



# VISION TO IMPACT

Communicating Strategy with  
Executive Presence

PARTICIPANT  
GUIDE





# WELCOME

This workbook is designed to support reflection, application, and practice. It is not a script and it is not a summary of slides. It is a thinking companion for leaders who are responsible not just for results, but for the health of the system that creates results. You will be asked to slow down, reflect honestly, and apply what you are learning to real leadership moments. There are no right answers. The value comes from how seriously you engage the questions.

## How to Use This Workbook

- Capture insights, not perfection
- Focus on real situations, not hypothetical ones
- Be honest with yourself about intent and impact
- Use this as a working document before and after the session

## Learning Objectives

By the end of this session, you will:

- Understand how executive presence shapes how strategy is experienced
- Learn a framework for communicating strategy with clarity and credibility
- Identify where your leadership signals strengthen or weaken buy-in
- Practice applying the framework to real leadership moments
- Commit to specific behavior changes you can apply immediately



# GROUNDING REFLECTIONS

**"At senior levels, leadership isn't defined by what you intend — it's defined by what people experience when the pressure is on."**

## Stewarding the Enterprise

"Your first promotion made you responsible for results. This promotion makes you responsible for the health of the system that creates results."

Reflection:

- Where are you currently thinking primarily from a functional lens?
- Where does your role require broader enterprise stewardship?
- What tensions do you hold between short-term results and long-term health?

**Notes:**

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## Vision and Trade-Offs

Reflection:

- Where have you communicated vision without clearly naming trade-offs?
- What might people assume when trade-offs are left unspoken?
- What feels hardest for you to say no to as a senior leader?

**Notes:**

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## Presence as Signal

Reflection:

- When you are under pressure, what signals do you tend to send?
- How might others experience your tone, pace, or reactions?
- What do people likely learn from watching you in tense moments?

**Notes:**

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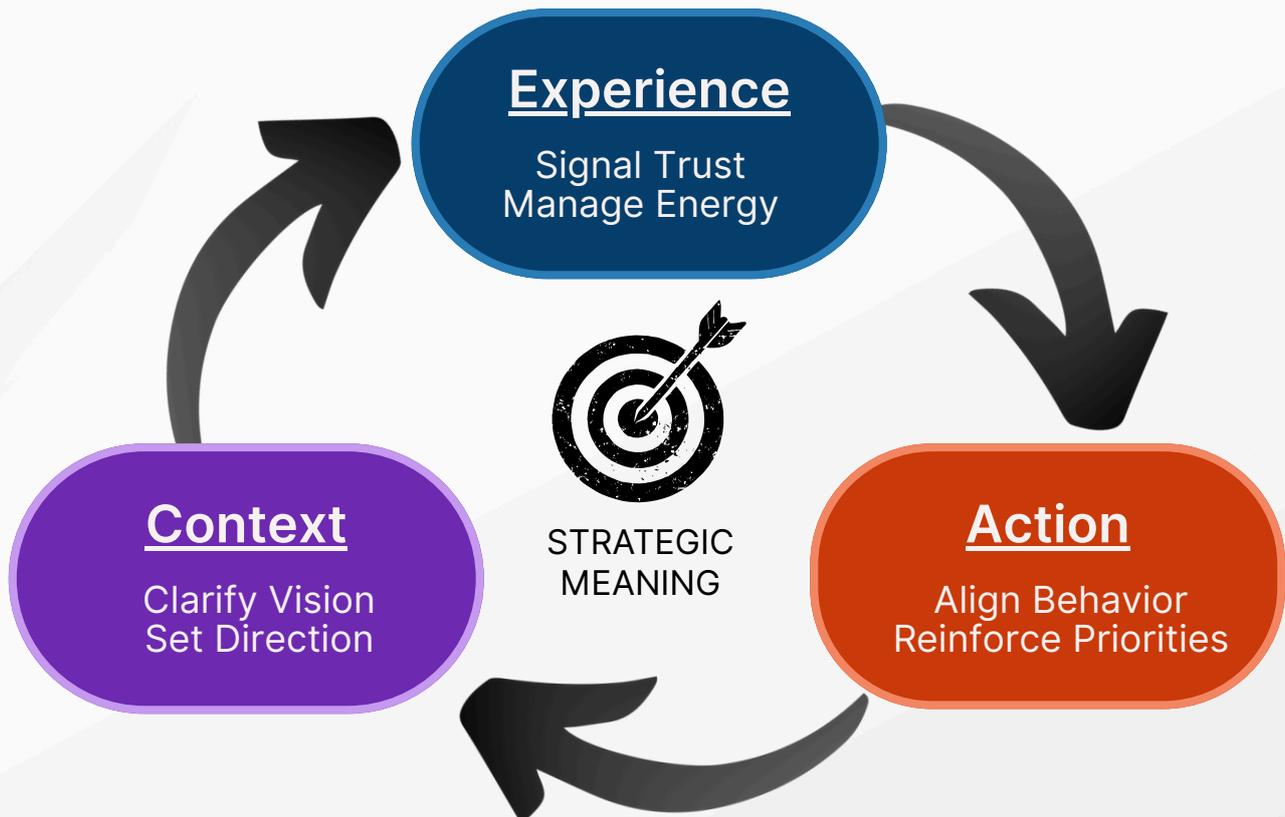
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# THE STRATEGIC PRESENCE FRAMEWORK



## Managing what matters in high-stakes moments

Most leadership breakdowns don't happen because the strategy is wrong. They happen because, in a critical moment, leaders don't manage what the moment needs.

The Strategic Presence Framework is a simple way to check what you're signaling when stakes are high. People are always interpreting your leadership through three lenses, whether you intend it or not.

At the center is **Strategic Meaning**. The story people walk away with about what matters and how leadership shows up here.



# THE STRATEGIC PRESENCE FRAMEWORK

## The Three Lenses

### Context

*Clarify vision. Set direction.*

What do people need to understand right now? Context reduces confusion and keeps teams aligned when things feel uncertain.

### Experience

*Signal trust. Manage energy.*

How does it feel to be in the room with you? Your tone, pace, and presence shape whether people engage or shut down.

### Action

*Align behavior. Reinforce priorities.*

What happens next matters. What you reinforce teaches people what actually matters, not just what's said.

## What This Can Sound Like

"Let's ground ourselves for a moment. The priority right now is alignment, not speed. I know there's tension in the room, and that makes sense given the changes we're navigating.

Here's what we're going to do next. We'll focus on two priorities for the next 30 days and I'll follow up with clear owners and timelines."

In a few sentences, the leader manages context, experience, and action.

## Quick Self-Check

Before or after a high-stakes moment, ask yourself:

- **Context:** What do I want people to understand when they leave?
- **Experience:** What am I signaling through my presence right now?
- **Action:** What behavior or priority am I reinforcing?

You don't have to be perfect. You just have to be intentional.



Reflection:

- Where do you tend to assume context instead of creating it?
- What do people often misunderstand or misinterpret?

Notes:

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## Exercise 1: Strategy Breakdown Autopsy

Think of a strategic initiative that made sense on paper but stalled, faced resistance, or never fully landed.

Using the Context lens:

- What was left unsaid or assumed?
- Where was the strategy abstract instead of concrete?
- What questions might people have been asking silently?

Insights:

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## Signals I Send Under Pressure

When I'm under pressure, I tend to:

- Over-explain
- Shut down questions too quickly
- Become overly directive
- Minimize emotional impact
- Default to data
- Rush to solutions
- Other: \_\_\_\_\_



Reflection: Which of these might people experience most often from me?

**Notes:**

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## E = Experience

### What It's Like to Be on the Receiving End of You

**"People don't remember everything you said — they remember how safe, steady, or unseen they felt when you said it."**

### What It's Like to Be on the Receiving End of You

People do not just hear strategy. They experience the leader delivering it. Experience includes tone, pacing, emotional signals, and how power shows up in the room.

### Experience Self-Check

Ask yourself:

- What does it feel like to receive me when I'm under pressure?
- How do I respond to skepticism or challenge?
- What emotional cues might I be sending unintentionally?

**Notes:**

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## Exercise 2: Presence Under Pressure

Recall a moment when you felt challenged, questioned, or met with resistance.

Reflection:

- What did you intend to communicate?
- What might others have experienced instead?
- What signals did you send without realizing it?

What would you want to adjust next time?

### Notes:

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## Reframing Resistance

Resistance is often a signal of:

- unclear context,
- unmet emotional impact, or
- misaligned reinforcement.

Reflection: What might resistance be protecting rather than opposing?

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## A = Action

### What Reinforces or Contradicts Your Message

People believe what leaders reinforce more than what they announce.  
Actions clarify the real strategy.



“At scale, strategy becomes real through what leaders consistently reinforce.”

### Action Self-Check

Consider:

- What gets funded?
- What gets rewarded?
- What gets tolerated?
- What gets repeated?

Reflection:

- Where might your actions be undermining your message?
- What signals do your decisions send over time?

### Notes:

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## Exercise 3: Strategic Message Redesign

Identify a real strategic message you need to communicate in the next 30 days.

Apply the full framework:

Context: .....

- What must be made explicit?

Experience: .....

- How do you want people to feel when they hear this?

Action: .....

- What behaviors or decisions must reinforce this message?

Draft your revised message below:

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## Integration and Commitment

**"Strategy becomes real not in announcements, but in the moments leaders consistently reinforce what matters."**

### Your Leadership Commitment

Based on today's work:

- One message I will clarify:
- One presence behavior I will practice:
- One upcoming moment where this matters:

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## Applying Strategic Presence: 30-Day Focus

**Upcoming Moment What I Will Do Differently (C-E-A) What I'm Watching For**

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## After the Session

Consider revisiting this workbook:

- Before high-stakes conversations
- When resistance shows up
- When strategy feels clear to you but not to others

Leadership is not just what you say. It is what people experience.