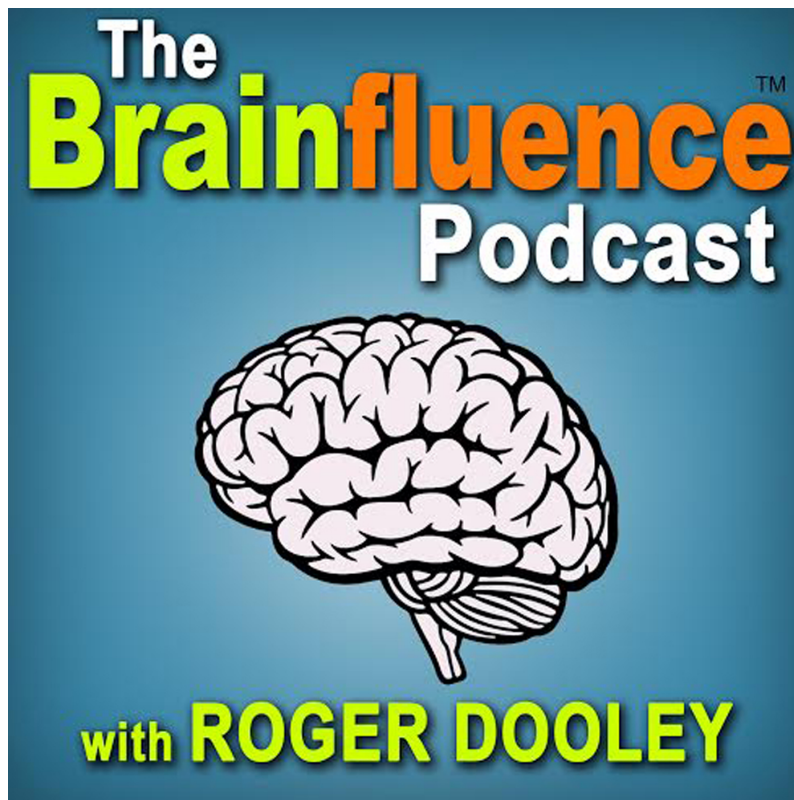


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**Roger Dooley**

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Welcome to Brainfluence, where author and international keynote speaker Roger Dooley has weekly conversations with thought leaders and world class experts. Every episode shows you how to improve your business with advice based on science or data.

Roger's new book, *Friction*, is published by McGraw Hill and is now available at Amazon, Barnes & Noble, and bookstores everywhere. Dr Robert Cialdini described the book as, "Blinding insight," and Nobel winner Dr. Richard Claimer said, "Reading Friction will arm any manager with a mental can of WD40."

To learn more, go to [RogerDooley.com/Friction](https://www.RogerDooley.com/Friction), or just visit the book seller of your choice.

Now, here's Roger.

Roger Dooley: Welcome to Brainfluence, I'm Roger Dooley.

Have you ever encountered a person who immediately commanded your attention, respect, not by what they said necessarily, but by the way they carry themselves or something else about them? Our guest this week is Harrison Monarth. He's an executive coach that has been teaching leaders how to lead for more than 20 years. His company is GuruMaker and his clients include companies like General Motors, Deloitte, AT&T and many more. He's a New York Times bestselling author whose latest book is the second edition of Executive Presence: The Art of Commanding Respect Like a CEO. Welcome to the show, Harrison.

Harrison Monarth: Nice to be here. Nice to be with you, Roger. Thank you.

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Roger Dooley: Yep. So, Harrison, you've been doing, this coaching thing for a long time. You started GuruMaker long before social media turned guru into kind of a bad word. These days, I guess CEOs too aren't always the most respected, but there are too many self-proclaimed gurus, I think. How did you get into the executive coaching field?

Harrison Monarth: Sure. Well, let's see. So I think originally, the seed was planted when I worked for a politician in Austria. I'm from Europe originally, so I'm from Germany and moved to Austria in my mid-20s and got a job as a marketing director for global real estate network and the president of the Austrian offices basically, he was also a parliamentarian and he had asked me to help him with presentations and sort of his appearance, his engagements. And I was in marketing but I was also fluent in English and he had some of these engagements in English so he thought I would be a good person to help him. And it was really all intuitive and he became very successful, and he gave me a lot of credit. And I would say that's when it started, when I thought, "I like helping people show up in a positive way, an engaging way, in a powerful way that makes others sit up and pay attention and listen."

Harrison Monarth: So that's when I decided, "I think I'd like to do something like that." So my path after that, to sort of fast forward a little bit, I came to the States a few years later, had a chance to work with some politicians on the East Coast and members of Congress primarily focused on effective presenting and speaking and sort of executive-level presentation skills. And did that for a few years, and wrote a book in 2006 called *The Confidence Speaker*, which I became a New York Times bestseller.

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Harrison Monarth: And after that, I became more interested in not just how to communicate more effectively, but just how to lead more effectively. How can you get people to basically, how can you get them engaged and get them fired up and inspired? And so I did a lot of research in that arena and eventually, that led me to really working with sort of director level to the C-Level up in mostly medium to large-sized organizations. You mentioned a few of them earlier, Fortune 500s and so I've been doing that ever since, probably. Yeah, so the mid-2000s yeah. Been enjoying it tremendously and I learn as much as my clients do.

Roger Dooley: Yeah, no doubt. So how do you define executive presence?

Harrison Monarth: To me, and I've done a lot of research of this and executive presence is fundamentally about influence and impact and you're obviously an expert on influence. You have a great book, Brainfluence. Influencing in a positive way, we can obviously manipulate people that's not what we want. So influence and impact, having a positive impact on people, that's what executive presence is about. So when I talk to people about executive presence, is your habit when others see you as somebody who's authentic. Who's an authentic leader, an influencer, somebody who inspires confidence in their abilities and their proposal, their vision, somebody that people just look up to and respect and they want to follow.

Harrison Monarth: So if you asked me to sum it up, it's a combination of certain skills, behaviors, temperament, judgment that all add up to a personal power that inspires and engages people. And now we can go a little bit into detail in terms of, so what are the individual components? Because my

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book, the second edition of Executive Presence goes into what are those individual components? Because there's a bit of a myth about executive presence that it's one thing you either have it or you don't have it, right. So, and that's not necessarily true.

Roger Dooley: Yeah, I think many people would think of it in sort of in terms of, "Oh, you're talking about politicians," Bill Clinton as being one person who sort of had it where he could walk into the room and first of all have everybody's attention and even before he was president. Once your US President, I think that sort of goes with the territory. But before that, I think he had that factor and the ability to relate to people in a very powerful way so that they felt that they were the only person in the room at that particular moment. But in the book, you talk about a whole set of behaviors. I'm curious since it's 10 years since the first edition of Executive Presence came out, what has changed since then? Which things do you find saying, "Well, that's still perfectly valid," and what do you think, "Wow, this is really not quite the same as it was before?"

Harrison Monarth: Yeah. So let's talk about some of the components. I definitely feel that some things have changed, but when we talk about executive presence, very often even others that sort of coach people on executive presence, they are mostly focused on how you look, how you speak, sort of how you come across, and executive presence is much more than that. It's about your projected confidence, sure. But it's also about your ability to deliver results. It's about demonstrating emotional intelligence. It's about being willing to have and mastering difficult conversations. You cannot have executive presence as a leader if you shy

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away from that. Having interpersonal integrity contributes to executive presence. Just like your physical appearance, but then also being calm under pressure and in a crisis, so all of these things matter when it comes to executive presence and we all have a profile, an executive presence profile. So it's not like you have it or you don't have it, right.

Harrison Monarth: Some people are better than at some things than they are others, and so it's very important to understand that we need to find out where we're lacking and where are our sort of weak spots or blind spots and then work on those. In terms of what's changed, certainly, one thing that's changed is, and you addressed it earlier, is sort of the proliferation of social media. So your reputation, your brand we now have both the opportunity to promote our brand and to put ourselves out there for others to see, and then that, of course, also comes with risks. People tweeting and promoting and posting things that actually doesn't help them, but that harms them. It causes all kinds of issues either not just to themselves but also their organizations, right. So a recent high profile example, Elon Musk was fined \$20 million because he had an impulse and he tweeted something that he may be showed him to have, right?

Roger Dooley: Right. That's probably a record for the most expensive tweet ever.

Harrison Monarth: Probably, yes, exactly.

Roger Dooley: But, yeah, I think the key point you're making here too is that as you describe in the book, this isn't just that sort of appearance and animal magnetism or something, but

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really it's a whole set of behaviors that go into not just maintaining that first impression or that sort of in the room presence, but being respected overall. And this is where many of these other factors come in, that you have to behave with integrity. You have to present yourself in many different venues in the right way.

Harrison Monarth: Mm-hmm (affirmative). Absolutely, and that's why it's so important to have self-awareness and the help. That's what I do in my executive coaching practice, along with my team. We help leaders become more self-aware, really understand where they're strong and where they need to develop. And then, once you know yourself, once you have a very good grasp on what makes you behave a certain way or how you behave in certain situations, the choices you make. And once you have that awareness and you also understand, you have observer feedback, you understand how you come across to people, then you have a very good idea on what you need to do, what you need to work on and how to optimize your interactions with others. That again, that could be it could be a lot of different things. Now, our self-awareness is not that great. That's why we do need observer feedback, right? We all think we're amazing drivers and husbands and dads and friends and even if we asked others, they may surprise us by saying, "Well, not always."

Roger Dooley: Right. The old Lake Woebegone where all the kids are above average. We all tend to think we're above average at most things. So, it's pretty rare, Harrison, to hear or read a business school textbook that talks about emotion. In fact, typically you would get advice to leave emotion out of decisions. Leaders and decision-makers are

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supposed to be rational and dispassionate. But how does emotion figure into executive presence?

Harrison Monarth: Well, one of the things that I often get when I work with organizations, typically, it's either the head of global talent management or CEO or the C-Level leader comes to me and says they have an executive, they have a group of executives they'd liked us to work with, and emotional intelligence is often the request to work on that, right? So just in a nutshell, I mean, you can have, for instance, in high-pressure situation, you can lose your cool, you can lash out at someone, when you get your limbic system gets heated up and you can't think straight, well, we often don't make the best decisions when that's the case. On the other hand, sometimes people are too laid back or they're too cool and too rational and people don't see the passion or people don't get inspired or they don't get the right reaction in certain situations.

Harrison Monarth: So it's a fine balance of being really aware. That's where emotional intelligence comes in, right? Being aware of your emotions, where they coming from, what's causing them, how do you manage them, and then how do you manage the emotions of other people? And really, so you have to be a good observer. And again, that's where the self-awareness comes in. Again, there's nothing like observer feedback to really tell you how you come across. So, and emotions play a huge part. I mean, you mentioned the book, I talk about how sometimes we arrive at a meeting in the morning and we've already been, as I call it, the emotional roller coaster, right? We have all kinds of things happening already from the moment we leave the house or even at home and then

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we get into traffic and then something happens as we get to work and then we have to have a meeting.

Harrison Monarth: Well, very often, we bring those sort of residual emotions that have happened on the way into the meeting, and that influences our decisions very often. And so again, this is where you really need to sort of take a step back, realize what's happening and be very clear about why you are making certain decisions or why you're tending to make certain decisions. And so being very clear about your emotions and emotion, being able to regulate your emotions is critical in order to make better decisions and to engage with people in a more productive way.

Roger Dooley: And I would guess there are certainly times emotion is very appropriate. I recall years ago when there was BP had the big oil spill in the Gulf, the CEO really did not communicate any emotional connection, either the people who had died in the accident or who are otherwise affected by it. It was more, "Gee, well, it's been really tough on me too. You know how many golf games I've missed?" And that was totally tone-deaf. Ultimately led to his demise in that office. But whether you want to call that a lack of emotional intelligence or social intelligence or just inappropriate emotion, emotional display that I think that's one good example.

Harrison Monarth: Well, it shows a lack of empathy, right? And that rubs people the wrong way. They feel you're detached, disconnected, if you cannot, at least ... And I tell my clients to, "Listen, not everyone is capable of empathy. Not everyone is actually able to feel someone else's emotions and to feel your way into how someone else

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feels." But everyone is capable of taking perspective of imagining what it must be like to be in the other person's shoes, so at least looking at it from somebody else's perspective, that informs your decisions, that informs your communication. So there's no excuse for not doing that. And you're absolutely correct if we don't show empathy it comes across as we don't care. And leaders need the care need, leaders need to show they care, they need to demonstrate it.

Roger Dooley: So what do you do when they'll say somebody calls you in and asks you to help an executive become more emotionally intelligent? What are some of the sort of concrete steps that you can do our listeners might take if they feel they need some help in that department?

Harrison Monarth: Just like executive presence, emotional intelligence too there are so many components to emotional intelligence. So I would again, first thing we would do is do an assessment. You have to do again, do a 360, do an assessment to find out where are you lacking in your emotional intelligence? I'll give you a quick example. One of the people I had, somebody that I was going to coach, it was a TV executive who had lost his job, big agency in Hollywood and he had lost his job because he was inappropriate with clients and even with some employees at the firm. And he had been there for a long time, for over a decade and worked his way up, got a law degree while he was at the company and was just a very well-known TV boss, let's say. And had this amazing ability to connect with people, was very engaging, charismatic, and that made him very successful.

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Harrison Monarth: But so he had an emotional intelligence. But he said to me when we talked about what we might be working on, he said, "I have excellent emotional intelligence," and mind you, he had just been fired for lack of impulse control. Now, so at the same time though, he wasn't wrong when you think about it, right. Because he had to have emotional intelligence in order to connect with all these people, right. To draw people to him to have these really strong relationships. But then what happens is you sort of slip over to the dark side and then if you don't monitor your behaviors either when you're too happy, too confident, aroused, angry, stressed, then you can lose sight of what's appropriate, what's not. And in his case, right, he lost sight of, he didn't realize when he was getting into people's space and people felt uncomfortable with certain behaviors and after one very high profile incident, yeah the company just had to separate themselves from him.

Harrison Monarth: And so on the one hand, it was kind of funny when he said, "I have great emotional intelligence," on the other hand, he wasn't wrong. It's just, well, yes, but you failed to monitor, you failed to sort of regulate your emotions and be aware of situational awareness. So in that case, that was one thing that if we had worked together, that's one thing we would have worked on is becoming more observing and observant and read people better. So those are the things we would have worked on specifically.

Roger Dooley: I think that if you were a Hollywood director and you called up central casting for a CEO role, even today, they'd probably send a tall patrician looking white guy in a good suit. Is it more difficult for women or people with a

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different appearance in any way to develop executive presence? Are there additional challenges there?

Harrison Monarth: There's no question. There are additional challenges. Absolutely. Because we all have a bias. I mean, listen, if you turn on the TV and you look at news program, right? Well, from CNN to Fox to MSNBC, I don't think it's an accident that these smart people also happen to be extremely attractive, right? So there's absolutely no doubt that it can be more difficult for minorities and women very often in many organizations to climb up the ladder and to be promoted into senior leadership roles. So the question is again, these executive presence components that I've mentioned earlier, from intellect and expertise to delivering results to political savvy, those are gender-neutral meaning those are important no matter which gender you are, however, some of them and again, depending on your own profile, you'll find out what you need to work on but it also depends on the organizational culture.

Harrison Monarth: What is rewarded, what's punished, so by understanding the corporate culture and really, really emphasizing your networking abilities, your political savvy, your ability to build strong relationships, to find not just mentors but also sponsors I would say is extremely important, particularly for minorities, for women. So, because we have that bias, there is that stereotype, of course, still going on, right? And then again, we all have different strengths and weaknesses that we need to work on. But I would say building relationships, investing in relationships, not just with your team and with your bosses, but also with your peers. That's very often

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neglected is that your peers are extremely important for your success as well.

Roger Dooley: You also said something interesting there. Explain the difference between a mentor and a sponsor.

Harrison Monarth: Sure. Well, a mentor is somebody that typically gives you guidance. That can help explain things and perhaps point you in the right direction and give you examples. And is there as sort of a sounding board and as an advice-giver? Whereas a sponsor's actually someone who goes out on a limb for you who actively and proactively open doors, introduces you to people, talks about you to others and champions you to others and advocates for you, so a sponsor is incredibly important to get ahead.

Roger Dooley: Right. How do you find a sponsor? I mean, it's great if somebody comes to you and says, senior leader comes to you and says, "Hey, I think you've got a lot of potential. I'd like to help you," but what if that person has not come to you and you feel like you could use some help in the sponsor department? How would you go about even seeking out that kind of relationship?

Harrison Monarth: Right, so finding a sponsor, definitely it's not as easy as just picking up a phone and calling someone and saying, "I'd like you to be my sponsor," so you have to demonstrate things we talked about earlier that are components of executive presence. So you want to be able to demonstrate that you can deliver results, that you are not afraid to speak up in meetings, that you are calm under pressure, that you have the appropriate appearance, right, that you have interpersonal integrity,

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all those things that you can get buy-in and stand up for your idea. So all those things that make you stand out in a positive way will also then put you sort of on a I think it just kind of puts a spotlight on you where people saying, "You know what? This is an interesting person. This is a person that like to groom them as a leader and helped them to the next level."

Harrison Monarth: So people might actually come up to you and say, "Hey, we've identified you and I'd like to help you." But at the same time, once you are strong, once you're showing promise, you're showing strength, you're delivering results and you have good judgment and you are a good leader, then it's much easier for you to go up to somebody and say, "You know what? I'm interested in developing. I'd like to get to the next level. Would you help me?" And you need to help yourself before you show up on somebody else's radar.

Roger Dooley: Yeah, one thing I was not expecting to find in the book, Harrison, was a section on Google and reputation management but, of course, these days that is how people will learn about you, particularly if they don't know you. They'll go to Google and look up ... Explain some of the advice that you give in the book and some potential pitfalls that you've seen.

Harrison Monarth: Yeah, I mean that's probably the mean, I don't know about you, Roger, but it's one of the first things I do. If I meet somebody new or somebody's named crosses my path, I either go on LinkedIn or go on Google to see, "Okay, who are they," right, we're curious, especially if we are to engage with them in some way. So you just have to

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make sure that what's out there about you in the search engines is positive.

Harrison Monarth: And even if there's nothing out there about you, well, then that's not necessarily positive because that means in a sense, what are you contributing? What are your ideas? I don't know how you think and so, but if you've written articles, if you're posting on LinkedIn, if you're commenting on other people's ideas and add your own, sort of taken a new point of view to that it gives people an idea of your strengths and then it makes it easier for them to reach out to you and say, "Hey, I'd like to work with you," or, "I have a project I'd like to discuss with you."

Harrison Monarth: But again, nowadays, being invisible is not neutral. That's probably count against you. And there's so many avenues now to do that, right? From Twitter to Instagram to various all kinds of online publications where you could contribute something. Sometimes it's pretty easy to get in there. I mean, depending on who it is, but just posting some ideas so to give other people an idea of your value of your strengths, that is very important. So that's part of brand building because again, how else will people know about you?

Roger Dooley: Yeah, you had one kind of amusing example in the book about a CEO candidate who was a female who is also a biker and was showing off her tattoos in some context rather that probably made sense to her, but other people might've found that rather objectionable. And so I think probably too, there's sort of a stages that you go through, a behavior that might be perfectly fine if you are a Java

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coder, it might not be the same as if you were going to head up the IT department.

Harrison Monarth: Yeah, exactly. And that particular example you're talking about? Yeah, that was in the original edition as well. And we found that in somebody, I think it was in Newsweek where the woman had applied for a position as a CFO at a company and then the recruiter at the company basically, or the hiring manager there found the pictures online and then she decided that this CFO candidate was probably not right for the company. And I mean, it's something we have to count on, right? What we're doing in our personal lives and what we're posting on Facebook and on Instagram. It's not hidden, right. Our private lives really aren't, I mean, they're, they're fair game for recruiters and for people and trying to, find things out us. I mean, they want to make sure that they don't make a mistake or that something doesn't come back to haunt them.

Harrison Monarth: They want to make sure they know the person as well as possible. And so, right or wrong, they will form conclusions and they will form opinions and will make a decision based on that. Again, people only need a little bit of information to jump to often the wrong conclusions. Right, And making it a split ... Again, people are risk-averse, right? So they'd rather pick somebody else then make potentially the wrong decision.

Roger Dooley: Right. And I think that's a good point too, Harrison, of a photo or something that you say might be fine for 90% of the people on the planet, they wouldn't care, but there's going to be some small portion that might take that the wrong way or view you as a different kind of person

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because of that. And if those people are the ones that have making a decision about you or even if there is a concern like on the part of an HR person, "Well, gee, I have no problem with this, but gee, I think that some of our more conservative executives might have a problem with it," it can still affect you.

Harrison Monarth: Absolutely.

Roger Dooley: And these don't have to be legitimate concerns. "Other's will say, "Well, that behavior is perfectly fine," well it may be perfectly fine, but different people are going to interpret that in different ways.

Harrison Monarth: Yeah. And that's exactly right. I mean you just have to be careful. It's so easy now. One word, you can say one word, you can express your opinion about something even it doesn't even have to be pictures. Someone else will not like it or will basically interpret it a certain way, and they'll base their decisions on that. That's just the world we live in now. Everything's very sensitive and whatever you put out there now can either help you or hurt you or not show up on the radar at all. But it's at least to have the self-awareness around that is important, to manage your brand rather than let it be random.

Roger Dooley: Yep. I'm sure that at least a few of our listeners tuned in, hoping to get somebody language hacks or verbal presentation hacks that have that sort of immediate in-person impact. Like somebody walks in your office and you have to decide is this person a senior executive or just somebody else? Do you have any advice to offer there? What are some very quick sort of first impression things that we should watch out for those people who

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have not done the research online and who haven't worked with you or senior work for a long time? Because I guess we have to emphasize the book is not just about that sort of first impression stuff. This is about how to really create executive presence from within a company and within an industry. But are there some sort of first impression things that people should think about?

Harrison Monarth: Yes, absolutely. I would say, and especially in first impression situation, obviously too. Physical appearance matters, are you well put together, your judgment? It's not so much about personal taste. I think it's more about judgment. Are you dressed for the occasion? Your clothes fit, matching the situation is one. Your engagement skills matter too, your friendliness, your wit, your eagerness with which you engage other people. You're sort of, are you charming, are you warm, do you put people off? Do you just talk about yourself? So those are definitely important things in first impression situations. Things like that we know are important, like eye contact and listening, listening more than you're speaking, being curious about other people and also how you carry yourself. So you mentioned body language, let's say we know what someone looks like who is unsure of themselves, right?

Harrison Monarth: Or who is perhaps shy, right? They're turning away from people. Maybe they are and sort of hunched over a little bit or sort of hiding. Whereas people that are seen as more confident and as more gregarious and outgoing, they make themselves a little bigger, right? They're more open with their body language. They are not afraid to engage people with a handshake and a smile. Well, even introverts or people that are shy, not the same thing, introversion and shyness, but people that are shy well,

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once they know what the right behaviors are or what the behaviors are that will draw the people to them, they can then learn those behaviors. And again, like open body language, a smile, steady eye contact, curiosity about the other person and a quick value statement, whether you are in an elevator, you're meeting your new boss or you're at a party and somebody asks, "So what do you do?"

Harrison Monarth: Rather than just telling you your job and your function or your responsibility, it doesn't mean anything to people. But if you quickly summarize the outcome of what you do, like what effect do you have on other people? What is the purpose of your being? What outcomes do you effect, that's much more engaging, that's much more compelling. And then people basically know what it is that you do. But because of your title and your responsibility may not mean anything. So those are all things that, I say warmth, strength and value are really important things to keep in mind in first person situations.

Roger Dooley: Yeah, I like that last part about explaining what the outcomes that you create are. I think we've always heard the advice that you should always have your elevator pitch ready if you will not, and not that you're pitching somebody, but that sort of brief summary somebody says, "What do you do?" Not sort of fumble around with a list of activities that you're engaged in or even just as you say, recite your title. But it would be really good for our listeners to come up with that very simple statement that expresses the value they create in just a couple of sentences. And that would be a great way to start making that good first impression.

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Harrison Monarth: Exactly, exactly. And it's just really thinking all the way to the end is what is the ultimate outcome of the work you do or the activities you do, and taking it all the way to the human level. And you'll find people are very interested. Speaking simply does not make you look dumb. It's quite the opposite. Speaking simply and conveying value fascinates people because they actually understand what you're doing and what you're saying.

Roger Dooley: Yeah, that's a great takeaway. To wrap up with, I think today we are speaking with Harrison Monarth executive coach and author of the book Executive Presence: The Art of Commanding Respect Like a CEO, now in its second edition. Harrison, how can people find you?

Harrison Monarth: Sure, yes, LinkedIn is definitely a great way. LinkedIn, I'm on LinkedIn and also our website is gurumaker.com, G-U-R-U-M-A-K-E-R.com and the book is, of course, available on Amazon and barnesandnoble.com and all the other websites and bookstores, as well.

Roger Dooley: Great. Well, we will link to those places and to any other resources we spoke about on the show notes page at rogerdooley.com/podcast and we will have a text version of our conversation there too. Harrison, thanks for being on the show.

Harrison Monarth: Thank you so much, Roger, it was fun.

Thank you for tuning into this episode of Brainfluence. To find more episodes like this one, and to access all of Roger's online writing and resources, the best starting point is RogerDooley.com.

**The Brainfluence Podcast with Roger Dooley**

<http://www.RogerDooley.com/podcast>

## **Executive Presence with Harrison Monarth**

<https://www.rogerdooley.com/monarth-executive-presence>

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