



Bates ExPI™

Executive Presence Index
A Multi-rater Feedback Assessment Tool



Leader Report for:

Cal Kelleher



bates

helping leaders shape the world

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About the Bates ExPI™



It has been acknowledged for a long time that Executive Presence (EP) is important. Defining it has been difficult, if not daunting. For years, it was a much-discussed, yet mysterious “X-factor” in leadership, summed up in the often-repeated phrase, “I know it when I see it.” The time had come for a rigorous, scientific approach to assessing EP and guiding leaders to develop it. Bates created the first research-based model of EP as the basis for a multi-rater assessment tool that measures it.

We deliberately approached executive presence as a rich, complex, multi-faceted phenomenon. We organized the EP model in three dimensions; *character*, *substance* and *style*. We determined through a scientific approach the 15 facets, drawing broadly from leadership and management research, social action theory, communication, psychology, philosophy and ethics.

Today, we define EP as the qualities of a leader that engage, inspire, align and move people to act. Since EP is a *social organizational phenomenon*, 360 feedback is really the only way to provide an accurate, actionable appraisal of one’s strengths and areas of development. What we intend, and what is perceived, is not always aligned.

Before we can hope to influence others, we must seek to know ourselves. As a leader completing a Bates ExPI™ Assessment, you may find it’s especially relevant when you’re standing on a bigger stage, encountering rising levels of challenge, and seeking to influence diverse, demanding stakeholders.

As a leader, you can’t do the work, you have to get work done through others. The Bates EP model and Bates ExPI™ feedback process provides a roadmap to success. It clarifies what’s needed to win hearts and minds, inspire purposeful action, mobilize above and beyond performance, and drive organizational excellence.

Here is some advice that will make your experience with the Bates ExPI™ Report more fruitful and satisfying:

Intentions & Perceptions – It is not unusual to find that our intentions and the perceptions of others are not fully aligned. Others may experience our unspoken presence, our words, and our actions differently than we intend. Discovering these intention-perception “gaps” is a key goal.

Assessment vs. Evaluation – Assessment of behavior is intended to provide descriptive data for developmental planning. Evaluation, on the other hand, involves a judgment of quality, level of competence, and adequacy against a normative standard. We encourage a focus on the former.

Understanding vs. Explanation – Understanding is about grasping the meaning of something, often what others mean. Explanation, on the other hand, concerns cause, it seeks to answer why and can often lead to efforts at justification. Again, we encourage a focus on the former.

Hypothesize & Validate – Based on the understandings that you glean from the process, you will be prompted to generate working hypotheses regarding how the data interrelate and suggest themes for development. In and after the coaching session, you will test these hypotheses.

Opening Doors – Beyond working through the User Guide and your feedback session, there will be new avenues of development open to you. You will learn more about key themes from the Bates ExPI™ feedback through follow-up dialogue with feedback providers. We’ll help you prepare for that.

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The Bates Model of Executive Presence

The Bates ExPI™ measures perceptions of your presence and influence as a leader. The 90 items of the Bates ExPI™ obtain feedback on 15 facets of leadership behavior that are grouped under three dimensions of Executive Presence: *Character, Substance, and Style*. See below.

CHARACTER	SUBSTANCE	STYLE
<i>Qualities that are fundamental to the leader as a person, to his/her identity, and give us reason to trust him/her.</i>	<i>Cultivated qualities of mature leadership that inspire commitment, inform action, and lead to above-and-beyond effort.</i>	<i>Overt, skill-based patterns of communicative leadership that build motivation and that shape and sustain performance.</i>
Authenticity – the quality of being real, genuine, transparent, and sincere in one’s relations and interactions with others.	Practical Wisdom – highly honed qualities of insight and judgment that get to the heart of issues and produce prudent decision.	Appearance – looks and acts like an able executive, adapts dress and demeanor to the situation, and handles 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 – self-assured in decision-making and action; ready to accept the risk and responsibility for taking timely action.	Intentionality – clarifies direction and keeps actions aligned and on track, without stifling dissent or neglecting needs to adjust course.
Concern – demonstrating interest in others, encouraging adaptive development, and promoting a healthy sustainable culture.	Composure – steady in a crisis, able to calm and focus others, and to bring objectivity and perspective to critical decisions.	Inclusiveness – actively involves others, welcomes diverse points of view, encourages ownership in mission, and empowers initiative.
Restraint – 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; deepens alignment.	Interactivity – Promotes an interpersonal style of dialog and timely exchange of information and questions to coordinate action.
Humility – awareness of one’s strengths and weaknesses, an openness to others, and a belief that all persons have worth.	Vision – generates an inspiring, enterprise-wide picture of what could be; recognizes emerging trends, and engages all in strategy.	Assertiveness – speaks up, values constructive conflict, and raises issues directly without shutting others down.



Participant Page

Rater Status

Rater Category	Number Nominated	Number Responded	Minimum Required to Report	Minimum Requirement Met	Response Rate
Self	1	1	1	Yes	100 %
Manager	1	1	1	Yes	100 %
Peer	7	4	3	Yes	57 %
Direct Report	7	6	3	Yes	86 %

Rater List

Self

Cal Kelleher

Manager

Xiao-yu Ling

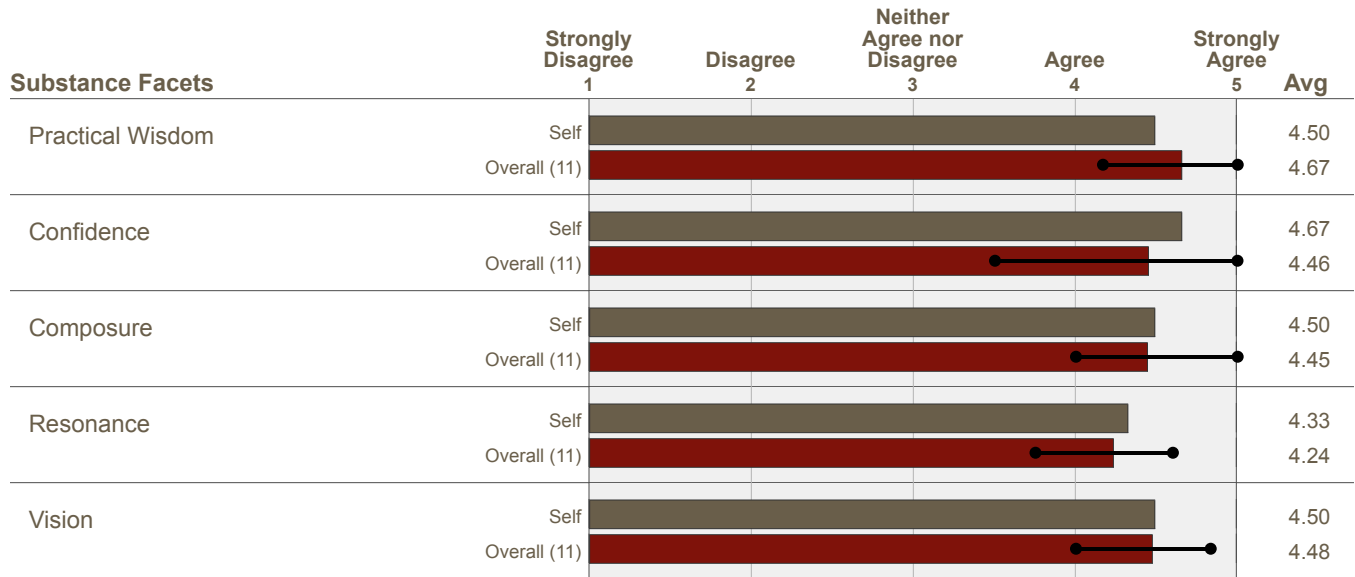
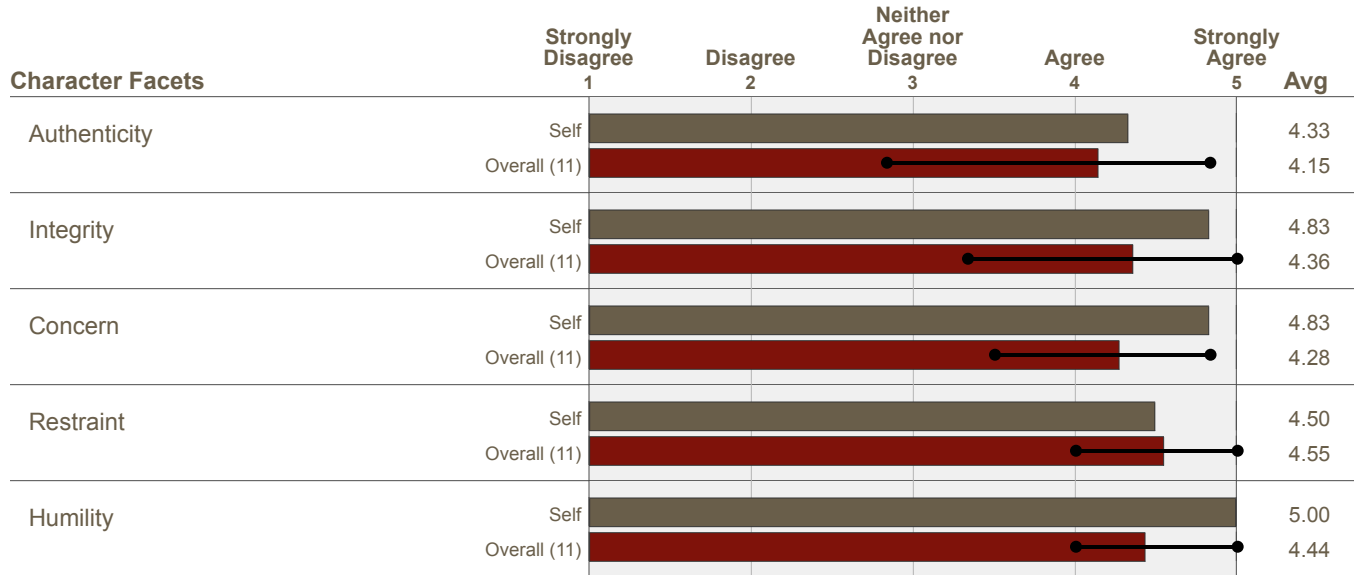
Peer

Pat Adams	Jim Edmonds	Dennis Tucker
Victor Barone	Jack LaMotte	
Rosayn Carmichael	Bruce Pohl	

Direct Report

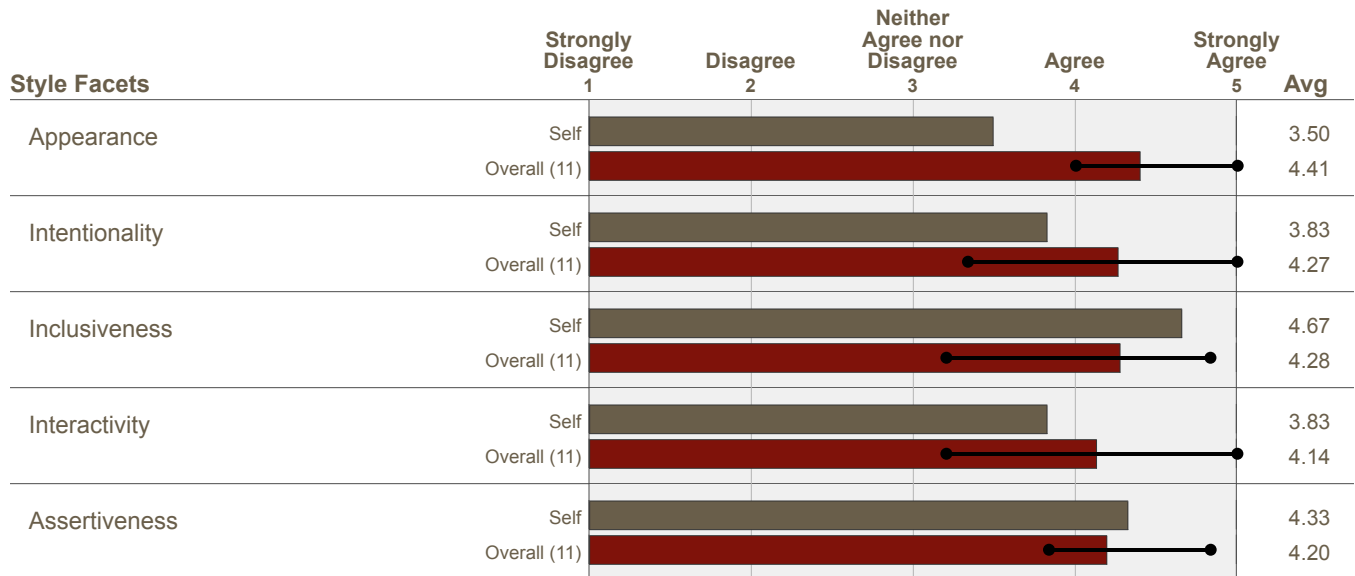
Jeff Blanchard	Tim Maggione	Keahi Ululani
Marie Howland Lin	Roland Sherman	
Chang Yong	Chris Summers	

Facet Summary - Self vs. Overall

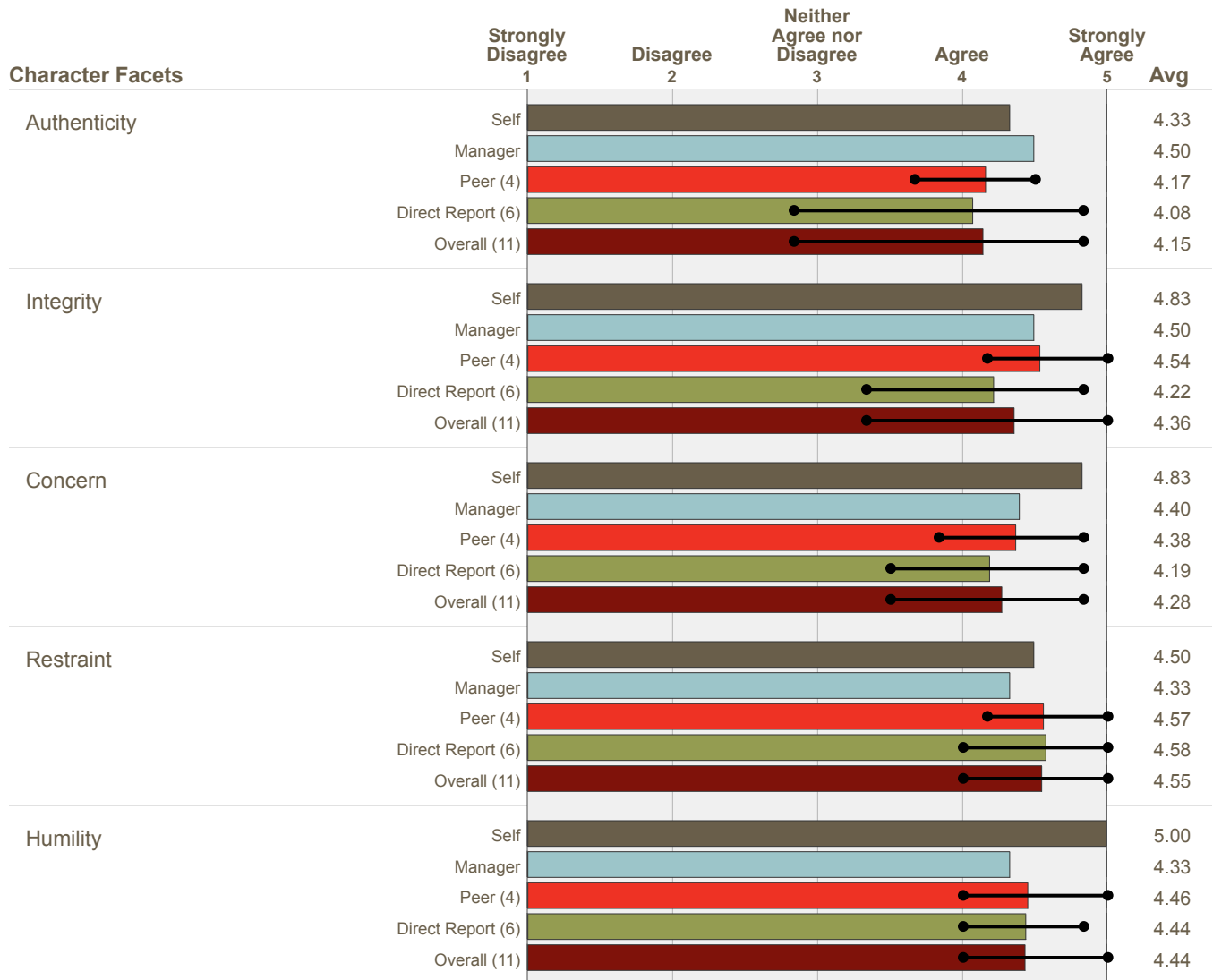


Range from Low to High

Facet Summary - Self vs. Overall

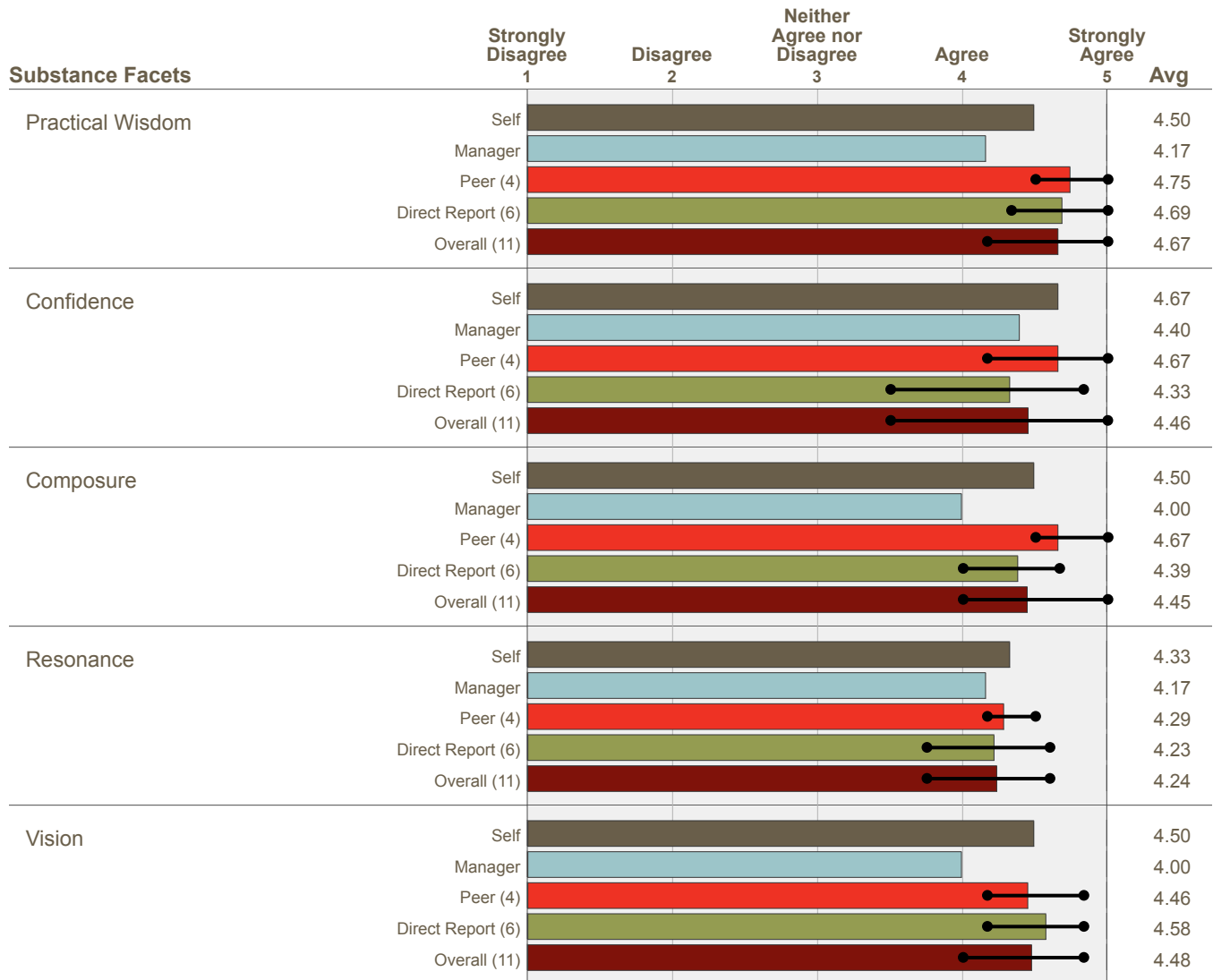


Facet Summary - By Rater Group

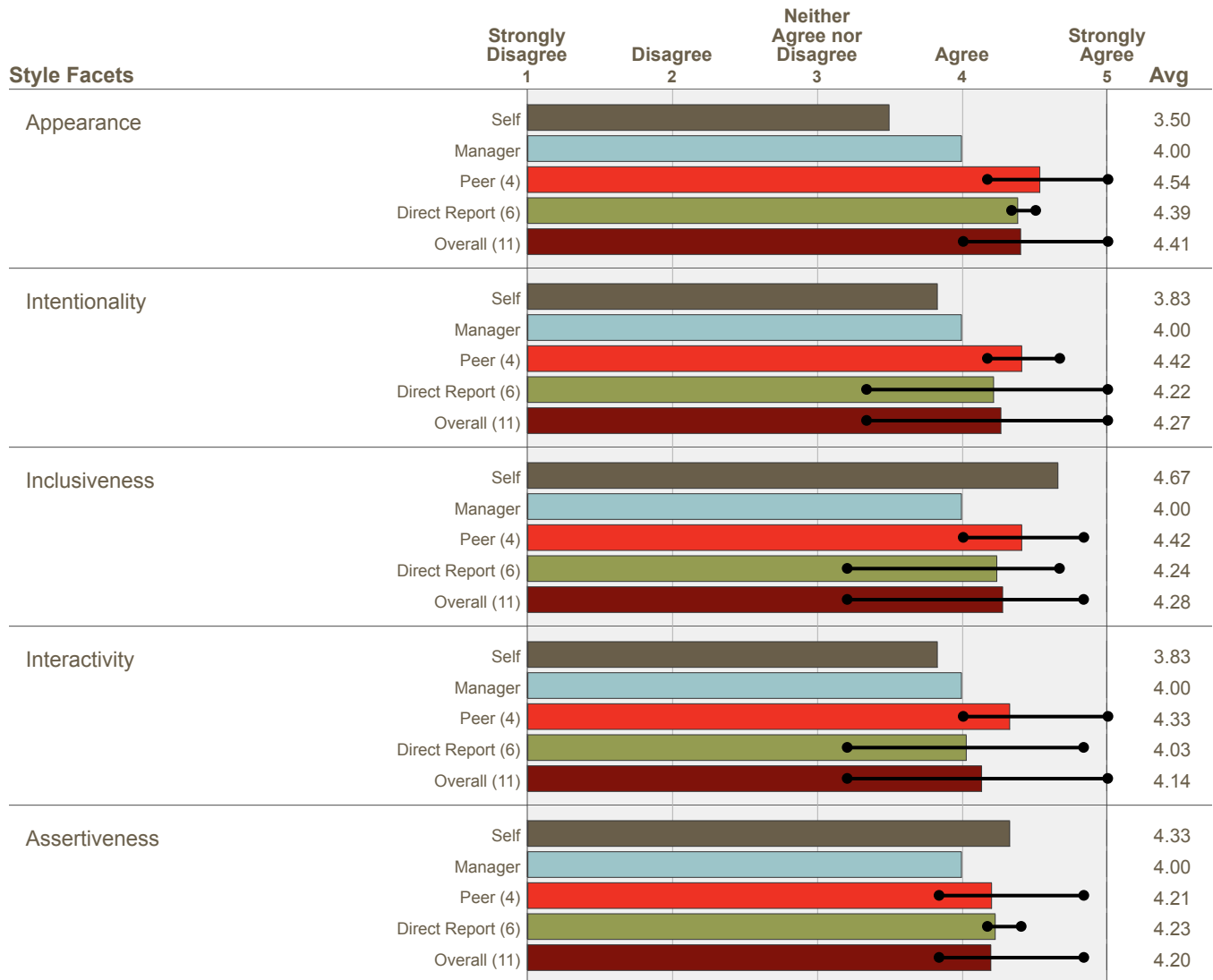


Range from Low to High

Facet Summary - By Rater Group



Facet Summary - By Rater Group



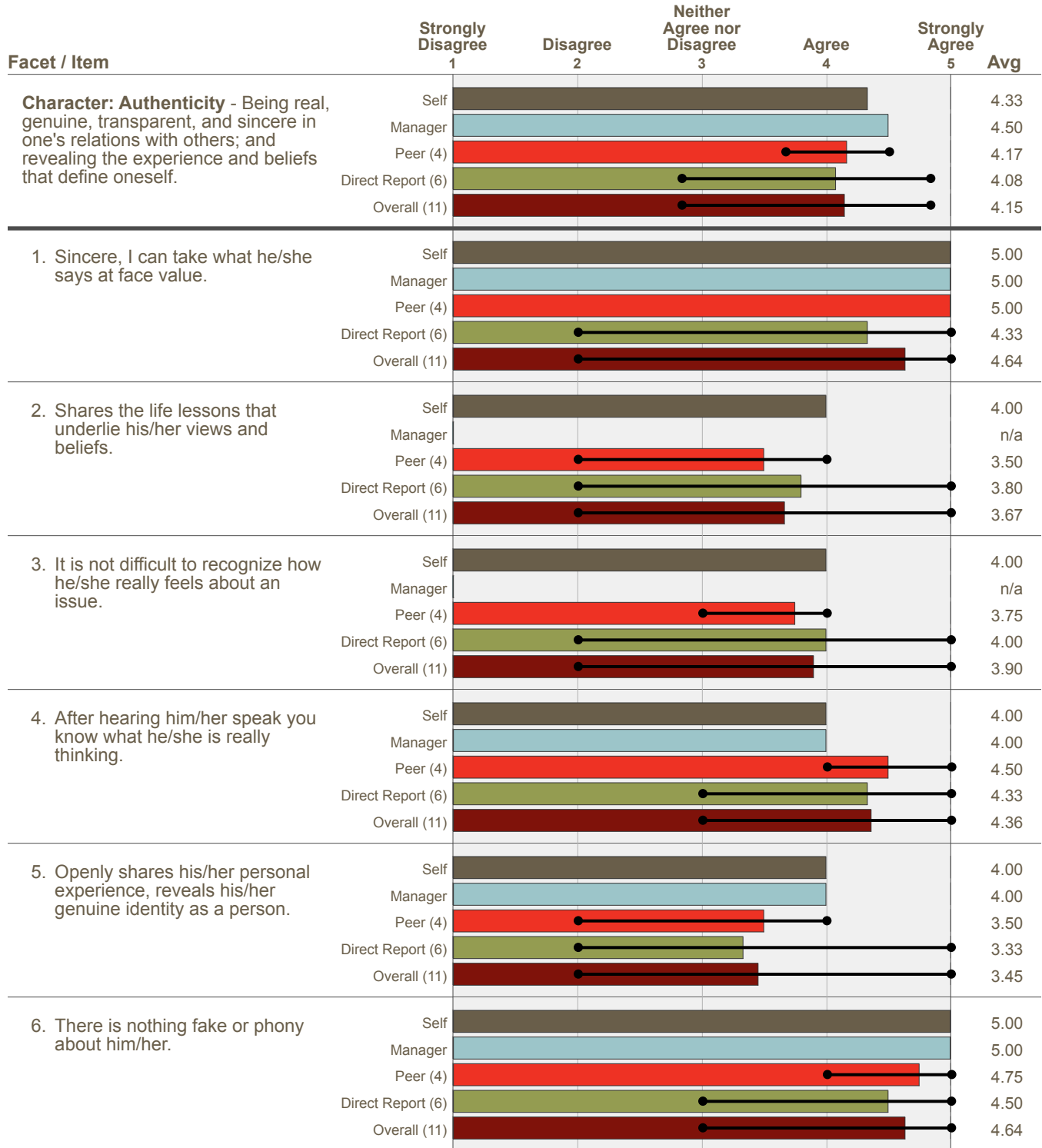
Highest Five Rated Items by Rater Category

Manager	Peer	Direct Report	Overall
<p>1. Sincere, I can take what he/she says at face value. (Authenticity)</p> <p style="text-align: right;">5.00</p>	<p>1. Sincere, I can take what he/she says at face value. (Authenticity)</p> <p style="text-align: right;">5.00</p>	<p>19. Projects an air of calm that checks hasty, impulsive, or ill-considered action. (Restraint)</p> <p style="text-align: right;">5.00</p>	<p>19. Projects an air of calm that checks hasty, impulsive, or ill-considered action. (Restraint)</p> <p style="text-align: right;">5.00</p>
<p>6. There is nothing fake or phony about him/her. (Authenticity)</p> <p style="text-align: right;">5.00</p>	<p>7. There is a consistent match between what he/she says and what he/she does. (Integrity)</p> <p style="text-align: right;">5.00</p>	<p>21. Can trust him/her to think before acting. (Restraint)</p> <p style="text-align: right;">5.00</p>	<p>21. Can trust him/her to think before acting. (Restraint)</p> <p style="text-align: right;">4.91</p>
<p>9. Guided by a strong internal moral code. (Integrity)</p> <p style="text-align: right;">5.00</p>	<p>19. Projects an air of calm that checks hasty, impulsive, or ill-considered action. (Restraint)</p> <p style="text-align: right;">5.00</p>	<p>57. A strong thinker with an appreciation for what it takes to realize the strategy. (Vision)</p> <p style="text-align: right;">5.00</p>	<p>57. A strong thinker with an appreciation for what it takes to realize the strategy. (Vision)</p> <p style="text-align: right;">4.91</p>
<p>10. Can count on him/her to do the right thing, even if it costs him/her dearly. (Integrity)</p> <p style="text-align: right;">5.00</p>	<p>36. Always seems to be one or two steps ahead in thinking things through. (Practical Wisdom)</p> <p style="text-align: right;">5.00</p>	<p>63. Does not show up looking fatigued, poorly dressed, or unprepared. (Appearance)</p> <p style="text-align: right;">5.00</p>	<p>63. Does not show up looking fatigued, poorly dressed, or unprepared. (Appearance)</p> <p style="text-align: right;">4.91</p>
<p>11. Walks the talk on values of honesty, promise-keeping, and fairness. (Integrity)</p> <p style="text-align: right;">5.00</p>	<p>42. Trusts his/her judgment and willing to take reasonable risks. (Confidence)</p> <p style="text-align: right;">5.00</p>	<p>25. Knows he/she does not have all the answers. (Humility)</p> <p style="text-align: right;">4.83</p>	<p>31. Able to appraise a complex situation and go directly to the heart of an issue. (Practical Wisdom)</p> <p style="text-align: right;">4.73</p>
<p># of tied items not printed: 10 5.00</p>	<p># of tied items not printed: 3 5.00</p>	<p># of tied items not printed: 2 4.83</p>	<p># of tied items not printed: 3 4.73</p>

Lowest Five Rated Items by Rater Category

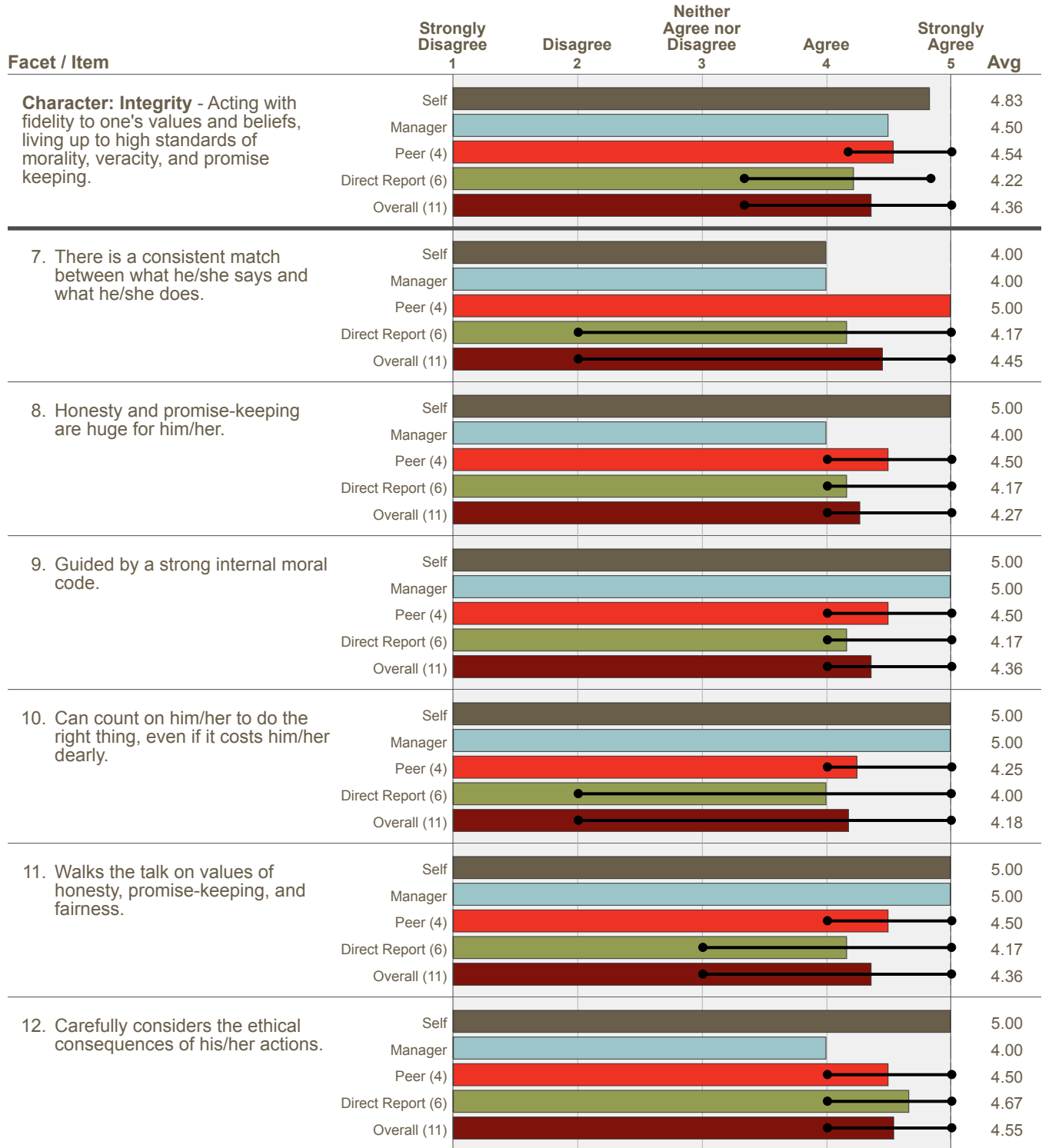
Manager	Peer	Direct Report	Overall
4. After hearing him/her speak you know what he/she is really thinking. (Authenticity) 4.00	2. Shares the life lessons that underlie his/her views and beliefs. (Authenticity) 3.50	5. Openly shares his/her personal experience, reveals his/her genuine identity as a person. (Authenticity) 3.33	5. Openly shares his/her personal experience, reveals his/her genuine identity as a person. (Authenticity) 3.45
5. Openly shares his/her personal experience, reveals his/her genuine identity as a person. (Authenticity) 4.00	5. Openly shares his/her personal experience, reveals his/her genuine identity as a person. (Authenticity) 3.50	14. Recognizes the potential in others. (Concern) 3.50	2. Shares the life lessons that underlie his/her views and beliefs. (Authenticity) 3.67
7. There is a consistent match between what he/she says and what he/she does. (Integrity) 4.00	3. It is not difficult to recognize how he/she really feels about an issue. (Authenticity) 3.75	37. Acts decisively when situations require action. (Confidence) 3.67	14. Recognizes the potential in others. (Concern) 3.73
8. Honesty and promise-keeping are huge for him/her. (Integrity) 4.00	52. Often able to help others clarify their concerns or feelings. (Resonance) 3.75	75. Uses an approach that empowers others to participate in important matters. (Inclusiveness) 3.67	24. Others find that his/her deliberative style clarifies their thinking. (Restraint) 3.89
12. Carefully considers the ethical consequences of his/her actions. (Integrity) 4.00	14. Recognizes the potential in others. (Concern) 4.00	50. Adept at reading and responding to the nonverbal messages of others. (Resonance) 3.75	90. Helps others appreciate the positive value of conflict. (Assertiveness) 3.89
# of tied items not printed: 60 4.00	# of tied items not printed: 10 4.00	3.75	3.89

Item Detail - By Rater Group

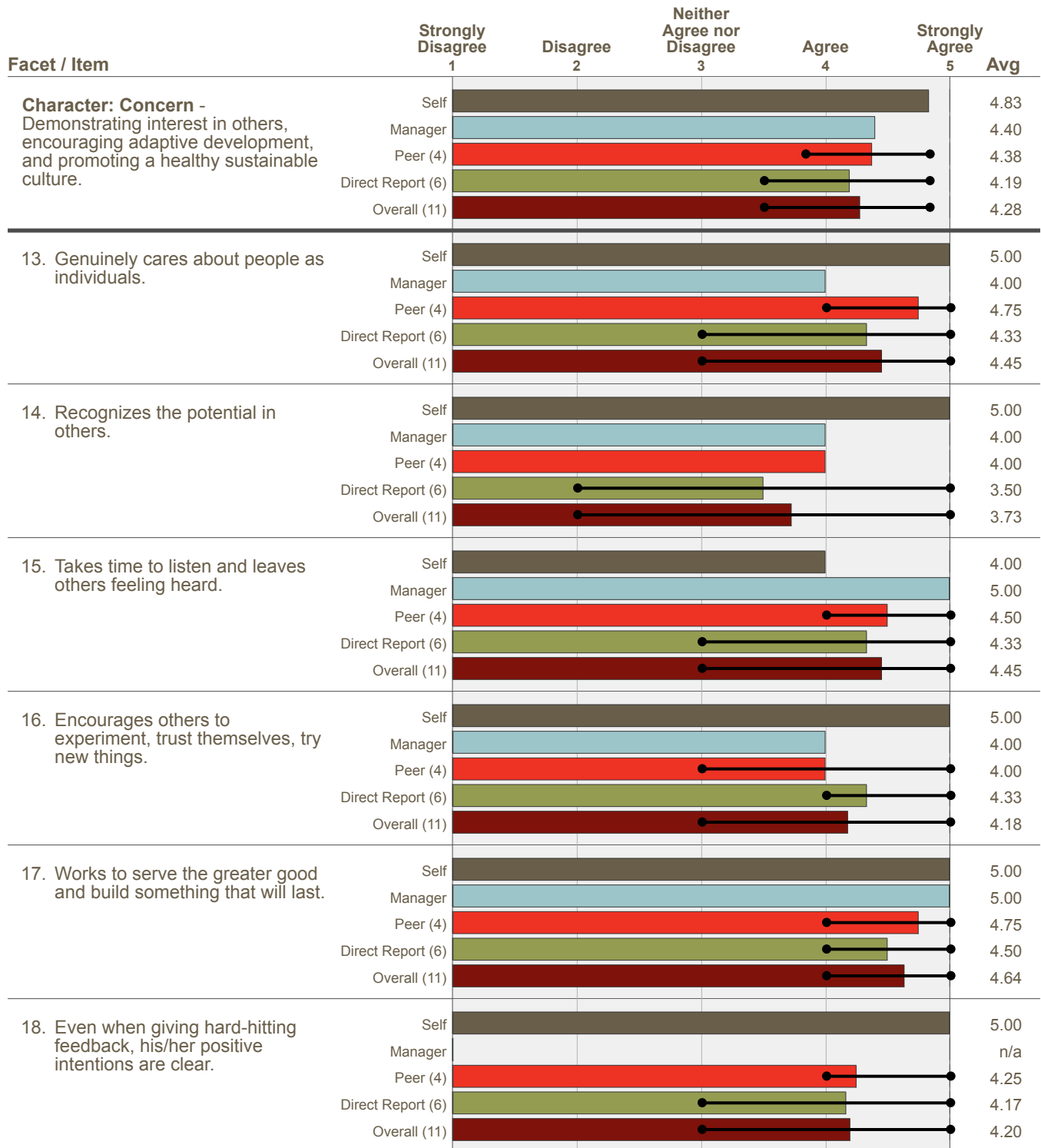


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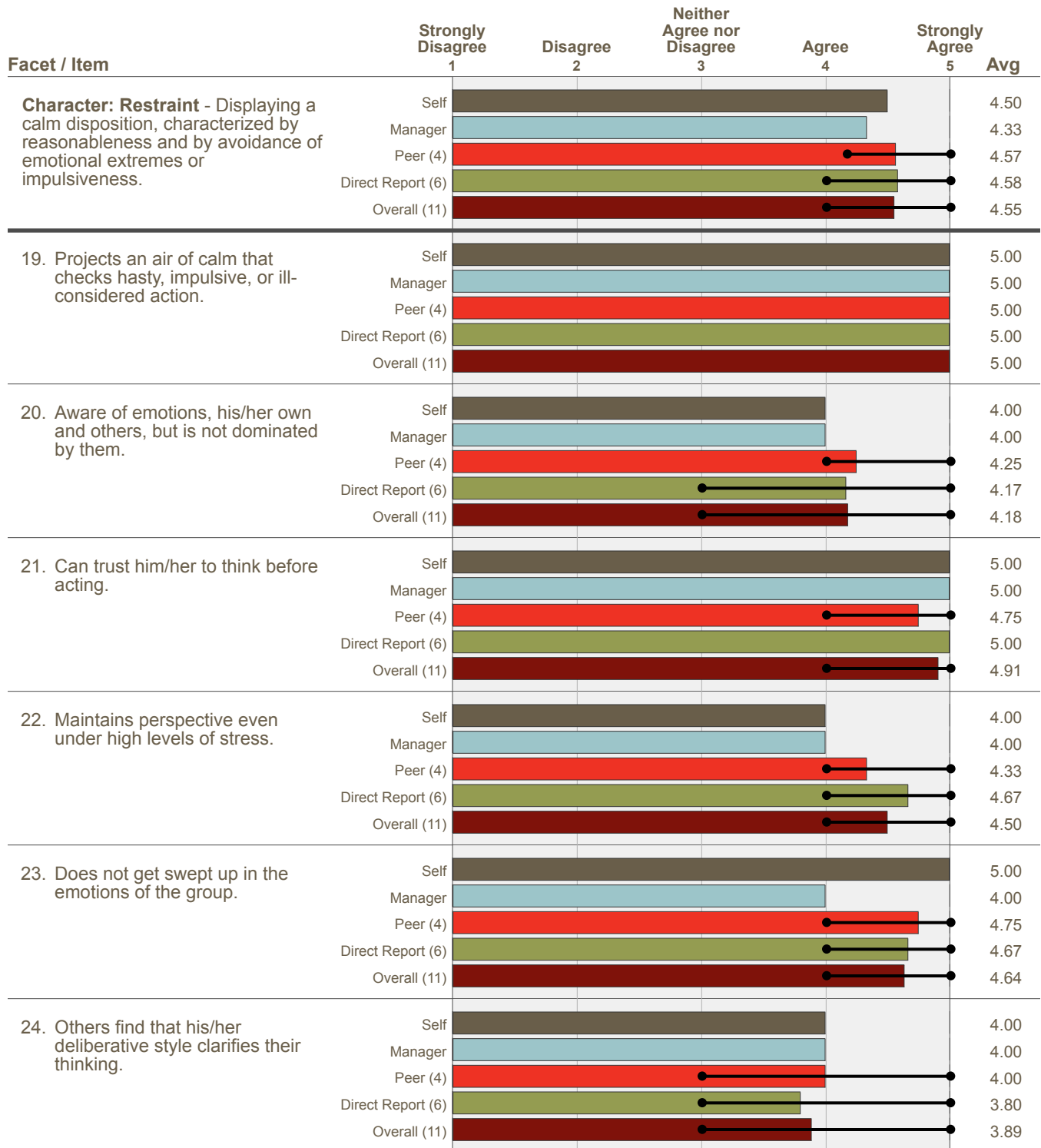
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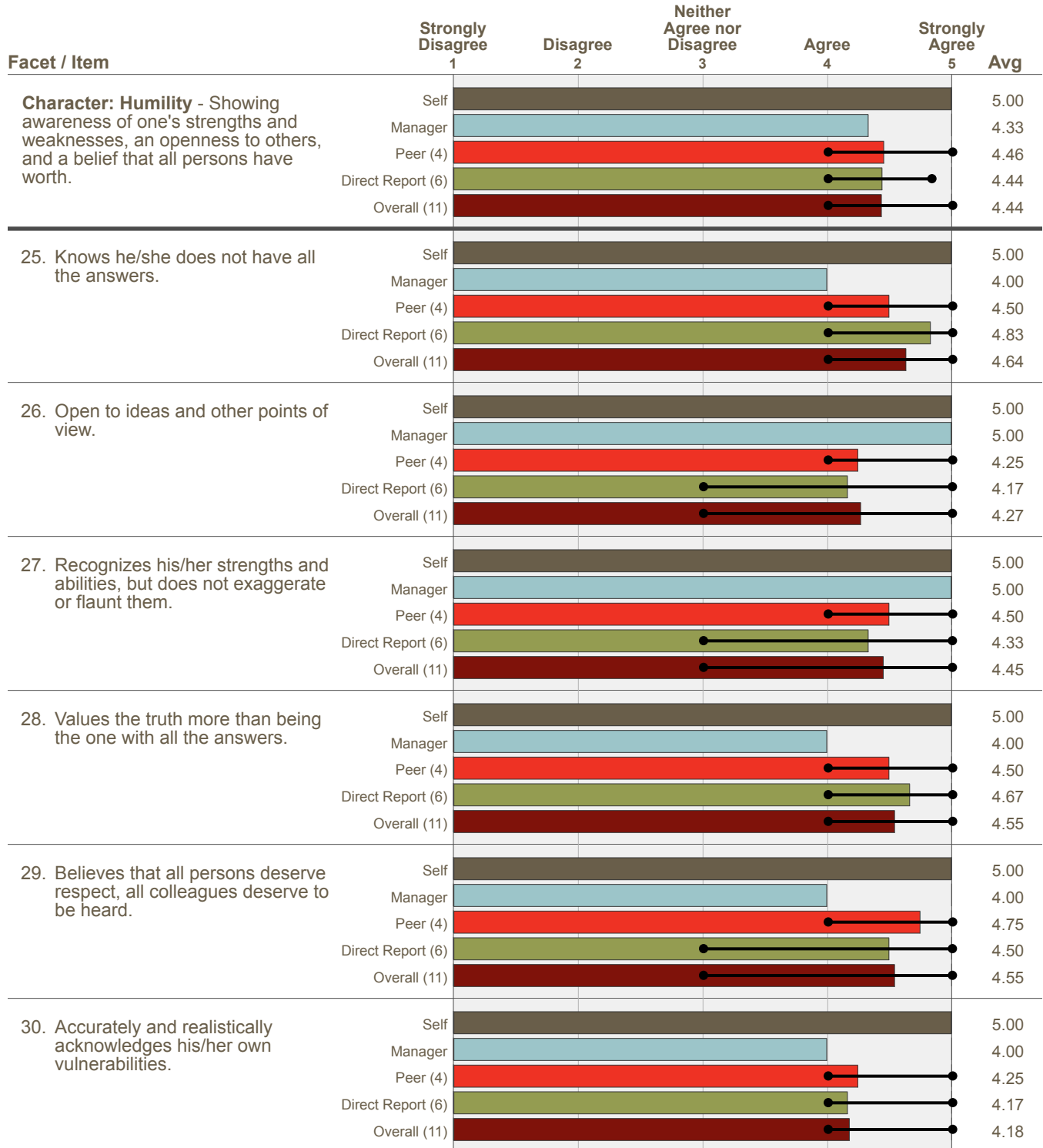
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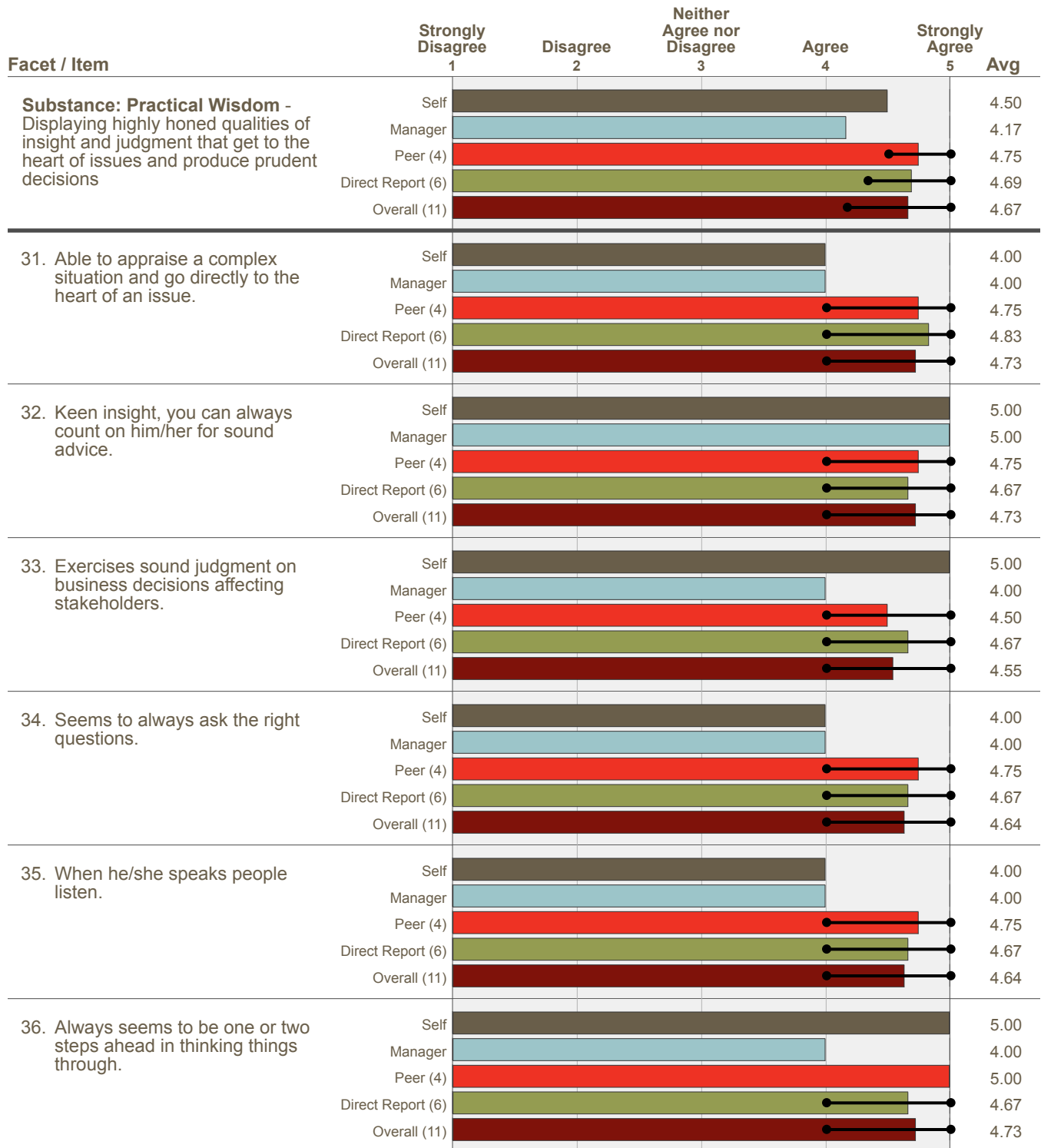
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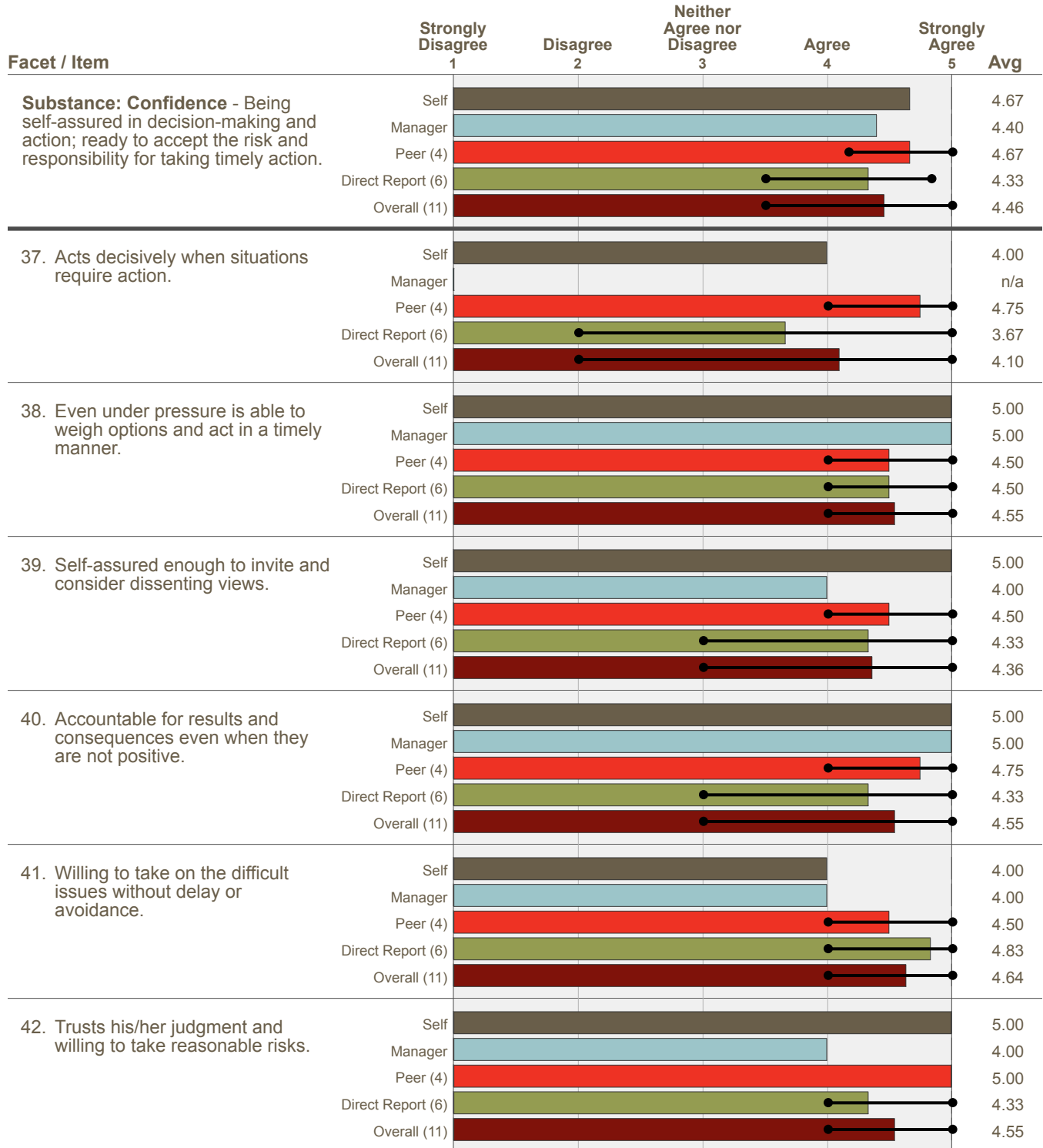
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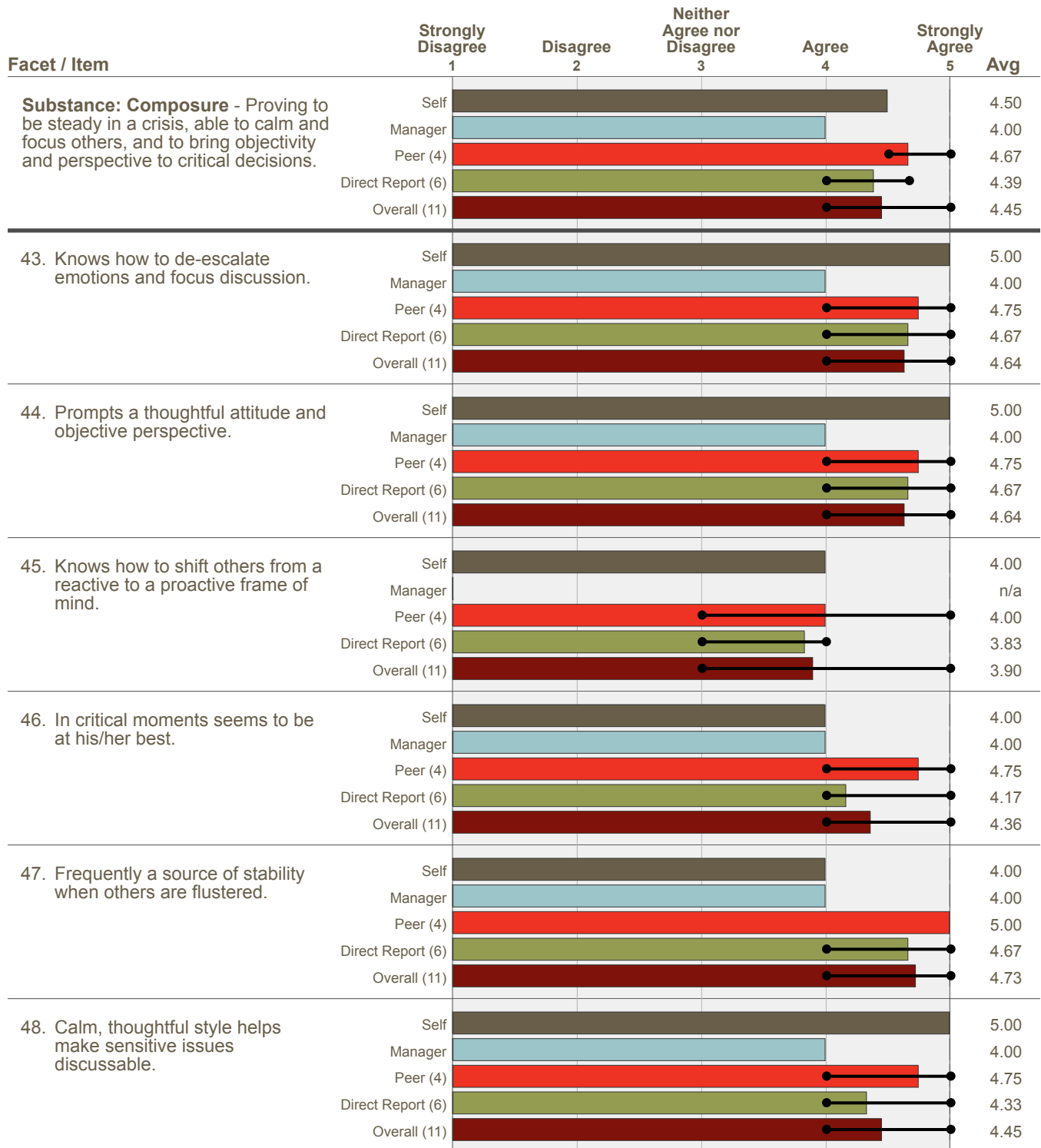
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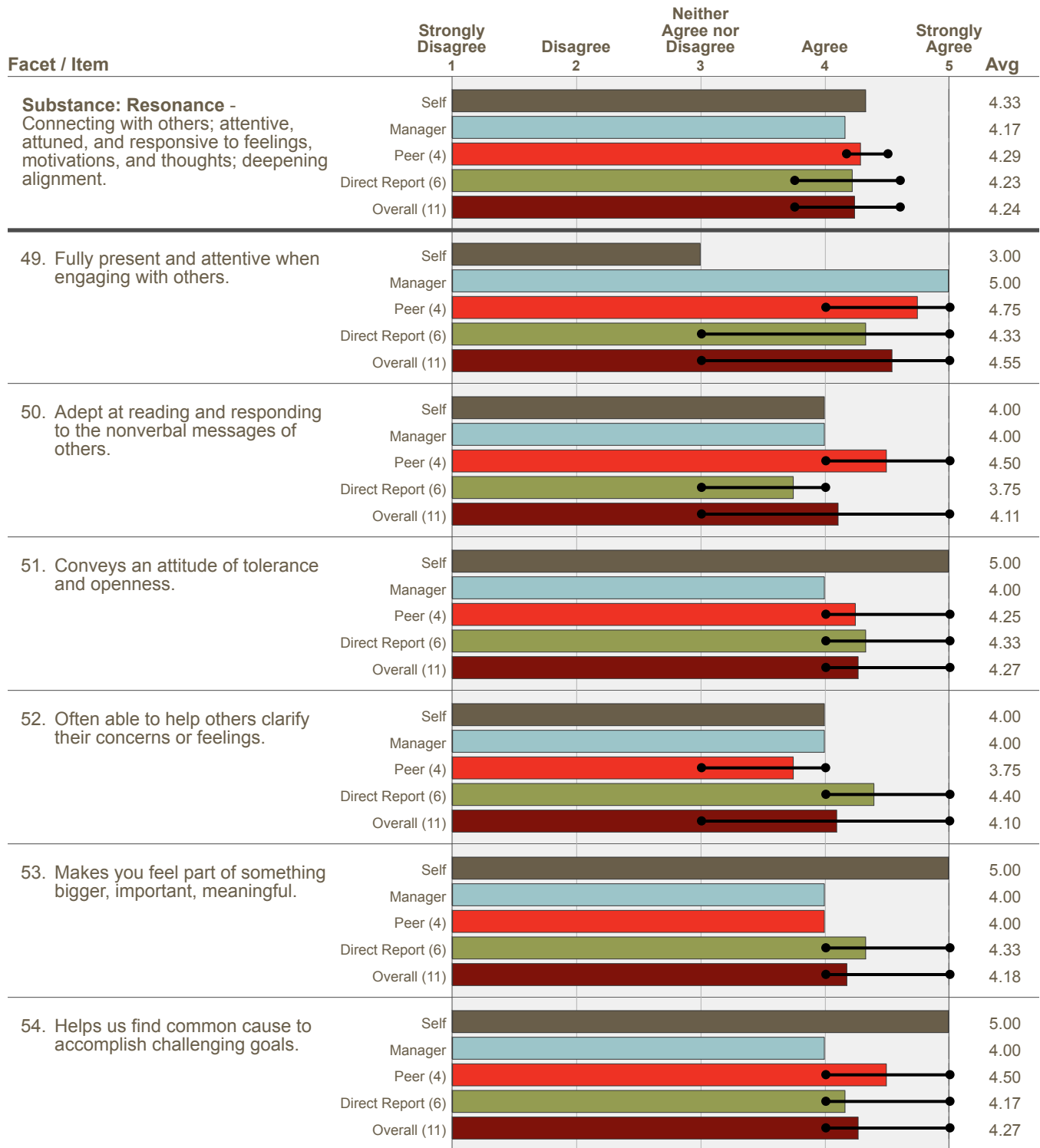
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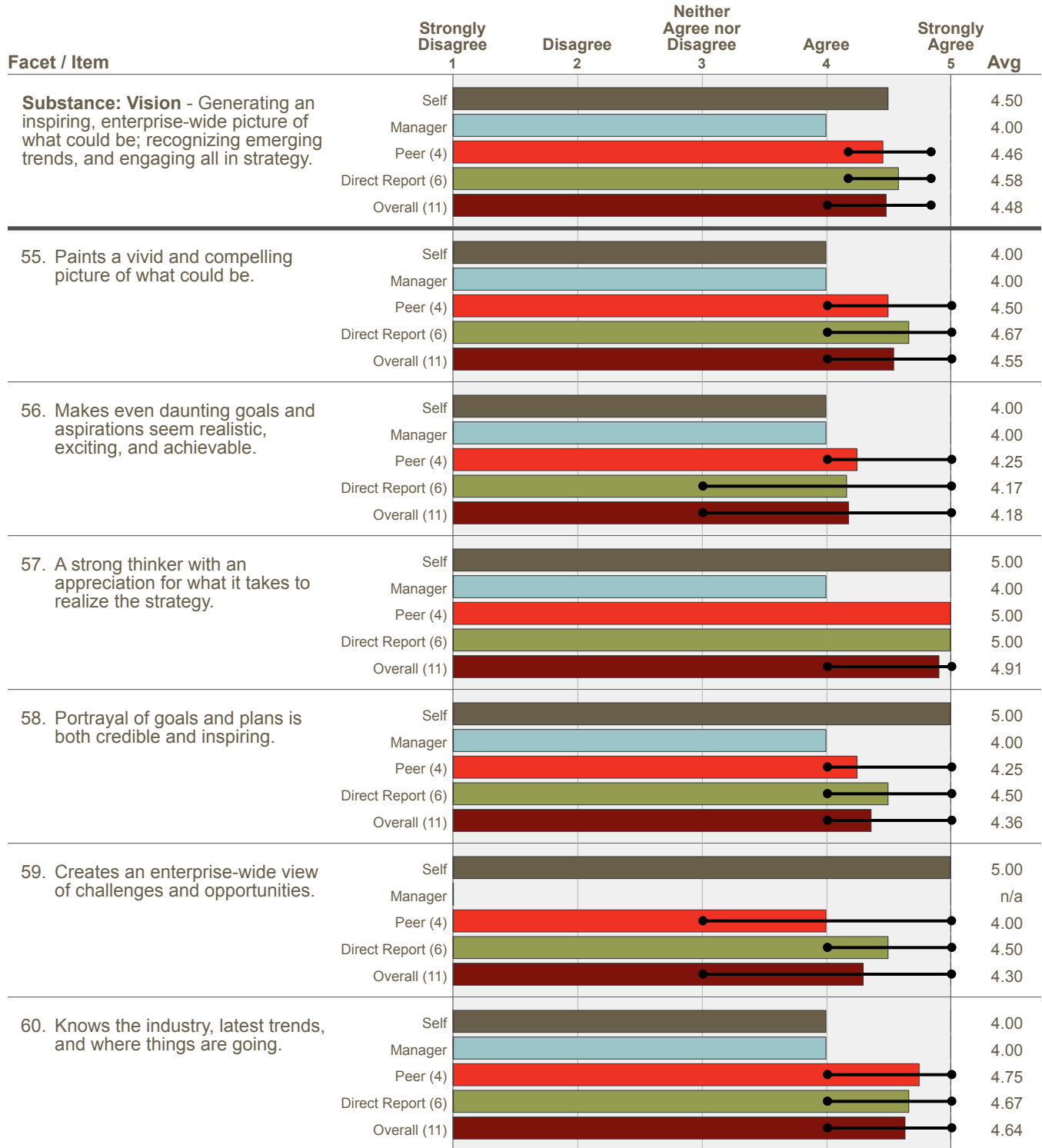
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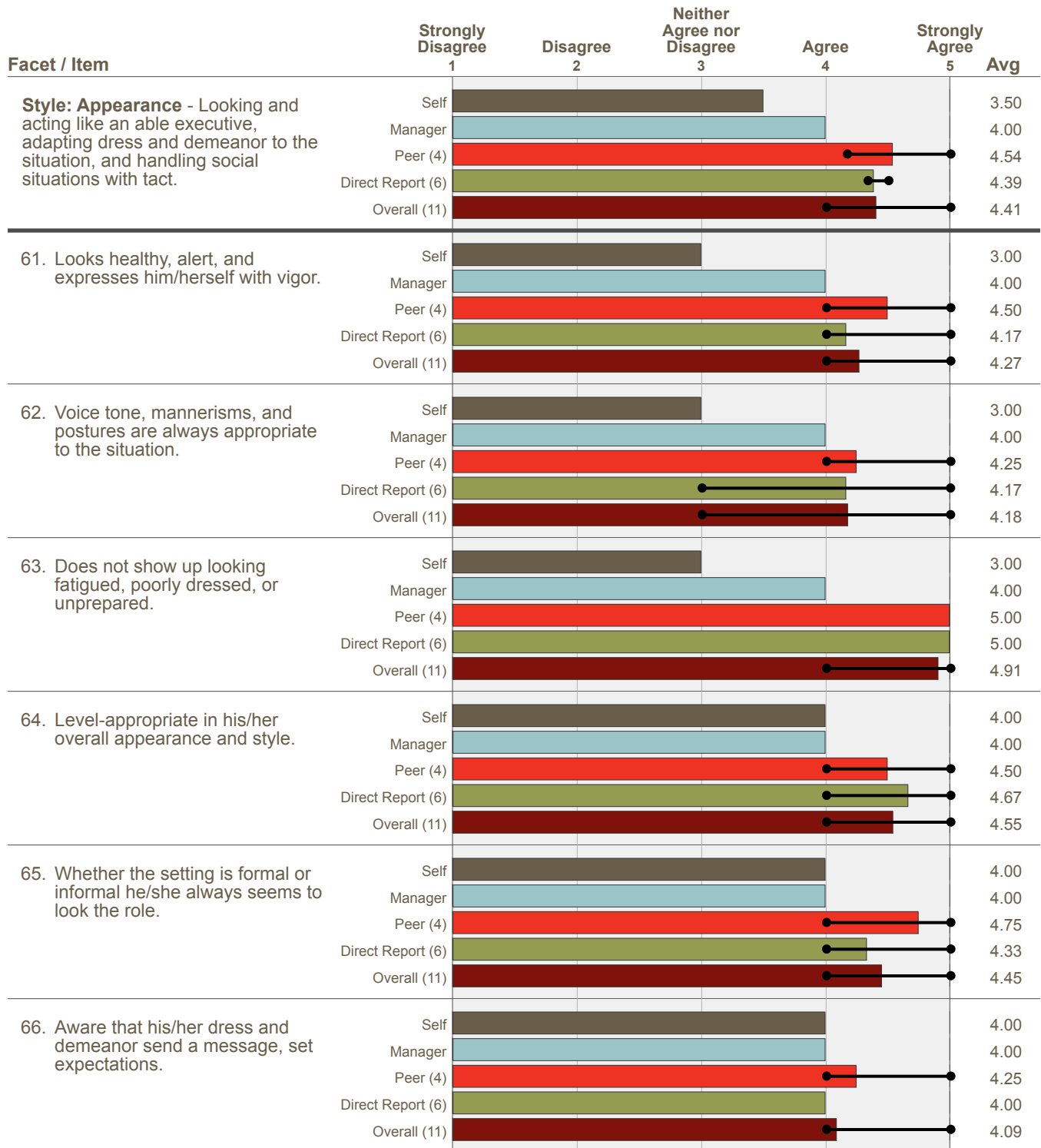
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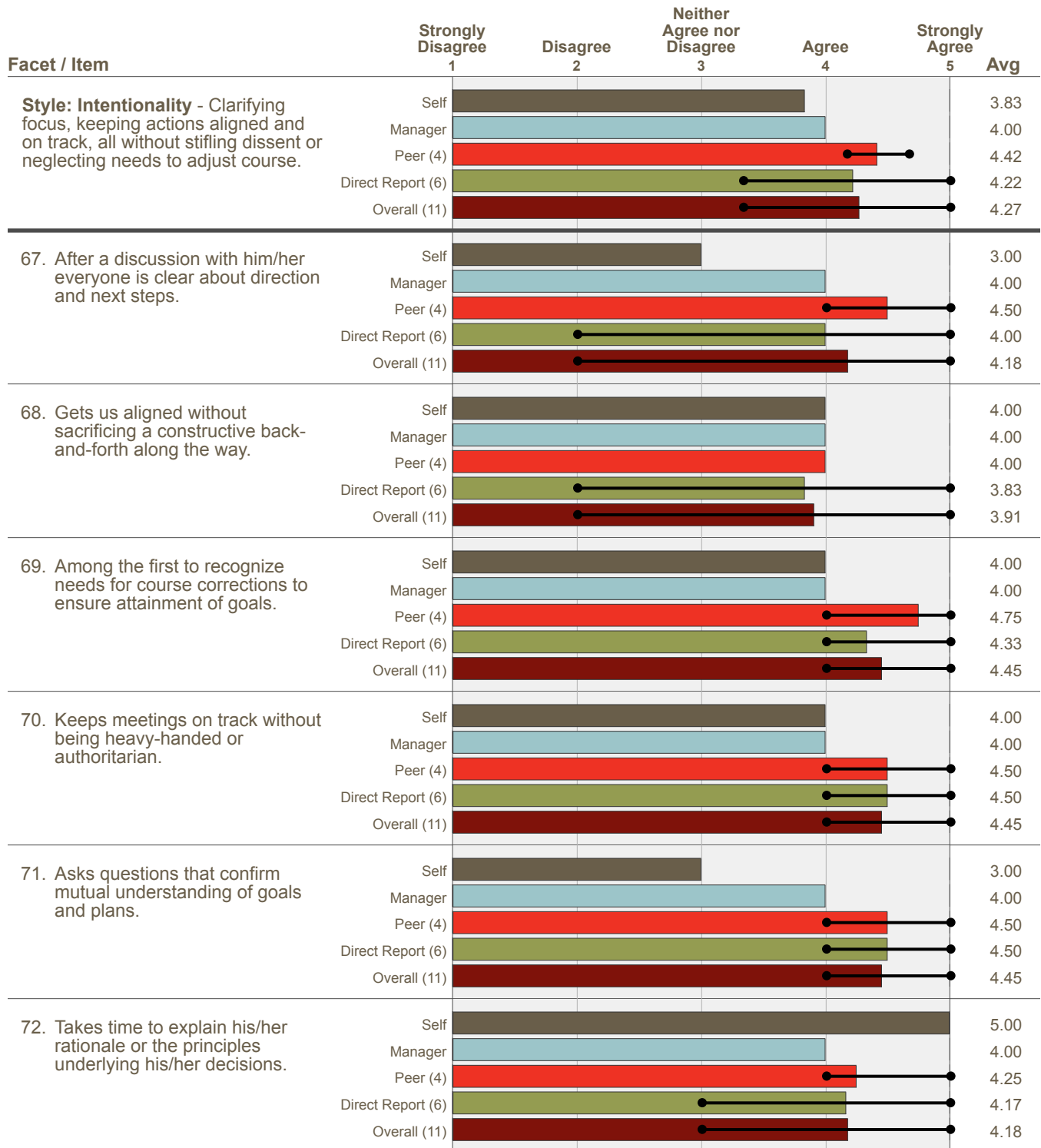
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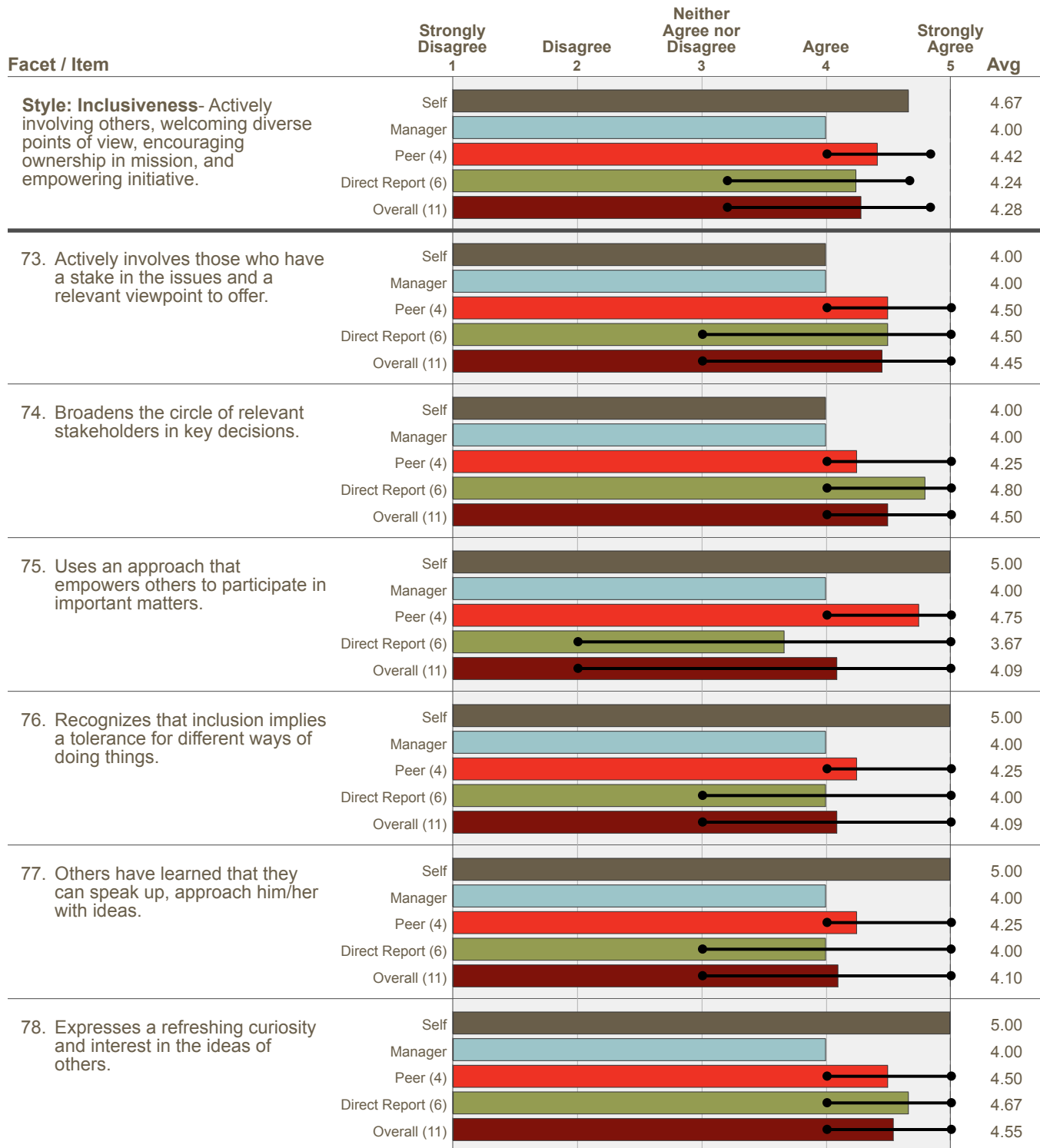
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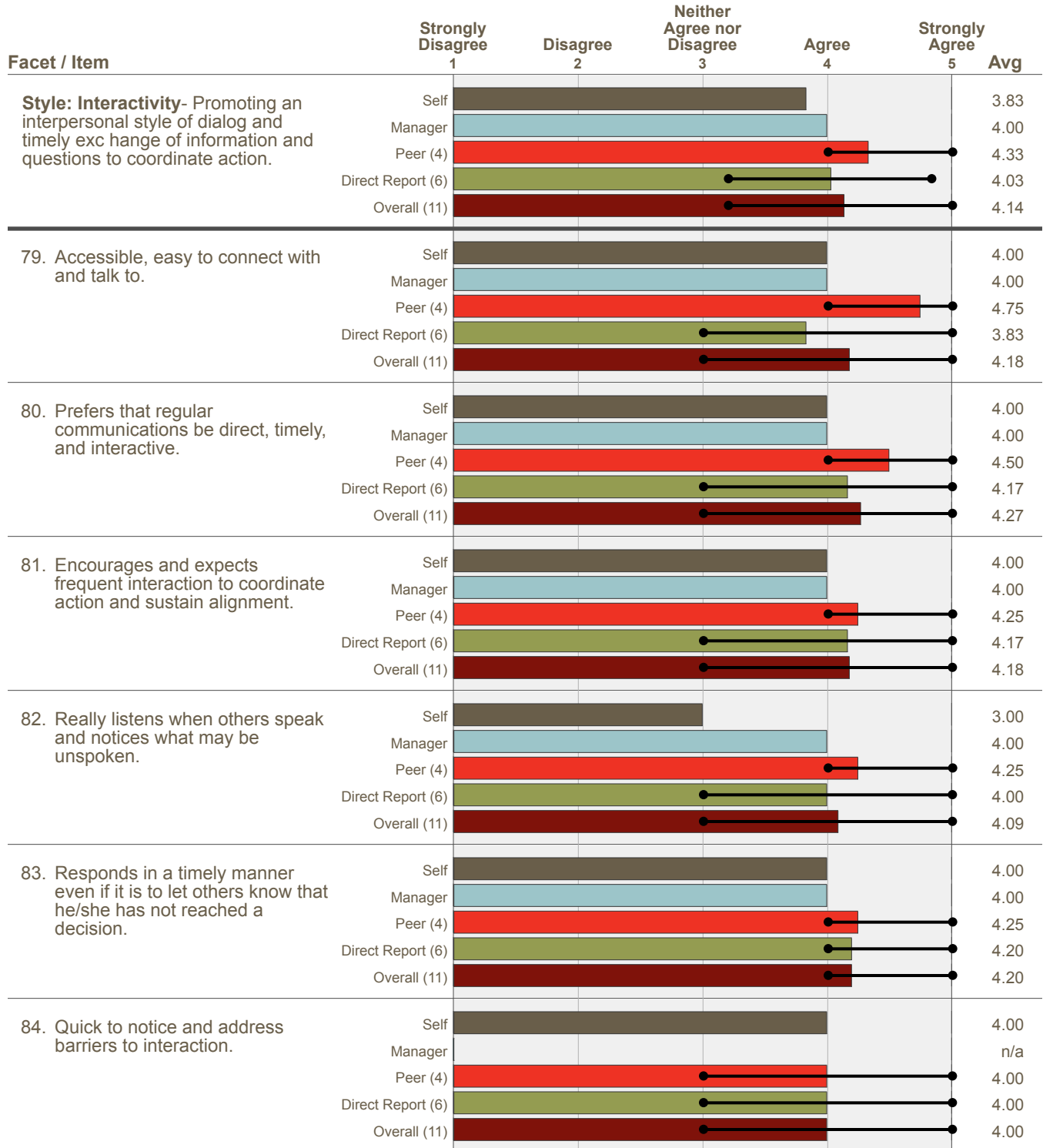
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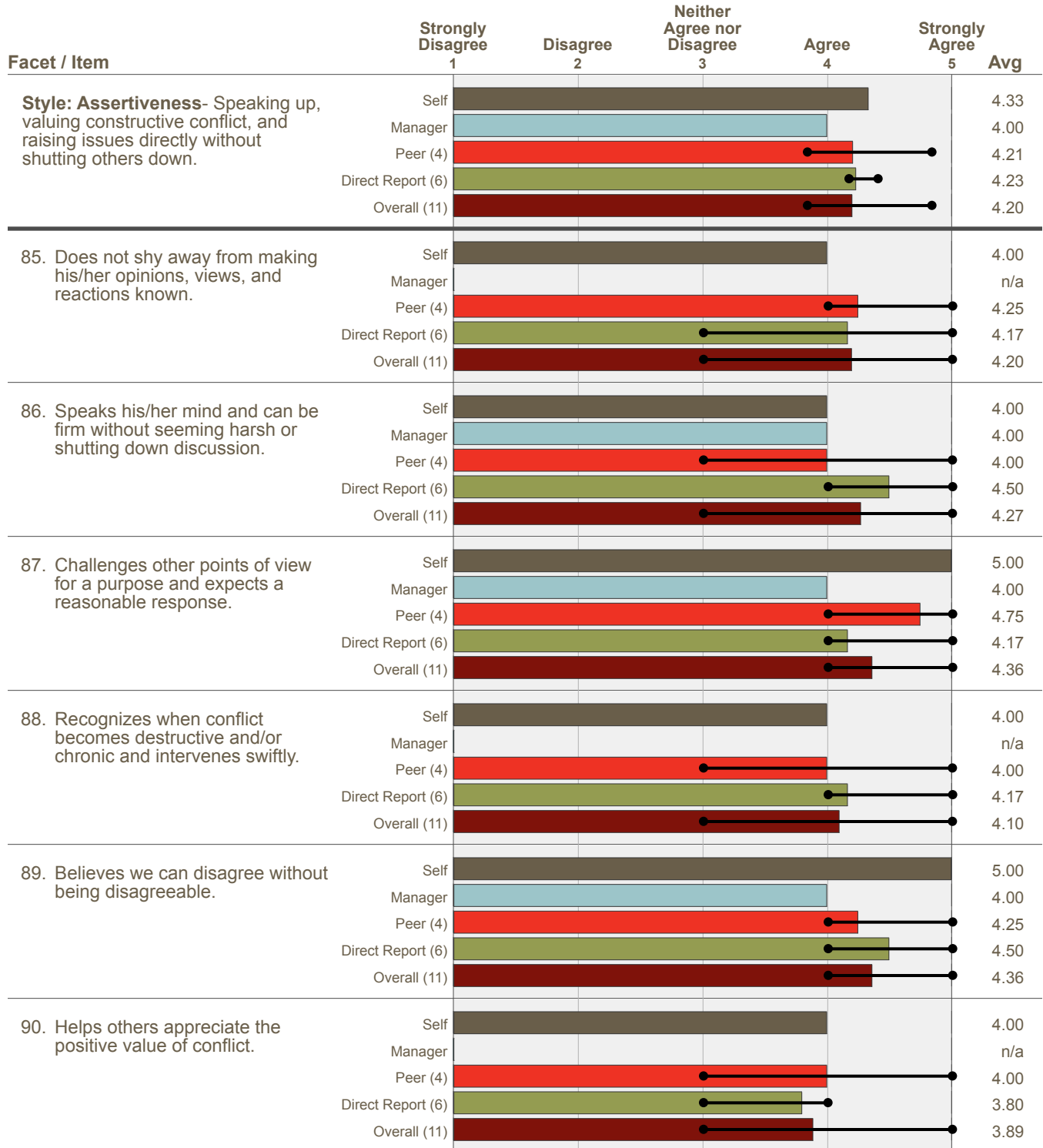
Item Detail - By Rater Group



Item Detail - By Rater Group



Item Detail - By Rater Group



What is it that most enhances the presence and impact of this leader?

Self Comments

- I am passionate about doing the right thing for customers, my direct reports, coworkers, and the business.

Manager Comments

- Speak up more because Cal has a lot to offer to the organization and I would like to see him making bigger impact.

Peer Comments

- Cal always thinks beyond the current situation to the bigger picture and conveys that calmly to the team. He is a stable rock when there are turbulent seas. He brings experience and sound judgement to the team.
- Cal is calm and thoughtful but when he speaks he projects a quiet confidence and assurance. He is an excellent strategic thinker and can often clarify and align teams. He is highly respected and credible throughout the organization.
- Cal has an intellectual curiosity and brings novel ideas and solutions to the projects/programs that he leads and participates in. He is not afraid to roll up his sleeves and tackle the challenging tasks.
- - very organized thinker and problem solver. able to translate prior experiences into valuable lessons learned and proactive actions.

Direct Report Comments

- Cal has the ability to ask the right questions, whether it's a technical challenge or a business strategy under review. Cal is calm under pressure and can point directly to the heart of the issue. He is a pleasure to work with and a trusted colleague at Knightsbridge VC.
- Cal's ability to process information and analyze data to assess a specific situation, whether a technical, procedural, or organizational issue is a strong asset that leads to creation of an action plan to address the issue. He is able to clearly communicate the plan to others as well as contingencies to address various scenarios or outcomes.
- Cal is a very calm and quiet leader with a strong sense of getting to the facts as quickly as possible. When he

What is it that most enhances the presence and impact of this leader?

Direct Report Comments (Continued)

says something, people listen, because they know that what he is about to say is fully thought-out. I have seen his calm and logical demeanor in action in very tense meetings, where emotions were running high. He is able to de-escalate emotionally charged situations, by helping the team keep the facts (not opinions) on the table. Cal is able to entertain alternative viewpoints, even those which he doesn't necessarily agree with. I feel like he really believes that we get to the best answer through vigorous and healthy debate. He certainly fosters that sort of conversation in the meetings that he leads.

- Thoughtful review of all sides of an issue.
- Cal is known to be very analytical and thoughtful when he speaks in a group setting.

What is it that detracts from the presence and impact of this leader?

Self Comments

- I am introverted, can be overly analytical, and distracted during conversations and meetings.

Manager Comments

- Quiet and reserved

Peer Comments

- It appears he feels he has to be in every situation. He needs to learn to delegate more and trust his subordinates.
- Very little -- On rare occasions, Cal can hold on too tightly to a thought/belief during group discussions that can, at times, shut down the discussion from others
- Cal should feel a bit more confident about engaging and speaking his mind. In meetings, particularly with executive stakeholders, he is often quiet or speaks very quietly.

Direct Report Comments

- Cal sometimes holds back when his leadership is needed for contraversial situations or issues.
- I don't see anything that detracts specifically. Cal consistently exhibits many qualities that contribute to his ability to be a leader.
- Sometimes over-thinks an issue at the expense of acting on the issue.
- Occasionally, one of Cal's greatest strengths, i.e. his thought leadership, can lead others to believe that he is a little disconnected. I do not find him to be this way myself, as I know this is part of being a thought leader. Sometimes the best answer to complexity is to think before you speak, instead of speaking immediately without thinking first. Cal is not afraid to let a moment of awkward silence play out as he is thinking about the situation. Usually, group alignment or a rational conversation ensues during this process.

What specific changes (2 or 3) would you recommend that would improve this leader's presence and impact?

Self Comments

- Stronger and clearer speaking voice. Improved active listening habits. Better physical presence, and non-verbal communication skills.

Manager Comments

- Be more vocal and connects even more on and off meetings

Peer Comments

- Cal has great leadership potential and a track record of success. I'd recommend that he continue to delegate and elevate those around him as well as encouraging the business to give him opportunities to be exposed and lead in new areas that are outside of his comfort zone in order to expand his experiences and professional network within KBVC.
- - realize that some people view his calmness while processing a situation or problem as not being assertive and/or passive.
- Presence is great. Impact will be to do more to build up the capability of others around him.
- I would recommend that Cal show his passion in a positive and respectful way when he is in situations that demand a leadership moment. Speaking up, shaping the conversation and then driving to alignment when in meetings with senior leaders will help him break out of the box and demonstrate his powerful leadership skills.

Direct Report Comments

- Because Cal is such a great thought leader, I can tell that he is often in deep thought. I often find myself hoping he would expand on his thoughts a bit more with the team. I know the thoughts he has in these situations would be very insightful.
- Promote and help mentor his team by providing more visibility of the team within and outside of R&D.
- Maybe act with a little more speed?

What specific changes (2 or 3) would you recommend that would improve this leader's presence and impact?

Direct Report Comments (Continued)

- Specific changes include to look for opportunities to share more about personal experiences, not necessarily "life changing" events, but smaller things related to both in and outside of the workplace. Cal's leadership ability will be enhanced by a more personal connection to team members, whether its a shared experience -- an activity or even a lunch -- or by relating something from his life outside of work. Some of the strengths that Cal has such as deep thinking and deliberate work style are often accompanied by a tendency toward introversion which doesn't lend itself well to dynamic leadership on a person to person level.