

PRAISE FOR *STAND OUT*

“Helping people to authentically display leadership presence. I love what Carol Kinsey Goman does!”

Michael Massari, Chief Sales Officer, Caesars Entertainment

“Internalize the clear-headed wisdom and proven expertise provided by Carol Kinsey Goman in her best book yet and move forward with enhanced self-awareness. If you want to take your career to the next level and higher, get this book!”

Leslie J. Saleson, Founder and CEO, Hi Rise Network

“This book reinforces many of the key tenets I have learned about the importance of leadership presence from one of the world’s premier leadership institutes, the U.S. Army. The six Cs: Credibility, Confidence, Composure, Connection, Charisma, and Cross-cultural leadership will assist everyone in enhancing their leadership presence, self-awareness, and overall effectiveness.”

Josh Woody, Captain, U.S. Army

“Carol Kinsey Goman is an expert on the impact of body language on leadership presence. This is a must-read!”

Cheryl Berrington, Principal, Berrington Group

“With her keen eye for detail and a knack for taking complex non-verbal research findings and translating them into actionable skills, Carol Kinsey Goman stands out in communicating how to create and maintain authentic leadership presence in the workplace. Goman authoritatively,

yet engagingly, informs the reader how to project presence across multiple contexts and situations.”

Patrick A. Stewart, PhD, Associate Professor of Political Science, University of Arkansas, Fayetteville, and author of *Debatable Humor: Laughing Matters on the 2008 Presidential Primary Campaign*

“The time for women leadership has come. Women have made impressive gains in politics and the business world, making their voices heard and breaking the glass ceiling of organizations and boardrooms. Carol Kinsey Goman is an expert on the impact of body language on leadership presence. *Stand Out* should be on the reading list for every woman leader.”

Barbara Dietrich, CEO, Diplomatic World (Belgium)

“The groundwater of customer loyalty is trust, expressed as authenticity. It is also the feature that makes leaders trusted. Carol’s profound book reveals ways leaders can source and express this powerful feature they already possess.”

Chip R. Bell, bestselling author of *Inside Your Customer’s Imagination: 5 Secrets for Creating Breakthrough Products, Services, and Solutions*

“Carol Kinsey Goman is always one of the most talked about speakers at our London events. The authenticity and clarity with which she discusses body language and leadership presence inspires and keeps the audience’s attention. You’ll find this book is likewise both attention-grabbing and inspiring.”

Afi Ofori, Managing Director, Zars Media (UK)

“Confident, credible, and empathetic. Three words existing and aspiring leaders need to heed to stand out. Yet again, Carol Kinsey Goman’s lucid insights illustrate the true power of presence.”

Rob Briggs, Director, Graystone Communications, and author of ‘Organizational Trust’ in the *IABC Global Handbook* (UK)

“To be the most influential, women need to build on the unique talents and strengths we bring to our organizations. That takes leadership presence—and this valuable book gives insights into how others perceive us, and how to project our best authentic selves.”

Yanina Dubeykovskaya, Founder, Women Influence Community (Russia)

“Carol Kinsey Goman consistently wows our audiences with her rare insights about what it takes to be a confident and authentic leader, and how to use those traits to inspire others. This book is filled with her insights.”

Christina Corrigan, Deputy Executive Director, Communications/Programs, Texas Municipal League

“Never has there been a greater need to stand out above the din and disruptions thrown at us all. In *Stand Out*, Carol Kinsey Goman shows you exactly how to lead others when their attention is short, their hearts crave connection, and their passions are seeking you—the leader they need during these chaotic times.”

Bill Jensen, bestselling author of *Disrupt!* and *Future Strong*

“Carol Kinsey Goman knows better what is needed in leadership. It’s not just about being eloquent, it’s about knowing how to act. In other words, you need to know what the other person is looking for. When it comes to projecting leadership, you’ll get a lot out of this book.”

Kaz Amemiya, President, Crossmedia Communications, Inc. (Japan)

“Carol Kinsey Goman shows you the importance and impact of presence to be an inspiring and authentic leader.”
Michael Rudnick, CEO, Velaku Software

“With a deep experience in leading global fashion and beauty businesses, I am often asked: How did you get to the top? How did you succeed in a mostly male-dominated corporate environment? How did you build a network? While there are no cookie-cutter answers, Carol Kinsey Goman provides a practical, accessible, real-life guide to unleashing your full potential as a leader.”
Laure de Metz, General Manager, BITE Beauty

“Carol Kinsey Goman is right—a title alone doesn’t give you presence. I’ve watched celebrities and successful executives project their own special brand of charisma to land them roles and sell ideas. In the end, your presence is the most valuable resource you have.”
Garrett DeLorm, Executive Producer, Camp+King

“A title is what someone gives you as a result of your expertise and hard work. But leadership is more than a title; it’s an attitude, a presence. In order to become highly effective and memorable, you have to cultivate traits that align with who you are and the image you want to portray. Carol Kinsey Goman’s book offers actionable steps that ensure you stand out and leave a lasting impression. Pick up the book, put those steps to practice, and become the leader that others want to follow.”
Jeffrey Hayzlett, primetime TV and podcast host, speaker, author, and part-time cowboy

Stand Out

How to Build Your
Leadership Presence

Carol Kinsey Goman



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ABOUT THE AUTHOR

Carol Kinsey Goman, PhD (<https://CarolKinseyGoman.com>) is an international keynote speaker and seminar leader for corporations, conventions, universities, and government agencies. Carol's clients include over 400 organizations in 28 countries—corporate giants such as Consolidated Edison, 3M, and PepsiCo; major nonprofit organizations such as the American Institute of Banking, the Healthcare Forum, and the American Society of Training and Development; high-tech firms such as Hewlett-Packard and Texas Instruments; agencies such as the Office of the Comptroller of the Currency, Lawrence Livermore Laboratory, and the Library of Congress; and international organizations such as Kuwait Oil, Dairy Farm in Hong Kong, Petrofac in the UAE, SCA Hygiene in Germany, BNP Paribas in England, and European Women in Technology in the Netherlands.

Carol is a leadership contributor for Forbes.com, the author of 12 other business books, including *The Silent Language of Leaders: How Body Language Can Help—or Hurt—How You Lead*, and the creator of two video training courses for LinkedIn Learning: “Body Language for Leaders” and “Collaborative Leadership”.

She is a faculty member for the Institute for Management Studies, offering seminars throughout the United States, and for Excellence Squared Academy, offering programs in Canada and Europe. She has also served as adjunct faculty at John F. Kennedy University in the International MBA

program, at the University of California in the Executive Education Department, and for the Chamber of Commerce of the United States at their Institutes for Organization Management.

As an executive coach, Carol has two specialties: assisting leaders and entrepreneurs as they craft and deliver key messages and helping managers prepare for senior positions by increasing their leadership presence, which she defines as “the ability to influence and impact others by projecting confidence, credibility, composure, connection, and charisma.”

Introduction

I was recently asked to coach a candidate for a senior-level leadership position in a Silicon Valley technology firm. I learned that this man's work was of the highest caliber and that his advancement had been fast-tracked—until now.

When I asked the president of the company why this talented man's career had suddenly stalled, I was told that he didn't have the leadership presence needed to advance higher in the organization. My coaching assignment was to help him communicate with increased credibility, confidence, composure, connection, and charisma.

Notice that my job wasn't to help him *develop* those qualities but rather to help him *display* them. The ability to do so is, in a nutshell, the essence of projecting leadership presence.

I'm an international speaker, the author of 13 business books, and a leadership presence coach for managers, team leaders, entrepreneurs, and senior executives who are looking for ways to become even more effective in their ability to impact and influence others.

I wrote this book for you and the other high performers I haven't had the opportunity to coach personally. I want to help you stand out as the talented leader you already are.

As a leadership contributor for Forbes.com, each year I receive dozens of books to review. I scan each one to find the actionable tips that I can pass on to my readers. You won't have to scan to find tips in this book. *Stand Out* is filled with tips, strategies, and action steps that you can apply immediately for positive results. Here is a brief overview:

Chapter 1, "Leadership Presence," begins with the definition of "leadership presence" as "a blend of attitudes, qualities, and behaviors that makes you stand out and gives your career that extra boost." But leadership presence isn't automatically assigned to you because of your title or expertise. Instead, leadership presence is what people say about you after you leave the room. It's all about the perception people have after interacting with you of how well you display credibility, confidence, composure, connection, and charisma. This is why impression management is the key, and aligning people's impression of you with your best authentic self is the goal.

Chapter 2, "Credibility," covers the communication skills leaders need to be perceived as competent and believable. You'll find tips for structuring your comments in ways that underscore your expertise. You'll learn how to monitor signs of engagement and disengagement so that you can judge how your comments are being received and get tips on how to respond if you lose people's attention. Although face-to-face communication gives you the best opportunity to impact and influence others, I'll also show you how to increase your credibility in an email, a telephone conversation, and a videoconference.

Chapter 3, "Confidence," focuses on the trait most commonly associated with displaying leadership presence and

the one that's almost impossible to fake. In this chapter, you'll learn how to overcome the obstacles to building a positive self-image and how to tap into your authentic confidence, even if you are feeling unsure. Since confidence is being evaluated every time you speak, your communication style and word choices are highly influential. I'll show you which words makes you appear less confident than you really are and give you tips for displaying your confident best whether you are participating in a meeting or giving a formal presentation.

Chapter 4, "Composure," helps you stay poised under pressure by creating the habits that keep stress at a positive, healthy, and energizing level. You'll learn strategies for interrupting the trigger-response reaction, understand when and why you should say "no," and gain tips for keeping cool while handling interruptions, answering tough questions, responding to challenges, and dealing with a bully.

Chapter 5, "Connection," provides an overview of ways to empathetically connect and inspire those with whom you work. In this chapter, we'll look at the powerful impact of emotional intelligence on your ability to display leadership presence through actions that include empathetic listening, creating psychological safety, and showing social sensitivity. You'll learn the five quickest ways to connect with someone and why connection is needed more than ever to address what is currently being called a loneliness epidemic.

Chapter 6, "Charisma," is about how you can exude charisma without necessarily being flamboyant, extroverted, or commanding. In fact, for business leaders, charisma is less a quality in itself as it is a style of leadership presence based in your special character and talents. Whether your style of

charisma is based on confidence, credibility, composure, or connection, you'll discover that your innate charismatic qualities are best revealed when you play to your strengths.

Chapter 7, "Body Language for Leadership Presence," covers the impact of nonverbal communication on leadership presence. When I started to coach organizational leaders, I saw that most were nonverbally illiterate—completely out of touch with the effect their body language had on others and unaware of the clear signals that were being sent by clients and colleagues in every business encounter. But that won't be you! In this chapter, you'll learn the two sets of nonverbal signals that people look for in all leaders, how to make a positive first impression in the first few seconds of meeting someone, how to use body language to highlight your verbal messages, and how to read the nonverbal signals that indicate bluffing or deception.

One of the most career-limiting comments I've heard was from a senior executive in human resources when a highly qualified candidate didn't get a promotion. The reason provided was "The evaluation committee had no idea who she was."

Chapter 8, "Self-Promotion," gives you guidelines for increasing your visibility so that people know how talented you are. You'll get tips for personal branding, preparing your elevator speech, using social media, finding mentors and sponsors, and sharpening your networking skills.

Chapter 9, "Leadership Presence for Women," offers insights into the strengths and attributes that women bring to the organization. It looks at the unique challenges women face when it comes to being perceived as leaders and offers proven strategies for overcoming those challenges, including how to

bridge the confidence gap, develop conscious competence, and stop waiting to be perfect. You'll learn the body language traps that women fall into and tips to avoid them. You'll get a list of dos and don'ts about what it means to dress for success and why I advise women leaders to bring their femininity to work.

Chapter 10, "Cross-Cultural Leadership Presence," compares and contrasts leadership presence in different cultures. If you work internationally or lead a global team, this chapter will show you how, from culture to culture, the norms differ in regard to the amount of eye contact you should make, whether you should be direct or talk around an issue, and if being reserved or enthusiastic gives you leadership presence. You'll learn the cross-cultural communication skills a leader needs to display to be seen as confident, credible, and empathetic, and the universal qualities that we look for in all leaders.

The Conclusion, "Leading in Times of Uncertainty and Change," reflects the challenges and opportunities that leaders in today's organizations are facing.

One final note: Throughout this book, you'll see graphics that visually reinforce my key points. I would like to acknowledge the work of Brian O'Mara-Croft, of Visual Congruence, who created all these graphics and is my go-to resource for all PowerPoint slides and media materials.

I would also like to thank Kathe Sweeney of Kogan Page for the time, energy, and talent she put into editing and (most of all) for her unwavering support.

Last, a huge thank you to my husband, Ray K. Goman, who had to live with me through the writing process.