

A Guide to Leadership Markers

The signals used to communicate status fall into two categories.

	Powerful	Attractive
Status markers	More formal	More informal
	Nondeferential address	Deferential address
	Detached responses	Empathetic responses
	Expanded personal space	Respectful of others' personal space
	Interruptions and talk-overs	Respectful conversational turns
	Abrupt topic shifts	Gradual topic shifts
	Directive gestures (<i>finger-pointing, head-shaking</i>)	Acceptance gestures (<i>head-nodding, shoulder-dropping</i>)
	Less polite	More polite
	Little to no note-taking	Extensive note-taking
	Inattentiveness (<i>ignoring others, wandering eyes</i>)	Attentiveness (<i>engaging with all senses, especially eyes</i>)
Nonverbal style	Backward leans	Forward leans
	Physical distance	Physical closeness
	Eye contact when speaking	Eye contact when listening
	Averted gaze when listening	Averted gaze when speaking
	Tendency to stare	Tendency to break eye contact
	Serious expressions	Happy expressions
	Controlled movements	Natural movements
	Talking while moving away	Body square while talking
Verbal style	Longer speech duration	Shorter speech duration
	Faster speech rate	Slower speech rate
	Louder volume	Softer volume
	More direct	More indirect
	Declarative statements	Questions
	Fewer nonfluencies (<i>um, well, you know</i>)	More nonfluencies and pauses
	Intense words	Everyday words
	Technical jargon	Personal idioms
	Careful pronunciation	Relaxed pronunciation
	Fewer hedges and qualifiers (<i>I guess</i>)	More hedges and qualifiers
	Exclusive language (<i>I, me, my</i>)	Inclusive language (<i>we, ours</i>)
More humor/sarcasm	Less humor/sarcasm	