

APPLIED CONFIDENCE





Imposter Syndrome

The diagnosis of "Imposter Syndrome", or feeling like a fraud at work, is often given to women but the fact that it's considered a diagnosis at all is problematic. The concept, whose development in the '70s excluded the effects of systemic racism, classism, xenophobia, and other biases, took a fairly universal feeling of discomfort, second-guessing, and mild anxiety in the workplace and pathologized it, especially for women. You have the devoicing effect of constant pressure and this is resolvable. The answer to overcoming Imposter Syndrome is to become conscious of body, voice and structure patterns that work for you in any given situation.



It's worse for women

Despite being born with a genetic makeup for communicating well, when it comes to confidence and applying it to communicating and presenting, lack of confidence becomes amplified so much more for female leaders than more than male leaders. Women fall into a pattern and although there is much to do to fix the environment there is much that can be done to rebuild that confidence, re-voice and re-engage.



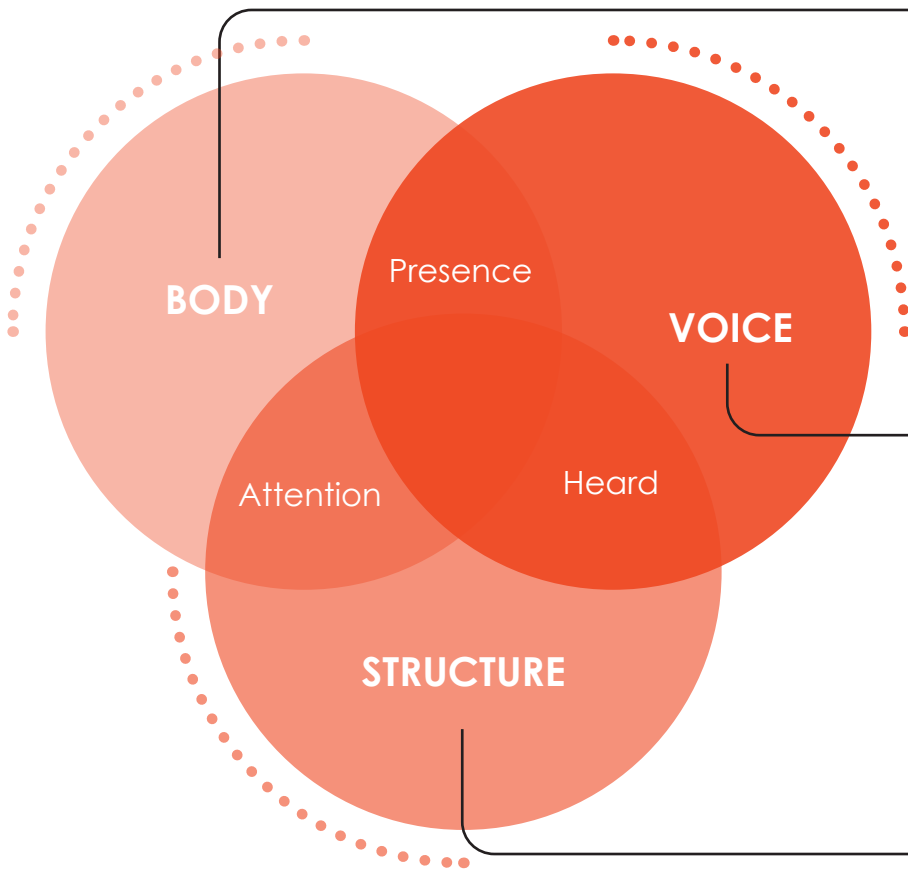
Confidence is Competence

Whilst most think the voice drives what we say, it's actually our body that has the greatest influence. Our body is driven by our emotions which are driven by our thinking. Once the body is clear on its job the rest becomes easier!

Our vocal tone can tell an audience so many things that can either enforce or deplete a message. We have an endless repertoire of sound, and identifying the right tone of voice for your communication can completely change the audience's perspective of you and your message.

Whilst it might look like the best speakers wing it, they actually don't. They have a process and plan that serves them no matter whether they have seconds, minutes, hours, days or years to prepare for their presentation. The more structure they have, the more confidence they exude.

The great news is that once these three elements are in place, every leader has the ability to have greater presence, ensure that they are actually heard, and garner greater attention. The more these elements fall into place the more confidence a leader will exude.



The amateur practises
until they get it **right**.
The professional
practises until they
can't get it **wrong**.

● – Julie Andrews



About Louise

A rare breed as one of Australia's "Keynote Speakers of Excellence", Louise is recognised as a Top 30 Global Guru in both Body Language and Communication and is awarded internationally for her contribution to women in business. In demand for Adobe in the United States, India and the South Pacific, she has travelled with Gartner to the USA and Europe and is a repeat guest for the elite Million Dollar Round Table in Los Angeles and keynote for the Million Dollar Top Tables in Texas.

Rarely does one find academic insight, observational excellence and a dynamic delivery to shed light on a topic that is critical to us all – ourselves! A foremost expert in body language, voice and human behaviour, Louise has a PhD in Business, and degrees and masters in Organisational Psychology as well as Music that led to the University top award for Innovation in Research.

Louise's skills as a Master Practitioner in Neuro-Linguistic Programming pull together her academic study and a decade of professional performance on the European opera stage to put her in a league of her own. These blended skills bring powerful observation that elicits discernible, positive change to handle presentations, conquer media and glide through high-stakes engagements with poise and ease. Her techniques will help you build confidence, instil trust and create influence by "being heard" in every environment you face.

Louise is regular contributor to print, radio and television media, appearing as a regular on Channel 7 and lauded for her expertise and humour. She is 'on-call' for Global CEOs coaching and keynotes and you can find her book *Resonate* published by Penguin/Random House.



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