

Presenting For Impact

How Leaders Command the Room and Shape Outcomes



with Mark A. Pfister

 Webinar Start Countdown

WEBINAR REMINDERS

a few points to mention

- **Purpose**: Share approaches to help you focus on behaviors, mindset, and communication disciplines that separate competent speakers from influential ones.
- **Questions**: Write your questions in the Q&A section. Our goal is to answer all questions at the close of the presentation. Otherwise, we will follow-up with you via email afterwards.
- **Materials**: Yes, this entire webinar is being recorded, and you will receive a link via email shortly. This link will also include the ability to view & download the presentation deck in its own separate file.
- **International Board Director Competency Designation**: IBDC.D certification holders will receive 1 CPE credit by attending (be sure to follow proper CPE credit submission guidelines).



YOUR SPEAKER & HOST



Mark A. Pfister

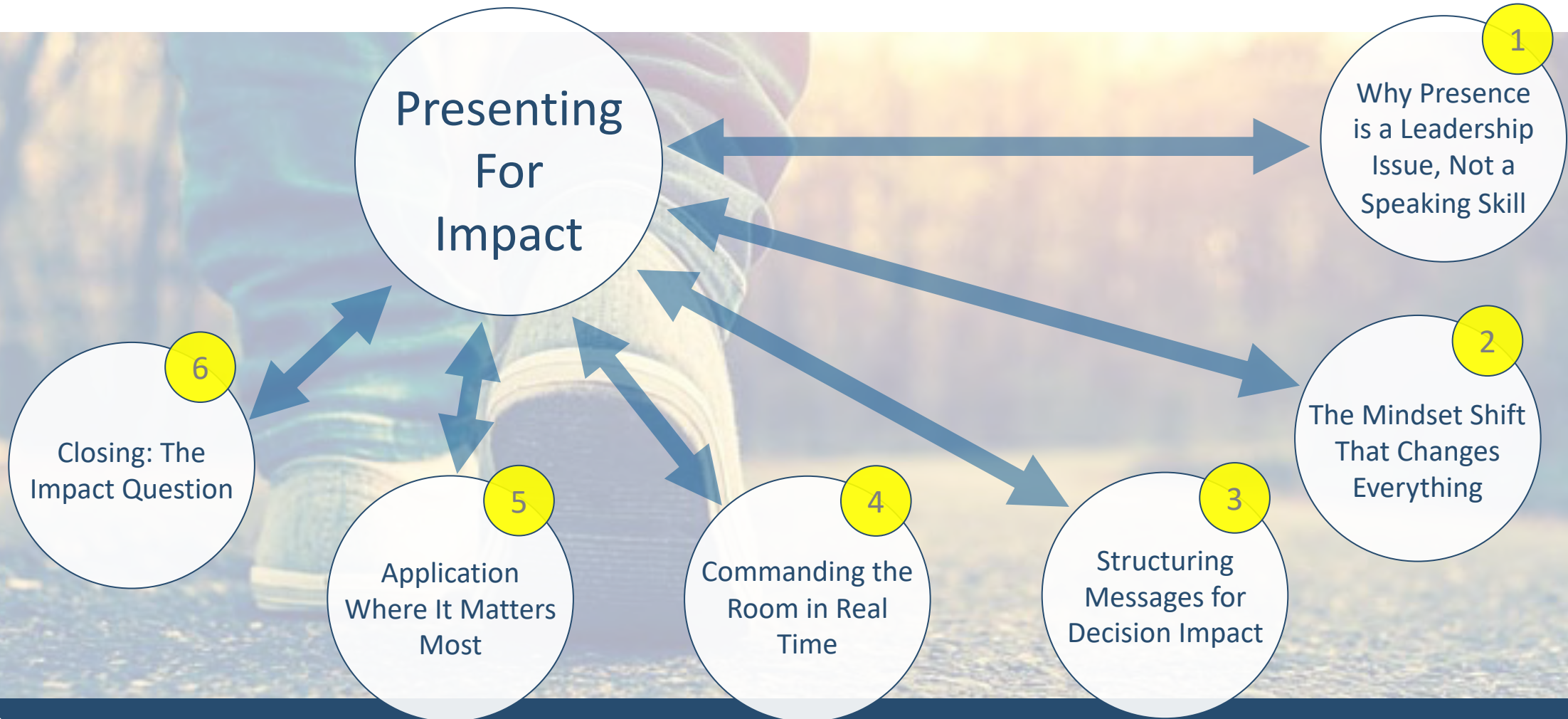
Non-Executive Director, CEO,
& Chief Board Consultant

M. A. Pfister Strategy Group /
International Board Director Competency Designation (IBDC.D)

- Governance & Strategy expert, Non-Executive Director, & Chief Board Consultant having consulted & advised hundreds of public, private, PE, and nonprofit Boards.
- He is known as “*The Board Architect*” for his work in defining the structural components of effective Boards.
- His book, ‘*Across The Board: The Modern Architecture Behind an Effective Board of Directors*,’ is a bestseller with circulation in over 70 countries.
- He is the creator of the *International Board Director Competency Designation (IBDC.D)*, a globally-recognized Board and Board Director education & certification.

GOALS

what to walk away with from today's discussion...



— INTRODUCTION —

keep in mind

For our discussion today, I ask that you think about how these concepts are applied to not just the boardroom, but all presentations, public speaking, meetings, and many other scenarios...



1

Why Presence Is a Leadership Issue, Not a Speaking Skill

WHY PRESENCE IS A LEADERSHIP ISSUE, NOT A SPEAKING SKILL

main concept

Presence is your Leadership Signal

WHY PRESENCE IS A LEADERSHIP ISSUE, NOT A SPEAKING SKILL

the leadership reality

1) Leaders are judged in moments that matter

2) Influence is often decided before content is processed

3) Presence signals judgment before words are evaluated

Key Message: Boards and executive teams don't evaluate *how well* you speak. They evaluate whether to *trust* your judgment.

Boardroom Insight



“Boards don’t just listen to your message - they evaluate the judgment behind it.”

WHY PRESENCE IS A LEADERSHIP ISSUE, NOT A SPEAKING SKILL

when good ideas fail

1) Strategy
rejected not on
merit, but
delivery

2) Credibility
erosion through
weak presence

3) Execution
confidence often
outweighs
analytical depth

Key Message: At senior levels, *how* something is delivered becomes part of the substance itself.

Boardroom Insight



“In the Boardroom, delivery is often interpreted as confidence in execution.”

2

The Mindset Shift That Changes Everything

main concept

Mindset is your Leadership Position

the speaker's real job

1) You are not
there to inform

2) You are there
to influence
decisions

3) Your role is
to reduce
uncertainty for
the audience

Key Message: Presentations are not updates. They are influence events.

Boardroom Insight



*“Executives don’t need more information —
they need clarity about what matters.”*

authority vs. approval

1) Approval-seeking language weakens impact

2) Authority is conveyed through composure and clarity

3) Leaders project certainty without sounding rigid

Key Message: The room reads your internal posture before it hears your words.

Boardroom Insight



“The moment you start seeking approval, you stop projecting leadership.”

— THE MINDSET SHIFT THAT CHANGES EVERYTHING —

how senior audiences listen

1) Executives listen for clarity, judgment, consequence

2) Over-explaining signals uncertainty

3) They evaluate implications faster than details

Key Message: Senior audiences reward precision, not volume.

Boardroom Insight



“Senior leaders listen for risk, consequence, and direction — not completeness.”

3

Structuring Messages for Decision Impact

main concept

Structure is your Decision Architecture

one governing idea

1) Every effective presentation has one core idea

2) Supporting points must reinforce it (ideally 3 supportive points)

3) If the core message isn't memorable, the delivery failed

Key Message: If the audience is overwhelmed with too many concepts or ideas, you failed.

Boardroom Insight



“If a Board can't repeat your core point afterward, it never truly landed.”

decision-first structuring

1) Lead with
implication, not
background

2) Context
should earn its
place

3) Start where
the risk or
opportunity lives

Key Message: Your audience cares less about how you got there than what it means.

Boardroom Insight



“Executives process implications first and details second — structure accordingly.”

framing before facts

1) Framing guides interpretation

2) Facts without framing invite resistance

3) Strong framing lowers cognitive friction

Key Message: The most persuasive speakers decide the lens before showing the data.

Boardroom Insight



“Facts rarely change minds; framing determines how facts are judged.”

4

Commanding the Room in Real Time

main concept

Delivery is your Authority in Motion

physical authority signals

1) Stillness communicates confidence

2) Controlled movement reinforces emphasis

3) Intentional posture establishes leadership presence

Key Message: Authority is often communicated by what you don't do.

Boardroom Insight



“Stillness signals control — unnecessary movement signals uncertainty.”

voice and timing

1) Pace influences credibility (slower pace = higher confidence)

2) Strategic pauses create gravity (silence creates weight)

3) Variation in tone prevents cognitive drift

Key Message: Speed dilutes authority at senior levels.

Boardroom Insight



“The more senior/established the audience, the slower the delivery should feel.”

handling pushback without losing control

1) Questions are
influence
moments

2) Avoid
defensiveness

3) A calm
acknowledgment
signals executive
maturity

Key Message: How you respond under pressure matters more than your original point.

Boardroom Insight



*“Pushback isn’t resistance — it’s a test of
your leadership composure.”*

5

Application Where It Matters Most

main concept

Application is your Impact

boardroom & executive scenarios

1) Difficult recommendations

2) Strategy and risk briefings (my personal experience)

3) Moments where decisions affect long-term value

Key Message: The higher the stakes, the more presence matters.

Boardroom Insight



“High-stakes conversations rarely fail from weak analysis — they fail from weak alignment.”

virtual presence still counts

1) Authority can be lost on video (virtual settings amplify weakness)

2) Attention must be managed deliberately

3) Camera framing and eye-line now function as executive body language

Key Message: Virtual does not lower the bar - it raises it.

Boardroom Insight



“On video, authority must be tuned — it no longer happens naturally.”

6

Closing: The Impact Question

the defining question

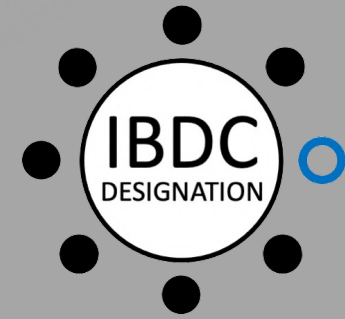
Are you making the impact your role requires?



Remember:

- Leadership is experienced, not announced
- Influence makes your audience listen more intently
- Influence compounds when presence becomes consistent

Key Message: Leadership is often decided in moments when you speak.
Not because you spoke, but because of *how you were experienced*.



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1:1

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are you prepared?

Q&A

Establish
Your
Authority

Shape
Perception

Build
Trust

Contact Mark at mark@pfisterstrategy.com

Board Director Education + Certification details <https://www.pfisterstrategy.com/exceptionalboarddirector>



MARK A. PFISTER

Non-Executive Director, CEO, and Chief Board Consultant

Biography

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With a strong focus in Strategy, Governance, and Technology / Cybersecurity, Mark A. Pfister is CEO & Chief Board Consultant of M. A. Pfister Strategy Group, an executive advisory firm that serves as a strategic advisory council for executives and Boards in the public, private, nonprofit, and private equity (PE) sectors. He is also Founder & CEO of the International Board Director Competency Designation (IBDC.D) education and certification program, a Board Director certification course recognized globally, and was previously Chairman & CEO of Integral Board Group, a specialized Board services and consulting company. Mr. Pfister is a *'Board Macro-Influencer'* and his success has been repeated across a wide range of business situations and environments. He prides himself on being a coach and mentor to senior executives and Directors. In Board Director circles, Mr. Pfister has earned the nickname *'The Board Architect.'*

The overarching theme throughout his career has been his aptitude in leadership positions, passionate focus on people, unique governance models, and ability to create value for shareholders and stakeholders through innovative business strategies and operational excellence. Michael Lorelli, Executive Chairman of Rita's Franchise Company, has said, *"Mark's unusual combination of excelling at a macro and micro grasp of business, genuine interest in Governance, and ability to coach and mentor a Management Team make him a terrific Independent Director."*

Mr. Pfister is a certified project management professional and frequently serves as an expert Project Executive, consulting on global programs/projects in their initiation and operational phases, as well as programs requiring remedial focus to bring them back on track. He has deep knowledge and experience in Board design & operations, strategic planning, business transformation, technology implementations, decisioning processes, certification & continuing education programs, executive coaching, and governance models.

Mr. Pfister was CEO of Pro4ia, Inc., an international consulting and professional services company specializing in a wide range of technology solutions utilizing formal Project Management as a proven and repeatable delivery method. With a Fortune 50 client list, Pro4ia was Citibank's Nominee for *Crain's Magazine 'Entrepreneurship of the Year'* Award in 2005. He simultaneously served as CEO of Onit, Inc., a national sourcing company specializing in placements for all levels of technology skill sets. Mr. Pfister was also the Regional Program Office Leader for American Express leading some of the largest technology transformation initiatives in the company's history. He served as a Licensed Engineering Officer in the U.S. Merchant Marine, holds a B.S. from the State University of New York Maritime College in Facilities Engineering, and completed Harvard Business School's Executive Education Program for Board Directors.

Mr. Pfister is the creator of the *'Board as a Service'* (BaaS) engagement model, an industry he is credited with inventing. He is a Master Speaker and conducts international speaking tours, lectures, and seminars focused on effective leadership, strategy, Board architecture, becoming an exceptional Board Director candidate, professional project/program management, and entrepreneurship.

His popular book, *'Across The Board: The Modern Architecture Behind an Effective Board of Directors,'* an Amazon best-seller with circulation in over 70 countries, has influenced an entire new generation of Board Directors.

Mr. Pfister is a proficient Board Director and CEO with experience across multiple industry verticals. He is typically the Chair, or a member of the Strategic Planning Committee, Governance Committee, Technology & Cybersecurity Committee, and has deep Nominating Committee experience. Mr. Pfister's experience as an internationally renowned Board Consultant, having guided and coached hundreds of Boards, Board Committees, and Board Members across public, private, nonprofit, and private equity (PE) verticals, additionally offers up unique and informed viewpoints to the companies he serves.

He holds an *International Board Director Competency Designation* (IBDC.D) through M. A. Pfister Strategy Group, is a certified *Project Management Professional* (PMP) through the Project Management Institute, earned a *Global ESG Board Certification* (GCB.D) through Competent Boards, holds a *Certified Cyber Intelligence Professional* Board Certification (CCIP) through the McAfee Institute, and previously held an *Executive Masters Professional Board Certification* through the American College of Corporate Directors (ACCD).

