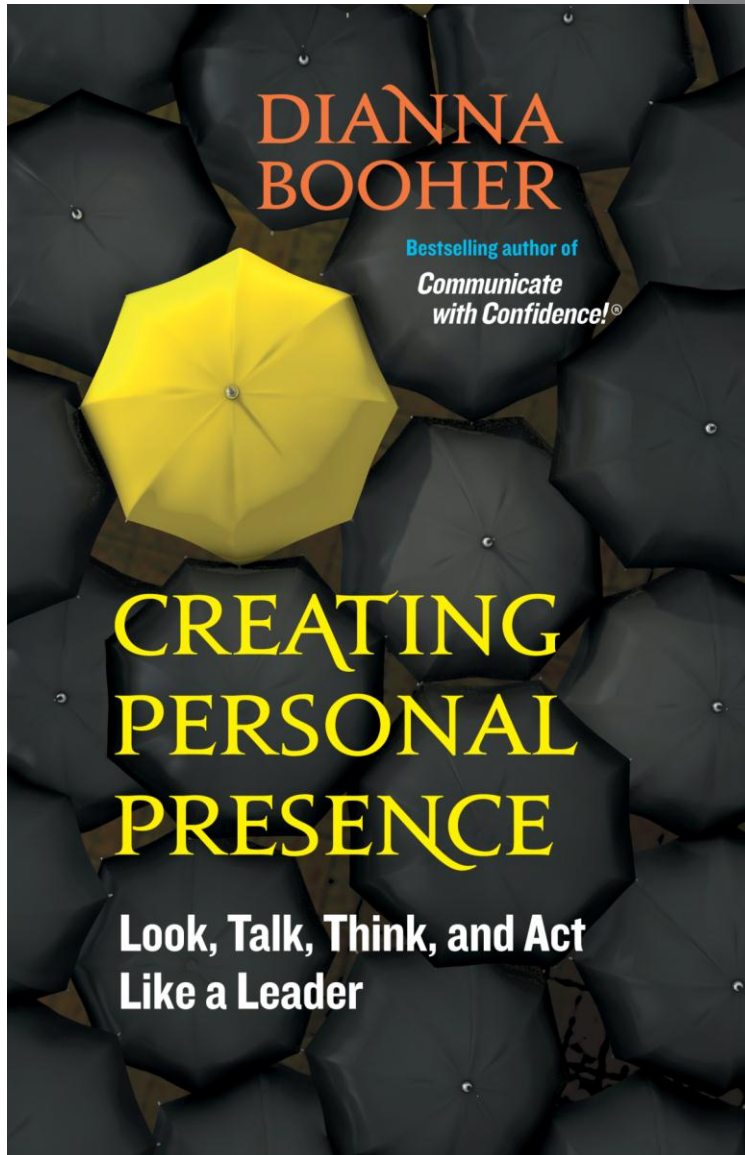


**Personal presence can help you lead a meeting,
a movement, an organization, or a nation.**



DISCUSSION GUIDE

BK Discussion Guide for

Creating Personal Presence: Look, Talk, Think, and Act Like a Leader

By Dianna Booher

1. What characteristics (skills, traits, attitudes) would you include as part of your definition of personal presence?
2. Of the four presence “categories of characteristics” mentioned in the book (look, talk, think, act), which do you pay more attention to when first meeting someone? After about a year into the relationship, which becomes the most important to you?
3. Considering body language, which mannerisms, movements, or habits do you think detract most from someone’s credibility when they speak or interact with you?
4. Thinking of someone’s body language—particularly their facial expressions—can someone be *too* expressive and *too* open to be taken seriously in a business setting? When? How so?
5. How important do you think dress and appearance are in your work culture?
6. How does improper use of language—such as diction, mispronounced words, misused words, or jargon—affect your impression of someone?
7. How does someone’s voice and speaking eloquence (such as their speaking in a monotone or sounding tentative or being soft-spoken or too loud or harsh) affect your impression of them?
8. When someone uses inappropriate humor—such as sexually or racially offensive humor—how does that affect your impression of them?
9. What’s your definition of the ability to “think on your feet”? How well does the average person you work with do in that regard?
10. When someone loses control of their emotions—angry words, profanity, tears, slammed doors, sarcasm—how does that affect your impression of them?
11. Are most people you interact with in your organization strategic thinkers or tactical thinkers? What is the value of having both kinds of thinkers on your team? What do they bring to the table?
12. Some people hold the opinion that character issues have little or nothing to do with competence as a leader. Do you agree or disagree? Why or why not?

13. In what ways does the character trait of integrity show up in the day-to-day workplace? That is, how would someone assess a colleague's integrity at your organization?
14. How important is humility in a leader? Does arrogance hold a competent leader from achieving his or best results? How?
15. Can you give some examples of "arrogance on display"? How about some examples of genuine humility in a leader?
16. Have basic manners and etiquette "gone out of style" as some would suggest?
17. What do you consider basic rules of business etiquette? Which rules do you see broken most often? (Consider networking functions, dining with clients or colleagues, gift-giving occasions, holiday parties, and the like.)
18. When you observe someone who has mastered the rules of etiquette act appropriately, how does that affect your perception of them?
19. How much does personal presence count when we elect our political leaders? Should it?
20. What steps do you plan to take to increase your own personal impact as you interact with others? What milestones do you intend to measure?