

Executive Communication

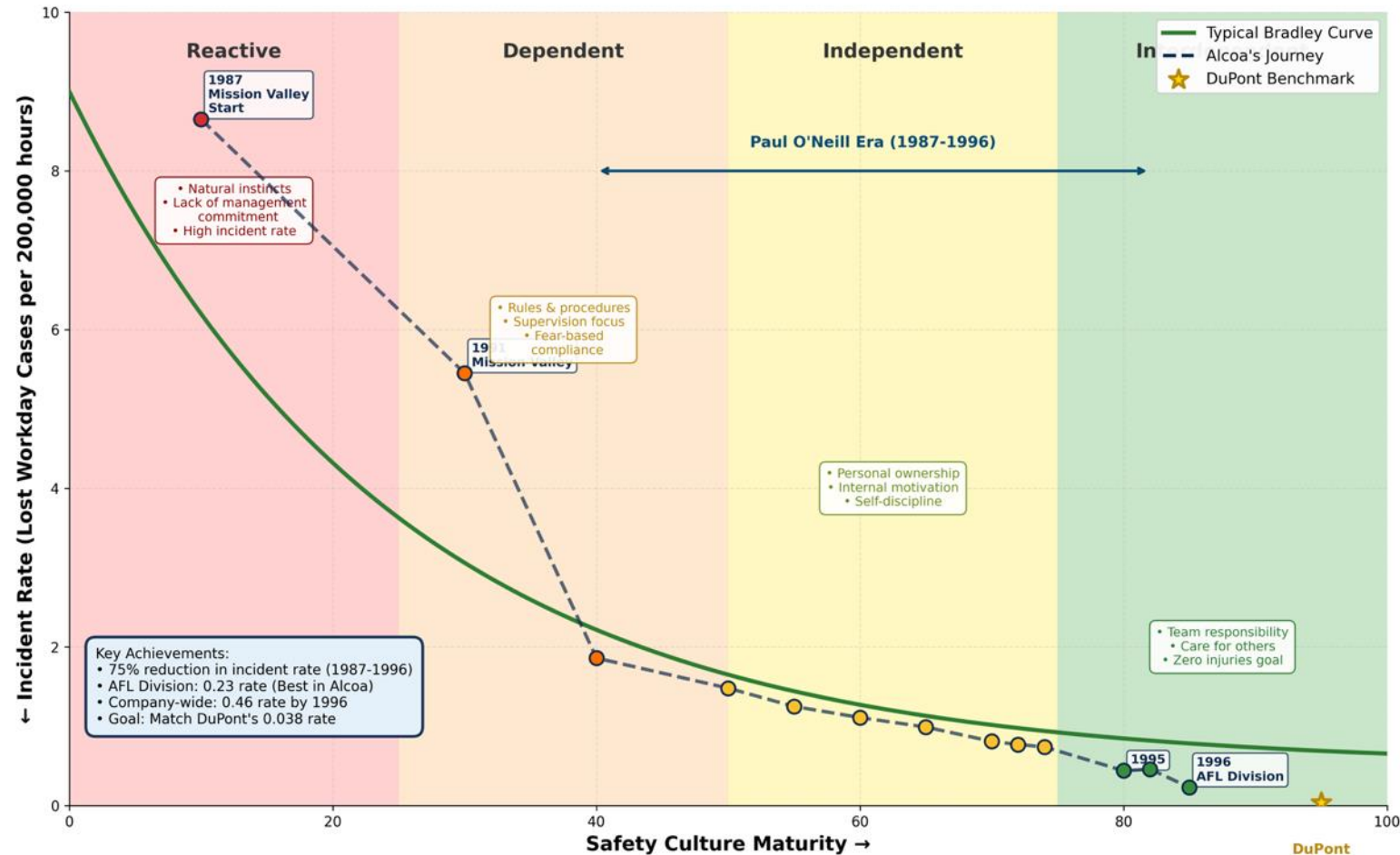
January 28-29, 2026

Alcoa Update



DuPont Bradley Curve

Alcoa's Safety Performance Journey on the DuPont Bradley Curve
Transformation from Reactive to Independent Safety Culture





Alcoa Fujikura Limited

- **Headquarters:** Brentwood, Tennessee
- **Size:**
 - 1986: 10 plants and 3,000 employees
 - 1996: Over 40 plants and 26,000 employees
- **Revenue:**
 - 1986: \$11 million
 - 1996: \$1.4 billion
- **Performance Highlights:**
 - One of Alcoa's best performers in revenue, revenue growth, and safety
 - Generated more than 10% of Alcoa's total sales despite being just 1 of 21 business units
 - Achieved best-in-company safety record with 0.23 lost workday rate (compared to Alcoa's overall 0.46)
- **Strategic Importance:**
 - Highly valued by major customers, particularly one of the Big Three North American automobile manufacturers
 - Affirmed Paul O'Neill's belief that there's no trade-off between workplace safety and business priorities
 - Demonstrated that excellence in safety could coexist with exceptional business performance

The AFL Division exemplifies how a focus on safety culture can align with outstanding business results, making it a model within Alcoa.

Building Your Executive Presence



Common Misconceptions

- ✗ Being the loudest person in the room
- ✗ Intimidating or dominating others
- ✗ Only for senior executives
- ✗ Fixed personality trait you're born with
- ✗ One-size-fits-all approach



Why Executive Presence Matters

- Represents General Dynamics to our stakeholders
- Builds credibility with customers and leadership
- Enhances team effectiveness across operations
- Positions us for future opportunities
- Demonstrates GD ETHOS values in action



Small Group Discussion

- What does executive presence look like at General Dynamics?
- What do our stakeholders expect from us?
- How is this different from other industries?
- What specific behaviors demonstrate presence?



GROUP DISCUSSION - 10 minutes

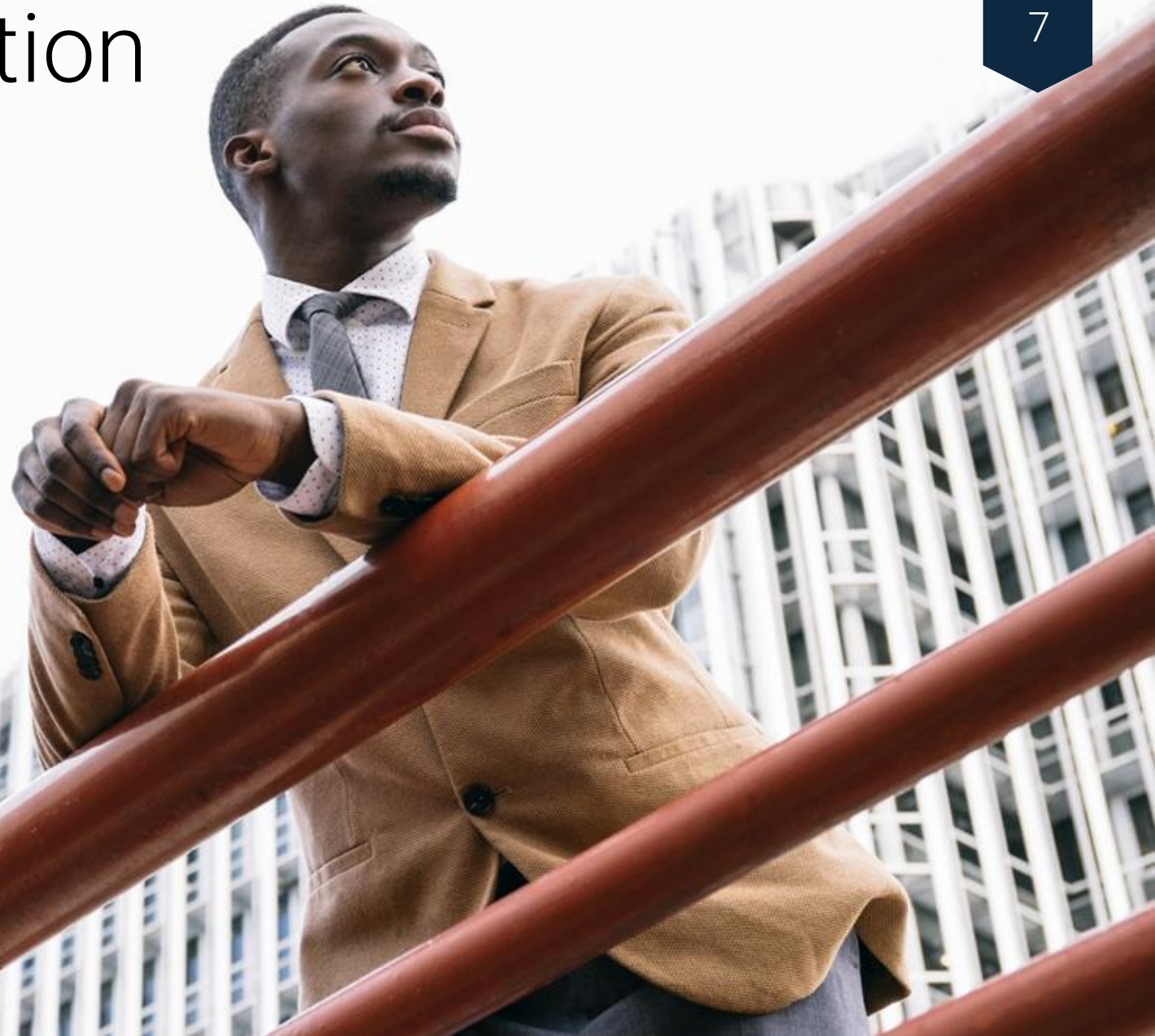


Executive Presence In OTS

- Technical credibility and precision
- Calm under high-stakes pressure
- Security and discretion
- Formal professionalism
- Clear chain of command respect
- Proactive problem-solving
- Commitment to Safety and Operation Excellence

Our Working Definition

The ability to inspire confidence in others through your competence, communication, and character — demonstrating that you're capable of handling whatever challenges arise.





The Three Pillars



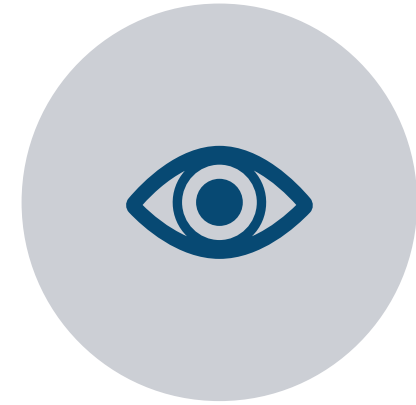
HOW YOU ACT

67%



HOW YOU SPEAK

28%



HOW YOU LOOK

5%

Alignment & Consistency – The 3 Vs



Verbal – what we say

- Words you choose
- Vocabulary and grammar
- Jargon and idioms

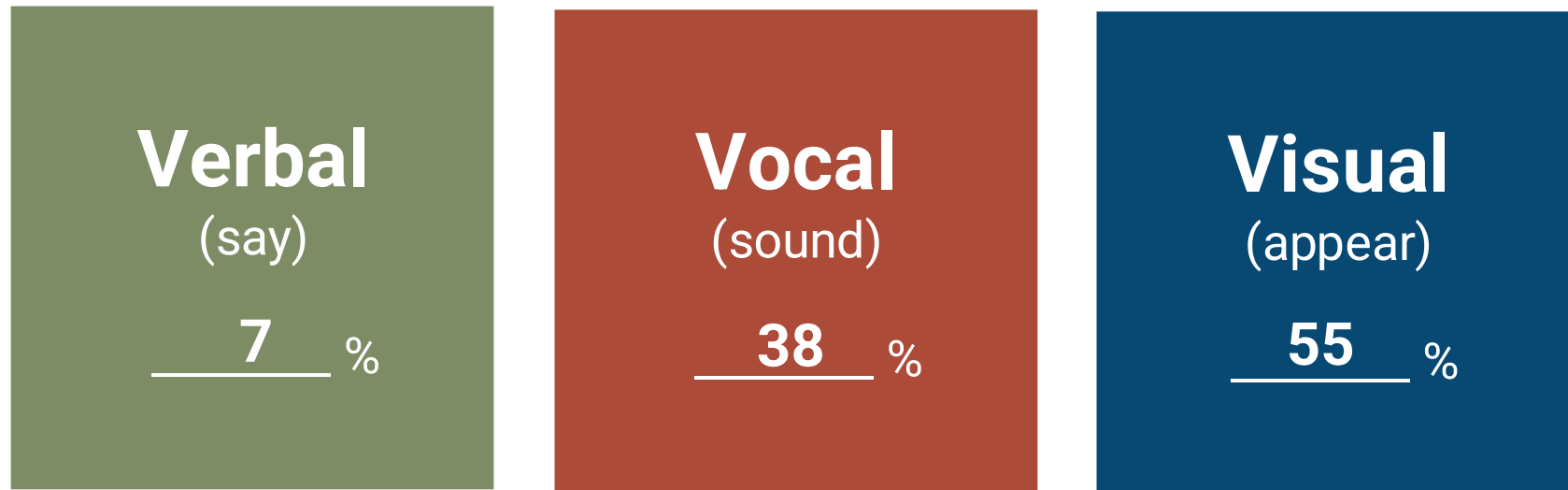
Vocal – how we sound

- Tonality
- Pitch
- Pace of speech
- Volume

Visual – how we appear

- Posture
- Gestures
- Facial expressions
- Eye contact
- Attire

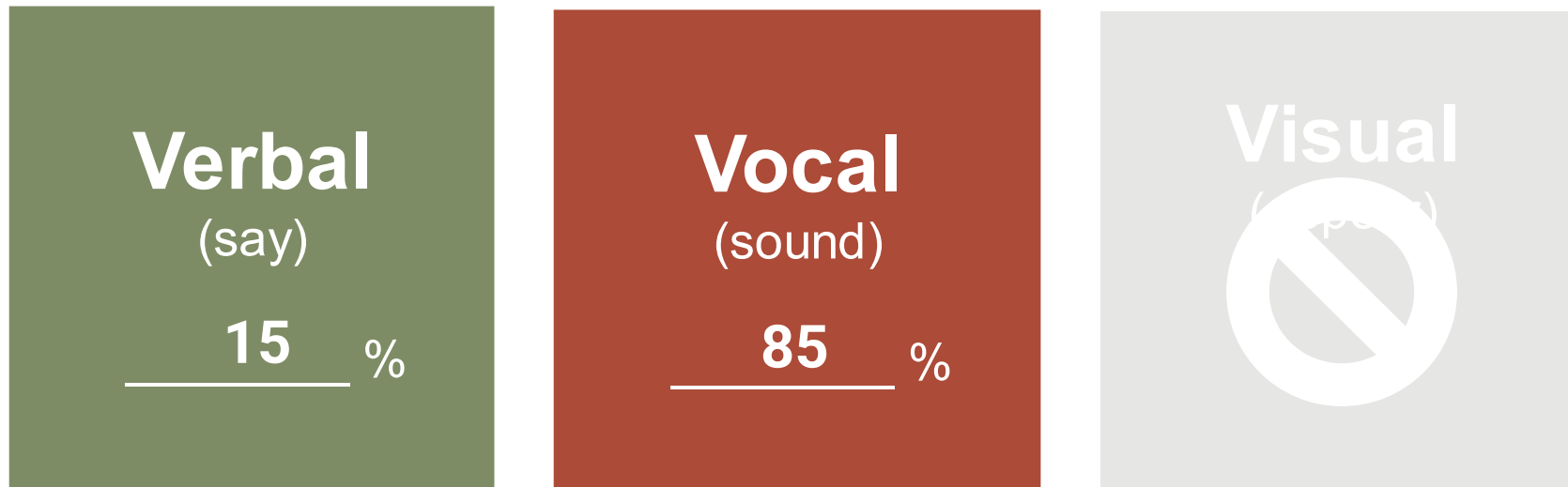
Impact of the 3 Vs



★ That means **>90% of our communication is non-verbal.**

Impact of the 3 Vs by phone

What happens when the **visual aspect** is removed from the equation?



Leveraging Non-visual Communications

- ✓ Stand up when you're presenting on the phone (changes vocal energy)
- ✓ Smile during important points (actually changes your tone)
- ✓ Vary your pace—slow down for important points, energize for action items
- ✓ Match your vocal energy to the message
(confident = steady tone; urgent = controlled faster pace)
- ✓ Eliminate filler words ('um,' 'uh,' 'like')
- ✓ Use purposeful pauses instead of filler words

Practice Exercise: Leveraging Vocal Delivery



Pair up and with your backs to one another, the speaker says, *"The program is on budget and on schedule."*

- sitting, not smiling
- standing, smiling

Listeners, note your reaction to the statement. Then switch roles.

(10 Minutes)



The Written Word



When your communication relies **100% on your words**,
how do you adapt?

Email | Text messaging | Social media posts | IM/Teams

Verbal

(say)

100 %

Vocal



Visual



Effective Writing

"Per our discussion, please send the updated specs by Friday."

VS.

"Hi Sarah - Following up on our conversation this morning. Would you be able to send the updated specs by Friday? That would help keep us on track for the Monday review. Let me know if you need anything. Thanks!"

- **Choose words carefully** - you have 100% of the burden
- **Use structure** - bullets, bold, spacing to add 'visual' component
- **Read it out loud** before sending - That's your 'vocal' check
- **Add warmth** - greeting, thanks, context (the human elements)
- **When in doubt, pick up the phone** - or turn on your camera

Gravitas: How You Act

- Confidence under pressure
- Sound judgment and decisiveness
- Emotional intelligence
- Integrity and authenticity
- Grace and composure
- Accountability and ownership





Demonstrating Gravitas

- ✓ Acknowledge mistakes quickly and proposing solutions
- ✓ Stay calm when stakeholders challenge your approach
- ✓ Make tough calls with incomplete information
- ✓ Stand by your team when under pressure
- ✓ Admit 'I don't know, but I'll find out'
- ✓ Follow through on commitments consistently



Communication: How You Speak

- Clarity and conciseness
- Executive-level language
- Active listening
- Compelling storytelling
- Reading the room
- Adapting style to audience
- Written and verbal excellence





Effective Executive Communication

DO

- Lead with the bottom line
- Use data to support assertions
- Be Concise | Speak in headlines
- Pause & Consider before responding
- Ask clarifying questions
- Manage internal emotional state
- Have a communication strategy

AVOID

- Rambling
- Over-explaining
- Don't rush to fill silence
- Don't over-apologize
- Get defensive
- Emotional reactivity
- Not listening

Poor**Good**

Appearance: How You Look

You never get a second chance to make a first impression!

Presence In Virtual Meetings

- Camera at eye level
- Professional background
- Good lighting
- Test tech beforehand
- Camera on when speaking
- Attentive body language
- Minimize multitasking
- Use chat strategically
- Speak clearly and pause



What You Control

- 67% – Gravitas (How You Act)
- 28% – Communication (How You Speak)
- 5% – Appearance (How You Look)

Focus most energy on gravitas and communication

Elevator Pitch Practice

The Elevator Pitch

An elevator pitch is a brief, compelling summary — 30 to 60 seconds — of what a program does and why it matters.

- It's short enough to deliver in an elevator ride,
- structured to grab attention, and
- communicate value quickly without jargon.

"We're preparing your top 20 people to lead at the next level by combining strategic thinking, innovation capability, and prevention-based leadership in an intensive 10-session program.

They'll learn to influence executives, make stronger business cases, and build teams that drive operational excellence.

The result is bench strength ready to take on bigger roles with measurable impact on your bottom line."



Elevator Pitch – “The Hook”

HOOK (5-8 seconds)

A compelling opening statement, question, or statistic that grabs attention.

- "What if I told you we could reduce [problem] by 40%?"



Elevator Pitch – “The Problem”



PROBLEM (10-12 seconds)

State the challenge clearly and why it matters to THEM.

- What's at stake? (cost, risk, missed opportunity)
- Make it tangible and urgent



Elevator Pitch – “The Solution”

SOLUTION (15-18 seconds)

Your proposal in one clear sentence, then briefly how it works.

- Keep it simple—avoid technical jargon
- Focus on the "what," not the "how"



Elevator Pitch – “The Value”



VALUE/PROOF (12-15 seconds)

Quantify the benefit and establish credibility.

- ROI, timeline, or measurable outcome
- Brief evidence: pilot results, comparable success, data point



Elevator Pitch – “The Ask”

ASK (8-10 seconds)

Clear, specific call to action.

- What do you want from them?
- Make it easy to say yes



Practice Exercise: Elevator Pitch

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Craft a 60-second program update for a GD executive.

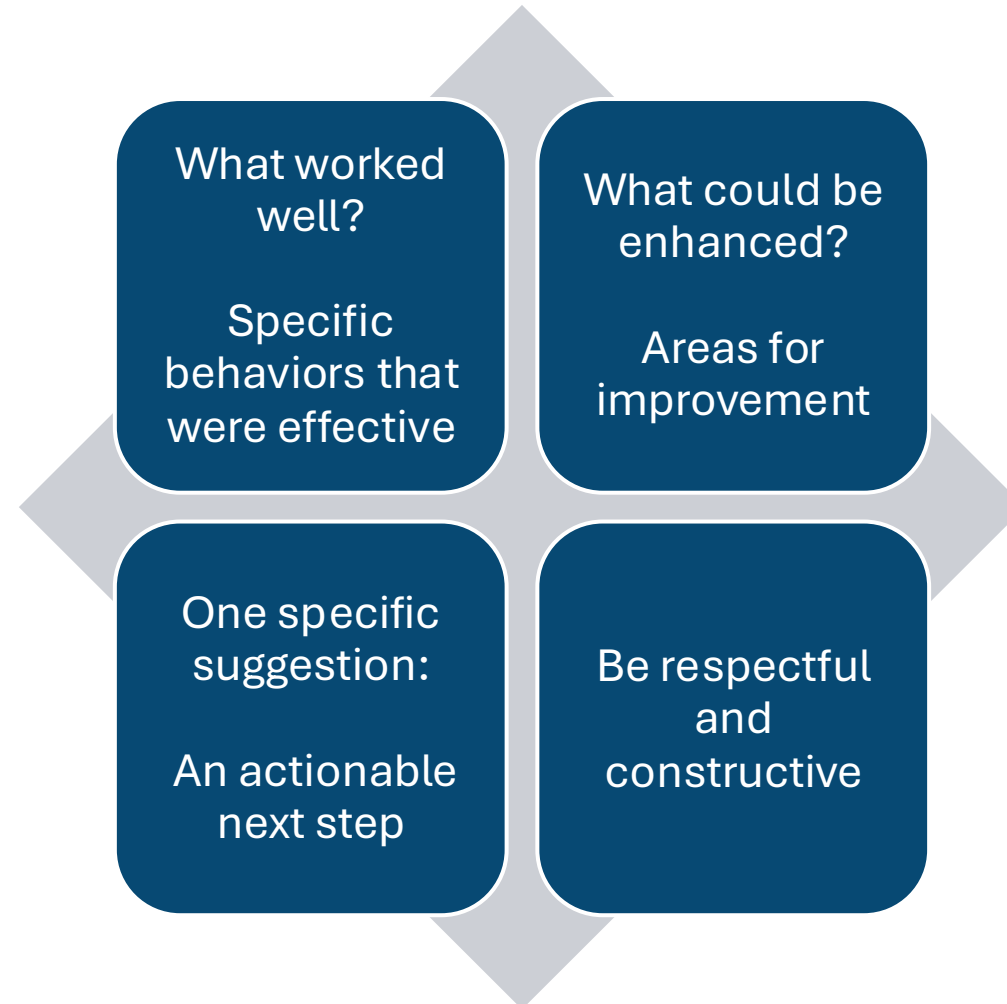
Use the worksheet with the suggested outline.

Practice in pairs and provide feedback using the framework.
(15 Minutes)





Feedback Framework



Practice Case Studies

Executive Presence In Action

- Real scenarios and case studies
- Opportunities to practice key skills
- Feedback and discussion



Analyze Real Scenarios

- High-pressure stakeholder meetings
- Cross-functional team leadership
- Senior leadership presentations
- Managing partner relationships
- For each:
 - What demonstrates presence?
 - What undermines it?

Break Into 4 Person Groups



The Challenged Deliverable

Scenario:

Mid-presentation, stakeholder questions deliverable quality.

Discussion Questions:

- How do you respond in the moment?
- What demonstrates executive presence?
- What would undermine your credibility?

CASE STUDY & DISCUSSION: 10-Minutes

Key Lessons Across All Scenarios

- Stay calm and centered
- Acknowledge the concern directly
- Provide clear, honest response
- Focus on solutions, not blame
- Follow through on commitments
- Maintain respect for all parties





The Team Conflict

Scenario:

Tension over task ownership. Discussion circular.

Discussion Questions:

- How do you intervene?
- What leadership presence is required?
- How do you preserve everyone's dignity?

CASE STUDY & DISCUSSION: 10-Minutes



Body Language Matters

- Power Postures: stand/sit tall
- Open posture
- Eye contact
- Purposeful gestures
- Controlled movements

Avoid:

- Crossed arms
- Fidgeting
- Looking down
- Slouching





Undermining Behaviors

- Over-apologizing
- Defensive reactions
- Blaming others
- Rambling answers
- Poor preparation
- Lack of follow-through
- Emotional reactivity
- Inconsistent behavior
- Not listening



The Tough Question

Scenario: Presenting to GD senior leadership.

Discussion Questions:

- How do you handle this moment?
- What response demonstrates gravitas?
- What body language matters?

Role Play: Break into your Project Teams



Practice Exercise

Role Play Activity (30 minutes):

- Primary Presenter
- Mock ELT Member(s)
- Observer(s)
- Rotate Roles

Focus:

- Composure
- Non-defensive responses
- Body language

5-Min Presentation & Q&A
5-Min Debrief & Feedback

Remember These Essentials

- ✓ Learnable and developable
- ✓ Built through consistent practice
- ✓ Based on authenticity, not performance
- ✓ Critical for program success

You don't need to be perfect—you need to be genuine and competent



Where Are You Now?

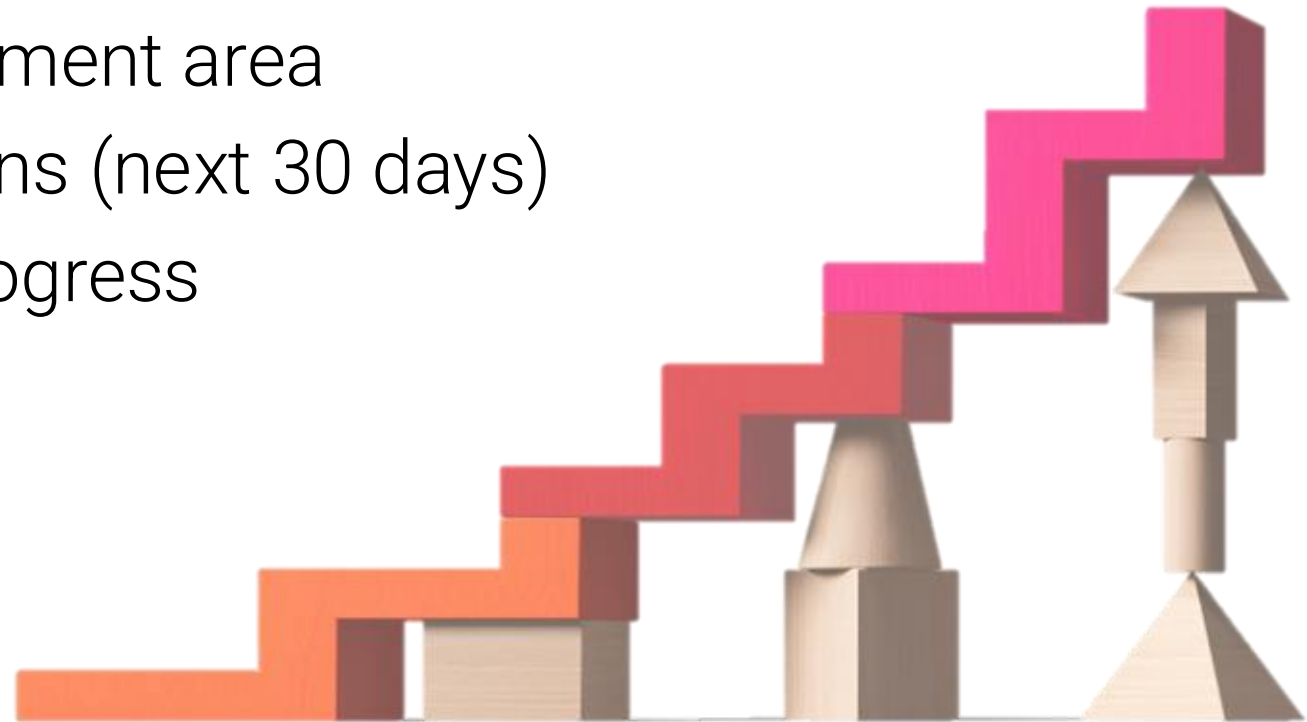
- Complete the self-assessment questionnaire (10 minutes)
- Rate yourself 1-5 on each component
- Identify your top 2 strengths and top 2 development areas





Your Personal Development Plan

1. My top executive presence strength
2. My primary development area
3. Three specific actions (next 30 days)
4. How I'll measure progress
5. Support I need





Continuing Your Development

- 30-day follow-up check-in
- Optional coaching sessions
- Peer feedback opportunities
- Recommended reading list
- Team support and observations
- Pair up with an accountability partner

Continue Learning

- Books: Executive Presence (Sylvia Ann Hewlett)
- Presence (Amy Cuddy)
- The CEO Next Door (Elena Botelho)
- Online:
 - Harvard Business Review
 - TED Talks
 - LinkedIn Learning

Moving Forward



Executive Presence:

is not about being someone you're not,
it's about being the best version of
who you are.

Your Challenge:

Start implementing one new behavior
tomorrow



One-on-Ones That Work

Guided Conversations That Drive Performance

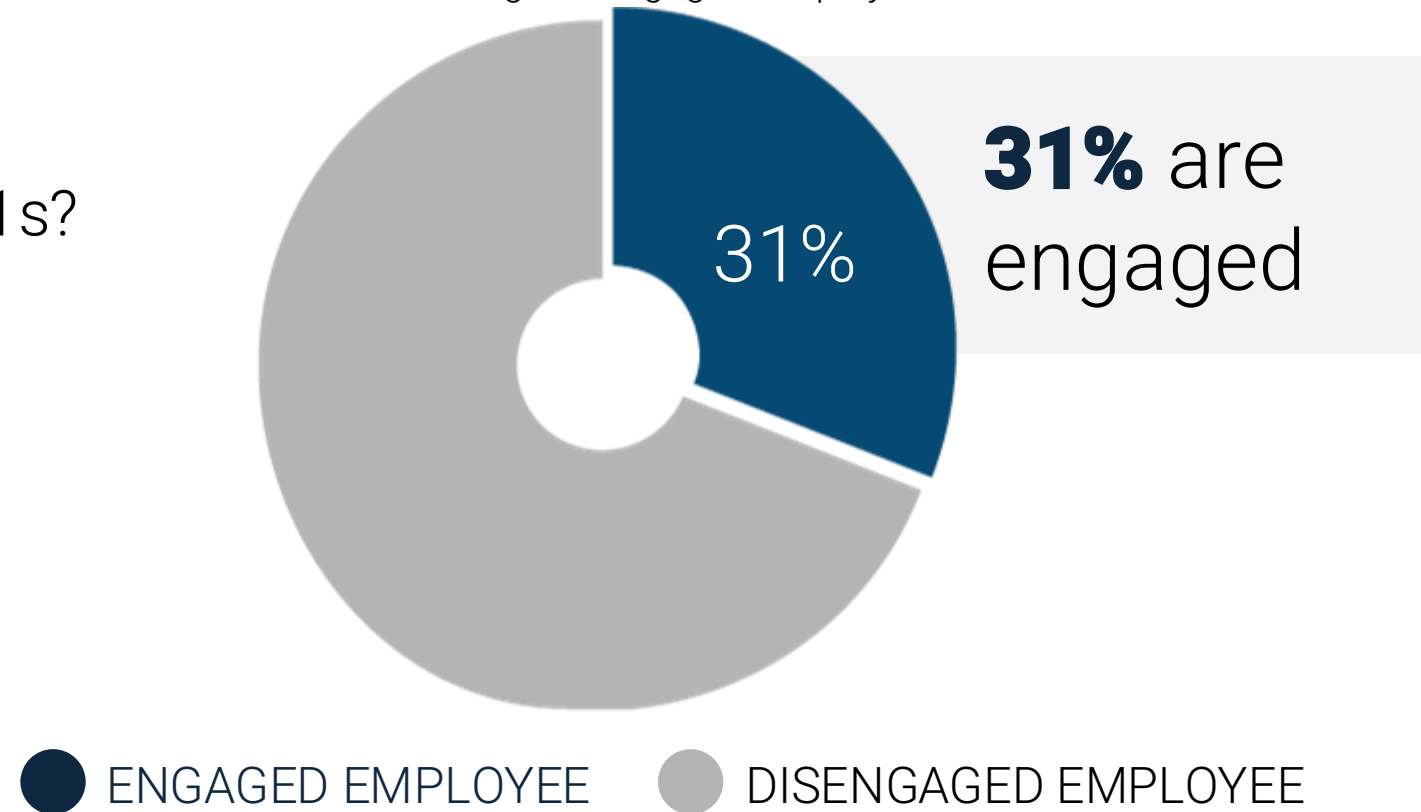
Why You Need Them - Engagement

Employees want ***fewer*** meetings with the exception of one meeting type.

They want more 1:1s.

How often do employees want 1:1s?
Weekly.

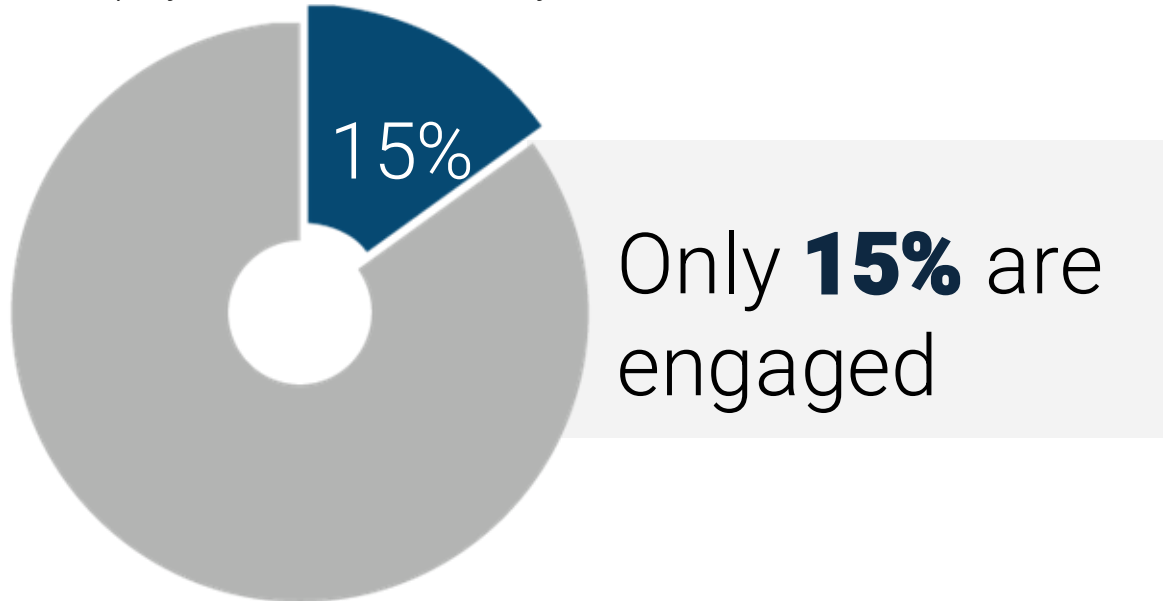
National Average of Engaged Employees



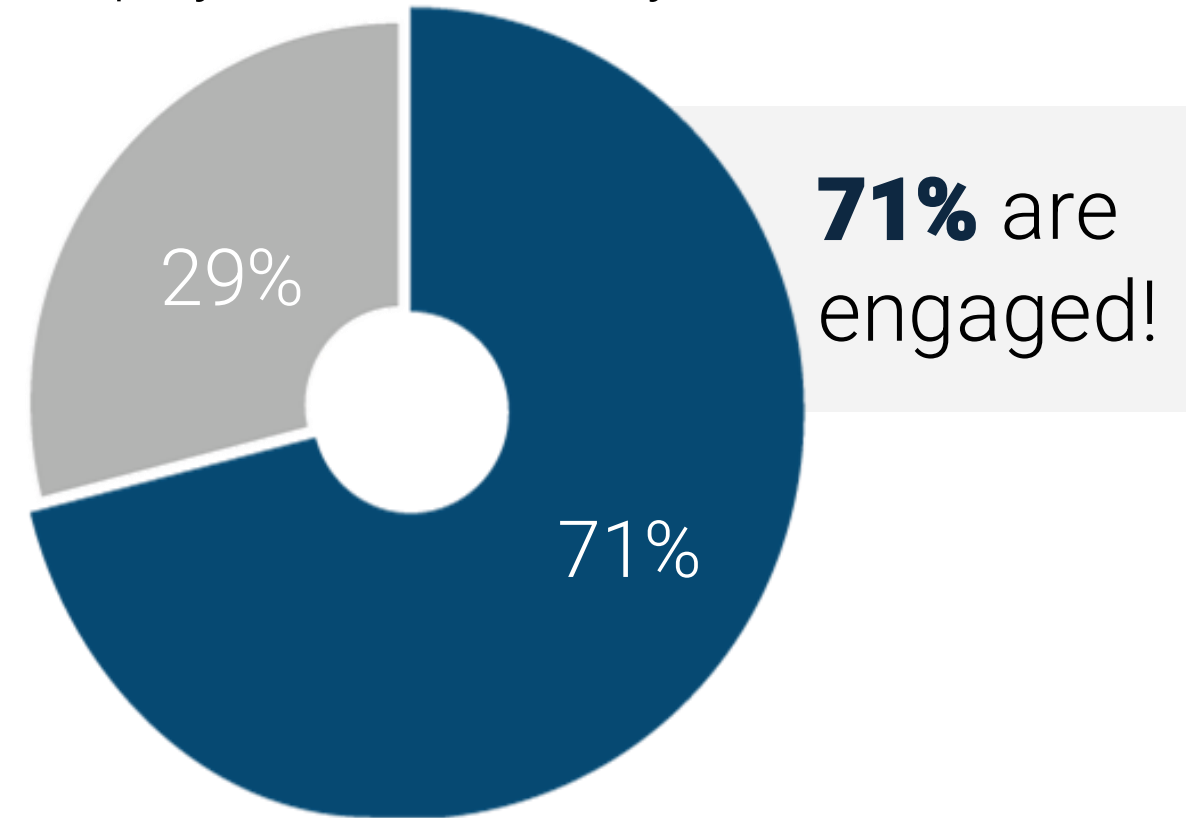
Source: Gallup, Employee Engagement Report, 2024

Why You Need Them - Engagement

Employees WITHOUT weekly 1:1s



Employees WITH weekly 1:1s



ENGAGED EMPLOYEE
 DISENGAGED EMPLOYEE

Source: Gallup

Key Ingredients for Successful 1:1s



Roles and Expectations



Powerful Questions



Structure and Consistency



Active Listening



Quality of Feedback



Predictive Index Data



Roles & Expectations



The role of a leader:

DO:

- Ask questions
- Actively listen
- Challenge assumptions
- Provide clear and candid feedback
- Coach/guide
- Motivate

AVOID

- Being the boss
- Acting as taskmaster
- Overtalking/storytelling
- Having all the answers
- Info-data report prepper

The role of an employee:

DO:

- Schedule the meeting
- Drive the meeting agenda
- Come prepared with updates and questions
- Show candor and vulnerability
- Give clarity on what is needed/valuable

AVOID:

- Complaining without participating in solutions
- Expecting leader to produce status updates
- To be treated casually



What is Accountability?



What Accountability is:

- Setting clear expectations
- Monitoring progress
- Providing support
- Recognizing results
- Addressing shortfalls

What Accountability Does:

- Aligns expectations
- No surprises
- Offers transparency
- Builds trust
- Weathers storms

Holding someone accountable means they are expected to own their responsibilities and face appropriate outcomes based on their performance – **positive or negative.**



Accountability?



91% of employees say “effectively holding others accountable” is a top need.

40% of employees feel their manager actually holds them accountable to their goals.

Employees **want** to be held accountable.

Being prepared **matters**.

- An employee should show up prepared for their agenda items.

Stay on **target**.

- If your employee goes over time, end the meeting.
- Stick to the agenda and timing to focus on what’s most critical.

HBR, How to Actually Encourage Employee Accountability, 2020



Structure and Consistency

Structured & Purposeful

- Use formal meeting agendas and track action items and progress.
- Focus on moving forward and going narrow and deep.

Consistency

- Consistency is critical: only commit to what you can do consistently, not perfectly.

Specific Goals

- Make narrow, written, defined goals:
 - Five, not 15
- Discuss areas for improvement/development one at a time:
 - People struggle to improve more than one thing at once.



Sample Agenda



1.	Feedback and development (employee and leader) Situation-specific In context of development plan Status on action items/next steps	5 min
2.	Weekly updates (employee) Wins: status only, less context Misses: status only, less context Insights: key items, not all items	5 min
3.	Priorities and issues (employee) Top three in next 30 days What success looks like and the timeline What do you need from me as your leader?	10 min
4.	Leader's turn (leader) Anything the leader wants to discuss Feedback to share Confirm action items	5 min
5.	Verbal summary (employee) Decisions, actions, timelines, responsible party Use to clarify any ambiguity	5 min

Discuss:

1. Why start with feedback and development first?
2. Who owns the vast majority of the agenda?
3. How much prep does the leader actually need to do?
4. Who still has the ultimate say on these items?



Agenda Elements

	Description	Value
1.	Feedback and development Actionable, constructive feedback, recognition, or coaching with the intent to help someone grow, improve, build on their strengths, and/or raise their self-awareness.	Sets the expectation that development will be an ongoing conversation. Makes feedback easier by breaking it into consistent, bite-size pieces. Reinforces the employee's sense of growth, boosting engagement and retention.
2.	Weekly updates A concise status update of the successes, setbacks, and challenges on a direct report's most important current priorities. Not an accounting of every detail or item. A quick "scorecard" (even on qualitative items), not a place/time for deep discussion.	Keeps leader and direct report aligned on key priorities (no surprises). Can help a direct report more comfortably deliver bad news AND feel comfortable talking about wins. Flags topics that may need deeper discussion.
3.	Priorities and issues Focuses on upcoming priorities and current challenges, ensuring alignment and clarifying where support is needed. Both parties align on action items to go forward.	Promotes ownership by having the direct report define priorities, while giving them a clear space to request support—especially helpful for those who struggle to ask. Ensures they're focused on the right things with no surprises.



Agenda Elements



	Description	Value
4. Leader's turn	Opportunity for leader to provide additional feedback on anything they may have learned during weekly updates and priorities/issues. A chance to talk about ANYTHING else on their mind, probe into certain areas with deeper questions, etc.	Gives the leader a chance to address/discuss anything additional. Gives the leader the "last word" on things, as necessary.
5. Verbal summary	A quick but detailed recap to confirm understanding and alignment on decisions, actions, feedback, ownership, and timelines, so there is strong alignment.	Significantly reduces assumptions and miscommunication, and as a result increases speed to productivity.



The Impact of Canceling 1:1s

- Shows employee they are not your priority.
- Employee may have been waiting to bring up an issue.
- Misses the opportunity to connect.
- Erodes trust, productivity, engagement.



Your experience with feedback

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Tell us about...

A time you got really good, high-quality feedback or recognition and what that meant. What was it about the feedback that made it so impactful?

A time you received poor feedback or recognition, that did not have a positive impact. What was it about the feedback that fell so flat?





Quality of Feedback



Low Quality

- Clichés, hyperbole, fixed mindset
 - You always, you never, you constantly...
 - You are really smart
 - You are the best I've ever seen at...
- Comments about personality
 - Nice, friendly, abrasive, opinionated, confident

High Quality

- Focused on variables, growth mindset
 - Knowledge, skills, abilities, attitude, perspective, etc. that a person can impact, improve, change.
- Is specific, relevant, actionable

Textio, Language Bias in Performance Feedback, 2024



Quality of Feedback



People who receive low quality performance feedback are **2x** more likely to quit than those who receive high quality feedback.

When employees understand expectations, they are more likely to stay.



Textio, Language Bias in Performance Feedback, 2024



How to Give Good Feedback



Delivery:

Timely, sincere, specific

Types of Feedback:

Recognition

Encouragement

Constructive/critical

Managing accountability

Developmental





Feedback Delivery

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Timely:

What would qualify as timely?

Specific:

Is NOT:

“John, good job on assisting that customer who was pretty upset last week.”

Sincere:

How can you ensure it's sincere?

“John, I want to tell you what an excellent job you did handling that upset customer yesterday. They were clearly angry and emotional – and with good reason. Yet, you did a remarkable job really listening to them and staying calm. That helped the customer feel heard and then they were able to calm down. Because of how composed and thoughtful you were, you turned an angry customer into one who left feeling heard and valued. That is the kind of thing that helps us keep our customers and makes our entire organization successful.”



Feedback Examples



Recognition:

1. Observation
2. Impact

“You did an excellent job during your presentation yesterday. You were well prepared, your delivery was thoughtful and persuasive, and best of all, you handled a number of skeptical, difficult questions with composure and patience. All of this really added to your personal credibility and the credibility of the project.”

Encouragement:

1. Observation
2. Encouragement
3. Question (how to do more, more often, etc.)

“When you asked <XYZ> question in the team meeting, it really gave us some insight we needed to improve the timeline. Tell me your thoughts on how can we incorporate that thinking into other project meetings.”



Feedback Examples



Constructive/Critical:

1. Observation
2. Impact
3. Confirmation (do they agree/see it that way?)
4. Question (I wonder how...?)

"I noticed when you present to the team, sometimes you get so excited that you don't pause enough to bring others into the conversation. This can cause the team to hold back their thoughts. Have you noticed that? Let's explore what we can do differently to help the team feel as excited as you are and create more inclusion."

Managing Accountability:

1. Observation
2. Impact
3. Question (obstacles, how to get going)

"I've noticed that the process for approving published materials slows down the project. This affects the team's overall timeline for producing new content. Share your perspective on what's happening here."



Feedback Examples

Developmental:

1. Observation/future state/purpose/goal
2. What it will do for the them, and the team/organization
3. Observation
4. Confirmation (do they agree/see it that way?)
5. Question (I wonder how...?)

John, I'd like to talk about you taking the next step and start handling more complex customer troubleshooting cases.

I've seen what a great job you do providing thoughtful, high-quality service to our customers. They consistently have rave reviews about your expertise and helpfulness.

Doing this would give you an opportunity to flex your customer service excellence while challenging you to build new skills and grow your expertise. It would also start you on a path to the next level role and compensation here, which I know is important to you. And our organization and customers would really benefit from your capabilities in this area.

Tell me your thoughts about this idea. Share what's interesting or exciting about it and anything you might be worried about.

What do you think might be the best way to start working on this?

Coaching High Performers

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Discuss:

What gets in the way of coaching high performers?



High Performers



800%

High performers are 800% more productive than your average employee.

53%

Only 53% say their manager sits down with them monthly.

63%

Employees are 63% more likely to quit if they get low quality feedback.

Feedback

High performers are more motivated than any other group by constructive and critical feedback.

1.8

They receive 1.8 instances of “exaggerated” feedback (low quality) for every instance of feedback all other employees receive.

McKinsey, 2024; Textio, 2024

Who Really Has “All” the Answers?

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1. Why did you get promoted to a leadership role?
2. What are the benefits of asking questions vs. having all the answers?

Did you get
the memo?

Review! Types of Questions



Investigative



Speculative



Interpretive



Productive



Subjective

Source: Harvard Business Review: [The Art of Asking Great Questions](#), 2024
[The Surprising Power of Questions](#), 2018

Questions Role Play

1. Read the instructions in your workbook.
2. Write down questions you plan to ask.
3. Play out the role play for five minutes.
4. When finished, share feedback.
5. We will instruct you when to stop so you can switch roles for round two!





Active Listening

Reminders:

- Take notes with keywords
- Pause for five seconds after a question
- “Interesting, tell me more.”





The Verbal Summary



“So, what I heard you say was...

What I think that means is...

Did I get that right?

Is there anything else?”





Using Predictive Index to Enhance Your Impact



Self-Awareness: How my behaviors impact 1:1s

Strength	LOW	Caution	FACTOR	Strength	HIGH	Caution
Selflessly interested in others. Will delegate. Approachable.	May shy away from critical feedback. Doesn't like to push. May take on too much to "help."	A Dominance	Holds people accountable. Will push/challenge. Not shy with conflict.	Difficulty delegating authority. Holds onto control. May intimidate.		
Thoughtful, reflective. Naturally asks good questions. Factual.	Can be hard to read. May not share feedback frequently enough. May be dismissive of "feelings."	B Extraversion	Inclusive. Communicative. Persuasive and motivating.	May be too talkative, too trusting. May avoid conflict to preserve relationship.		
Handles change and variety comfortably. Will push and challenge.	Naturally selective listener. Impatient with repetition.	C Patience	Thoughtful listeners. Predictable, dependable. Even-keeled.	May not push/ challenge. May be overly tolerant. Takes too long to decide.		
Big picture focus Let's direct own details. Mistakes = learning.	May struggle with process/agenda. May not provide enough structure/clarity.	D Formality	Good at creating process. Holds directs accountable to plan. High quality standards for success.	May micromanage. Overly critical of mistakes. Struggles to delegate.		

Self-Reflection

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In your workbook, reflect on your own.

1. Circle the items that stand out to you in how your behaviors impact your 1:1s.
2. Write your key strengths in 1:1s.
3. Write your key challenges in 1:1s.
4. Fill in your key takeaways and actions.

Be prepared to share



Adapting to Maximize Impact

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LOWEST

FACTOR

HIGHEST

Give reassurance of their role and your confidence in them. They like freedom from conflict and competition. "World peace."

A
Dominance

Always challenge them to up their game/achieve more. Focus on outcomes/impact: They win if <x>. They lose if <y>.

Give them private time to think. Written communications. Substance, no fluff. Don't put them on the spot.

B
Extraversion

Do NOT cancel their 1-1. Give recognition for how they are impacting others. Share info early on and ask for their input. Let them talk as a way to think.

Load them up with work, variety, challenge. Brief, concise communications focused on actions. Reinforce and check for understanding on the most important elements.

C
Patience

Give time to consider, bring back questions. Time to get ready/build a plan. State the why. Offer clear timelines and deadlines but don't pressure.

Give outcomes/deliverables with clear guardrails but room to figure out how. Help them think through mundane details, contingencies.

D
Formality

Offer depth and clarity of expectations (in writing) to get started. Ask, "What else do you need to begin?" and "What are you worried about?" Frequent, ongoing feedback.

Using PI Data

In your workbook:

1. Look at each of your direct reports' behavioral graphs and identify their highest Motivating Needs.
2. Look back to the library of Strengths, Cautions, and Impact Maximizers and write down one to two Dos/Don'ts for each person.





Creating Buy-In (Here's how we start)

If you ***are not*** currently doing 1:1's but plan to start ...

State the goal: Why have 1:1's?

Define roles: Give the rationale for each role and clarify understanding.

Share proposed agenda: Gain alignment.

Agree on cadence and length: Discuss logistics.

Summarize and gain agreement: Clarify, answer questions, review.



Creating Buy-In (Here's how we improve)

If you ***are*** currently doing 1:1's and want to enhance ...

Share the goal: "We can make these more effective and valuable."

Discuss what to "start/stop/continue": Gain agreement.

Describe/define new role expectations: Rationales and benefits.

Define the new/modified agenda: Purpose and expectations.

Agree on cadence and length: Discuss logistics.

Summarize and gain agreement: Clarify, answer questions, review.

Conclusion/Wrap-up

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Write in your workbook and be ready to share with the group:

1. What ONE most important action/commitment will you will take? Include WHEN you will take it and how you'll know you've been successful.
2. Choose an accountability partner.
3. Share your commitment with them and describe what would keep you accountable.
4. Be prepared to share out loud.