

# PRESENCE

Poise  
Resonance  
Engagement  
Strategy  
Empathy  
Navigation  
Credibility  
Energy

## Coaching Guide

### Executive Presence Framework

Manager reference for coaching customer-facing teams on the PRESENCE framework

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# How to Use This Guide

This coaching guide is for managers of customer-facing teams -- Sales, CS, Enablement, and SDRs -- who want to develop executive presence in their people. Use it to structure coaching conversations, surface specific presence gaps, and build consistent development habits across every rep who interacts with customers.

## Coaching Questions

Use these in 1:1s after customer calls or before high-stakes meetings. They surface whether the rep is developing PRESENCE intentionally or leaving it to chance.

## Red Flags

Warning signals that indicate a rep is not developing PRESENCE. Surface these early -- presence gaps compound as rep seniority and deal complexity increase.

## Coaching Scenario

A real-world situation to walk through with your rep. Compare their response to "What Good Looks Like" to identify specific development moments.

## Mastery Indicators

Use these to assess presence maturity and set development goals. A rep demonstrating all five consistently has internalized PRESENCE as a habit.

# PRESENCE

## Executive Presence -- Leadership Framework

Poise | Resonance | Engagement | Strategy | Empathy | Navigation | Credibility | Energy

### PURPOSE

Help customer-facing team members develop executive presence -- moving from reactive, self-focused communication to intentional, audience-centered presence that builds trust and credibility in every customer interaction, regardless of role or seniority.

### MANAGER COACHING QUESTIONS

- Walk me through how you opened your last customer call. What was your framing and what were you trying to signal?
- When did you last get caught off guard in a customer meeting? What would Poise or Navigation have looked like there?
- Are your customer conversations framed around their outcomes or yours? Give me a specific example from last week.
- How are you calibrating your energy for different stakeholders -- a stressed champion vs. a skeptical executive?
- What feedback have you received about how you come across in front of senior stakeholders? What are you actively practising?

### RED FLAGS TO WATCH

- Rep starts every customer meeting by jumping to agenda items or screen sharing without framing the purpose
- Hard questions trigger long, hedging, or defensive answers -- no pause, no structure
- No visible difference in communication style between entry-level contacts and C-suite stakeholders
- Customer meetings feel like presentations to, not conversations with -- no genuine engagement loop
- Rep does not seek presence feedback, does not record calls for review, has no active development habit

### COACHING SCENARIO

#### SETUP

A CSM is heading into an EBR with a VP-level customer who has been disengaged for two quarters. The rep is nervous, over-prepared with a 30-slide deck, and planning to walk through product usage data to prove value.

#### WHAT GOOD LOOKS LIKE

The CSM opens with a crisp 90-second outcome framing, pauses to invite the VP's reaction, uses Strategy to anchor on what the customer cares about, Empathy to acknowledge disengagement directly, and Navigation to handle hard feedback with composure.

### MASTERY INDICATORS

- Opens every customer meeting with a clear, outcome-framed 60-second setup -- every time
- Holds a deliberate pause before answering hard questions without filling silence with hedging
- Visibly adjusts communication style and energy based on the stakeholder -- adapts, not just projects
- Frames updates, ideas, and recommendations in business outcomes first, mechanics second
- Actively seeks presence feedback after high-stakes meetings and has a consistent development practice