



Graham Wilson
Awakening Possibility in Leaders

14 Day Personal Leadership Challenge

Day 4 | Creating an
Authentic Leadership Brand



Be yourself; everyone else is taken. Oscar Wilde

**“YOUR BRAND IS WHAT PEOPLE SAY ABOUT YOU
WHEN YOU ARE NOT IN THE ROOM.”**

JEFF BEZOS

AMANDA STEINBERG, FOUNDER OF DAILYWORTH.COM

"To use my gifts of intelligence, charisma, and serial optimism to cultivate the self-worth and net-worth of women around the world."

SIR RICHARD BRANSON, FOUNDER OF THE VIRGIN GROUP

"To have fun in my journey through life and learn from my mistakes." Branson shared his personal mission statement in an interview with Motivated magazine. He added that "In business, know how to be a good leader and always try to bring out the best in people. It's very simple: listen to them, trust in them, believe in them, respect them, and let them have a go!"

DENISE MORRISON, CEO OF CAMPBELL SOUP COMPANY

"To serve as a leader, live a balanced life, and apply ethical principles to make a significant difference." Morrison said, "The personal mission statement was important for me because I believe that you can't lead others unless you have a strong sense of who you are and what you stand for. For me, living a balanced life means nurturing the academic, physical, and spiritual aspects of my life so I can maintain a sense of well-being and self-esteem."

GRAHAM WILSON, FOUNDER OF SUCCESSFACTORY™

"Awakening possibility in leaders to deliver extraordinary results".

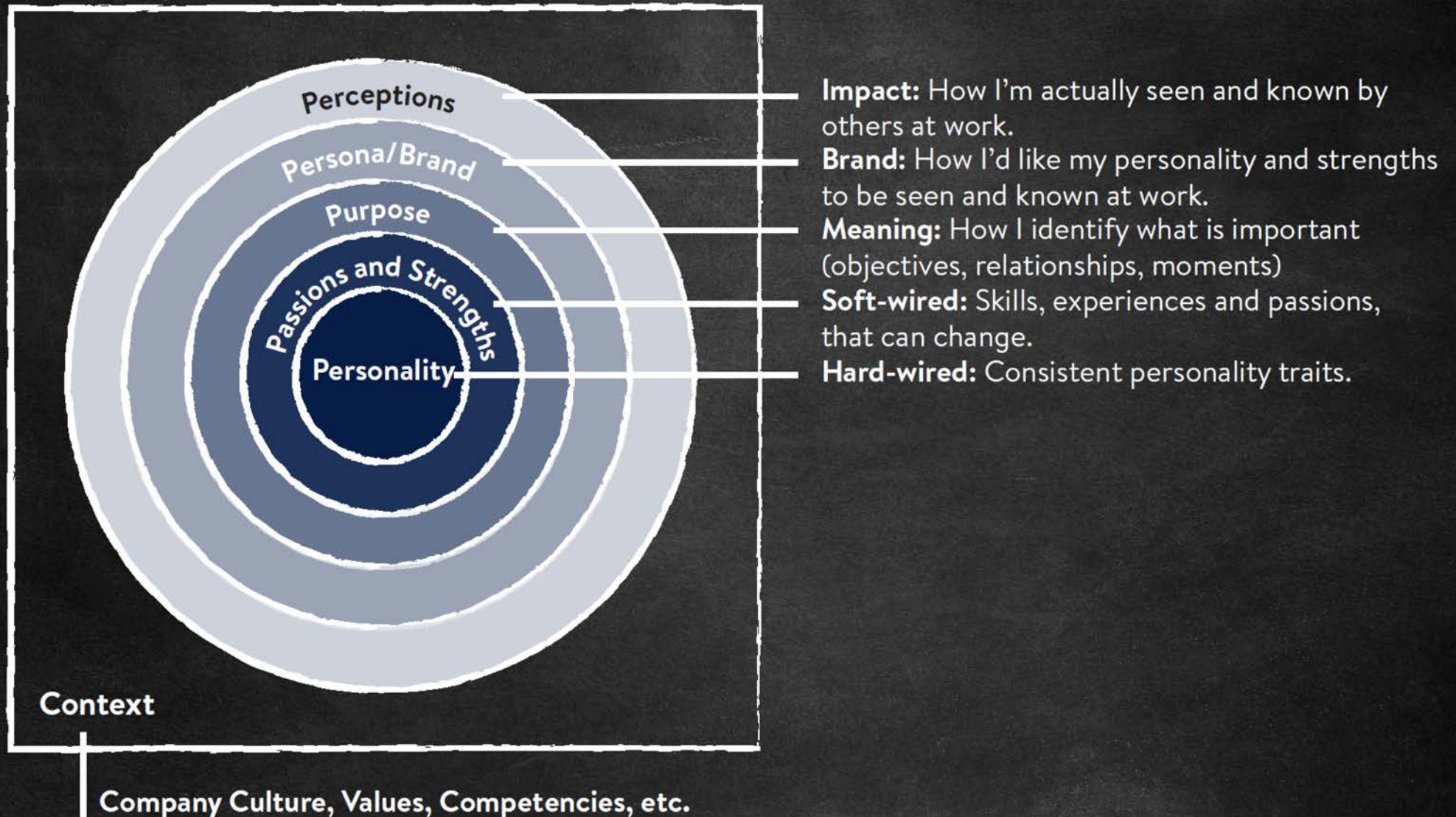
The quick way!

Blueprinting exercise for building your leadership brand

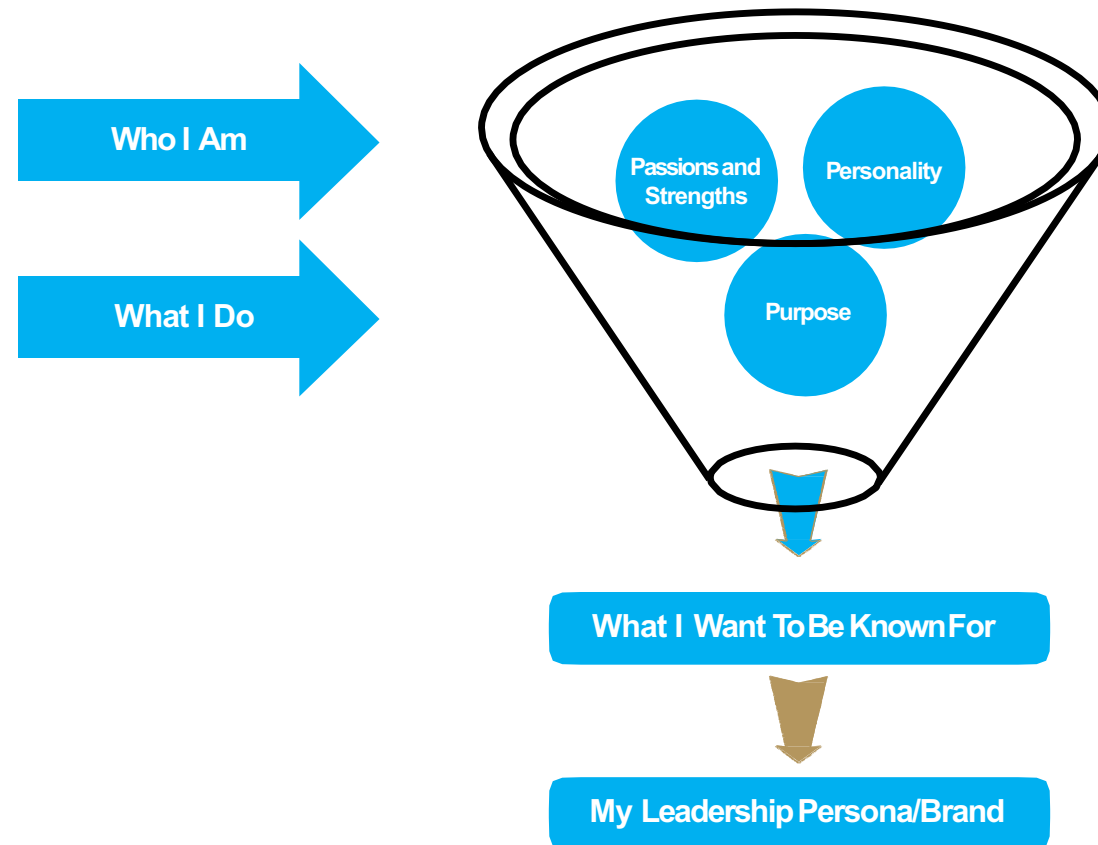
Your answers

STAGE 1 DISCOVERY What was your best day at work in the last three months? What were you doing? Why did you love it? How can we repeat it?	
What was your worst day at work in the last three months? What were you doing? Why did it drain you? How can we avoid it?	
What is the best manager relationship you've ever had? What made it so good?	
What's the best recognition you've ever had? What made it so good?	
When in your career have you learnt most? Why? What was happening? How were you learning?	
What are your values and beliefs? What is important to you?	
Your friends and colleagues thoughts Once you have done this ask your friends and colleagues what they think your strengths are.	
STAGE 2: FOCUS What do you want to be famous for? Summarise your answers above, what are the patterns, themes?	
STAGE 3: COMMUNICATE Create your leadership brand statement "I want to be known for being _____, and _____ so that I can deliver _____"	
STAGE 4: ALIGN Take massive action: What are you going to stop, start and continue doing to live your brand?	

INSIDE-OUT IMPACT

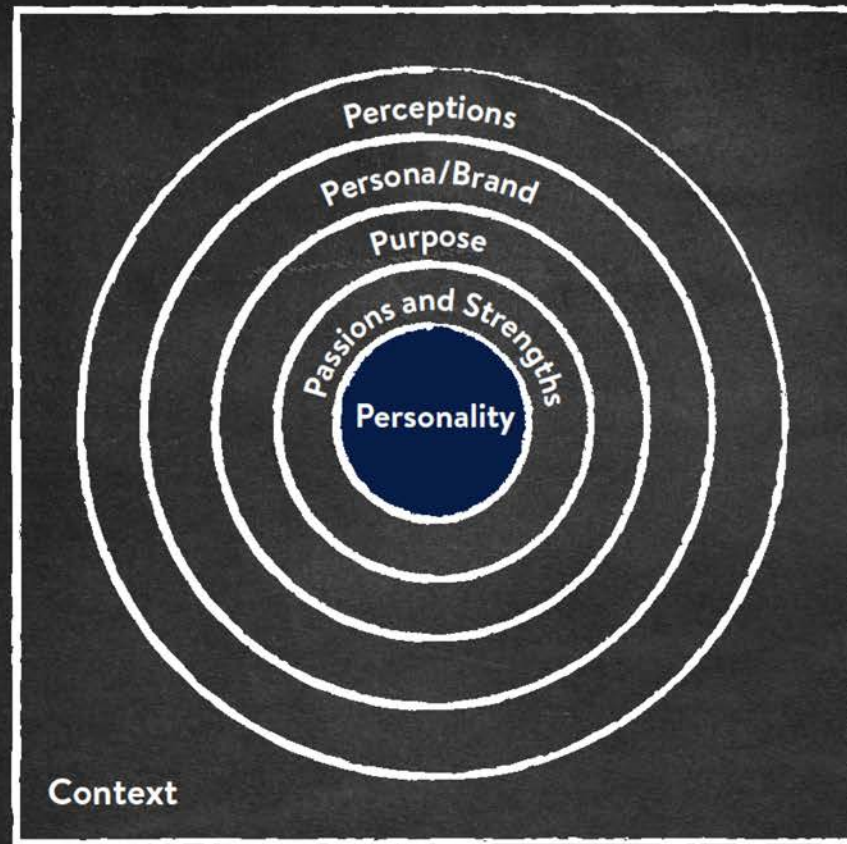


BUILDING MY LEADERSHIP PERSONA/BRAND



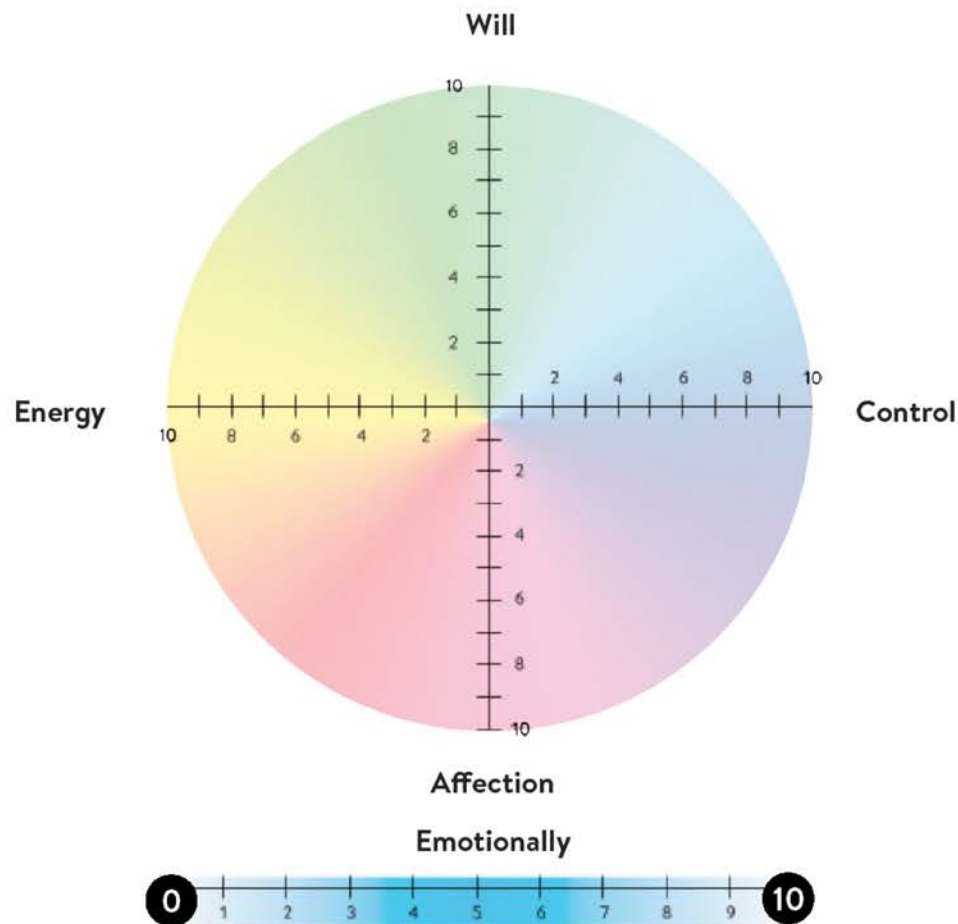
I think self-awareness is probably the most important thing towards being a champion. Billie Jean King

INSIDE-OUT IMPACT



*I know where I'm going and I know the truth,
and I don't have to be what you want me to be.*
Muhammad Ali

FACET5: PERSONALITY PROFILE



Will

Strengths

High Score
Determination
Driving
Purposeful
Low Score
Flexible
Adaptable
Willing

Risks

High Score
Domineering
Stubborn
Opinionated
Purposeful
Low Score
Submissive
Dependent
Irresolute

Control

Strengths

High Score
Reliable
Conscientious
Practical
Low Score
Free thinking
Liberal
Uninhibited

Risks

High Score
Rigid
Authoritarian
Inhibited
Purposeful
Low Score
Unfocused
Unreliable
Indiscreet

Energy

Strengths

High Score
Energetic
Eager
Extrovert
Low Score
Quiet
Private
Discreet

Risks

High Score
Disruptive
Interfering
Insensitive
Low Score
Cool
Indifferent
Insular

Affection

Strengths

High Score
Open
Sincere
Genuine
Low Score
Hard-nosed
Shrewd
Pragmatic

Risks

High Score
Naive
Susceptible
Soft
Low Score
Cynical
Self-advancing
Aggressive

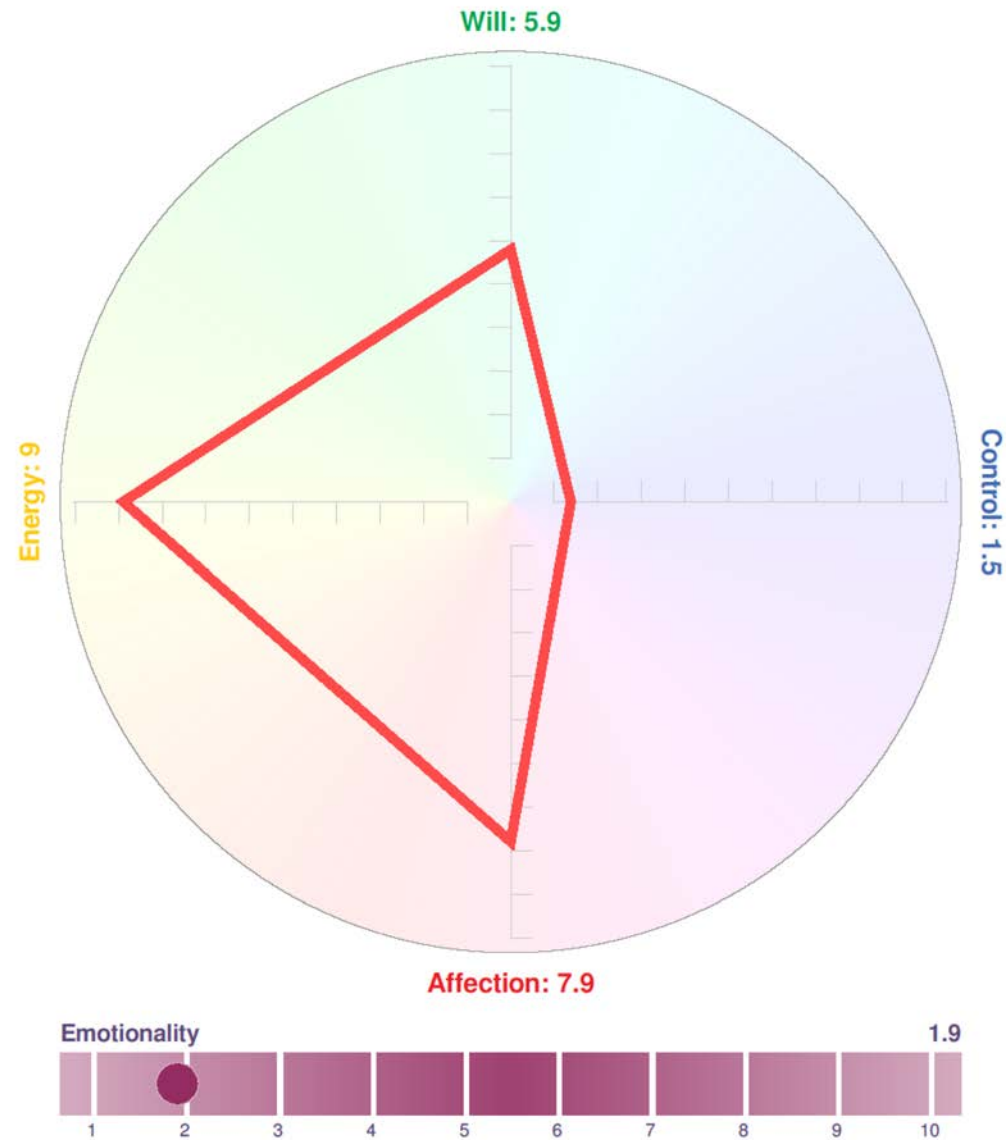
Emotionality

Strengths

High Score
Reactive
Emotional
Excitable
Low Score
Consistent
Stable
Confident

Risks

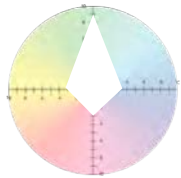
High Score
Mercurial
Unpredictable
Moody
Low Score
Complacent
Unmoved
Dull



creative optimistic **permissive** confident
outgoing goal-focused **consensual**
enthusiastic people-oriented independent
accommodating helpful trusting

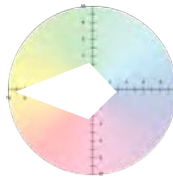
FACET5: FAMILIES

Architect



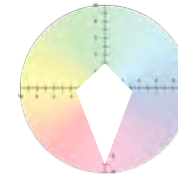
- Keen sense of purpose and direction.
- Creative and imaginative.
- Knows their own mind.
- Expects others to stand up for themselves.
- *Puts own opinions ahead of others'.*
- *Self-absorbed, fiercely independent.*

Explorer



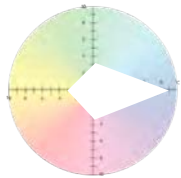
- Fun loving and social.
- Quick to make contact with others.
- Relaxed and easy going.
- Free thinking, innovative, and stimulating.
- *Can be erratic and unfocused.*
- *Can get side tracked by new ideas.*

Supporter



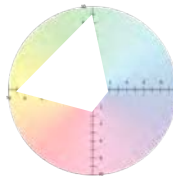
- Tolerant and easygoing.
- Goes out of their way to help others.
- Sympathetic and helpful.
- Seeks harmony and understanding.
- *Can be manipulated by more pragmatic people.*
- *Naive in expectations of others.*

Controller



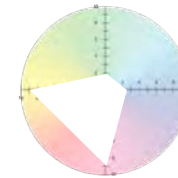
- Reserved, fairly formal style.
- Avoids risks and can resist change.
- Likes clear guidelines and agendas.
- Respects a hierarchy and the status quo.
- *May appear too conservative.*
- *Can seem distant or even cold.*

Promoter



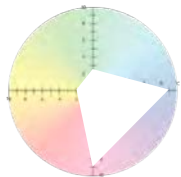
- Very outgoing and forthright style.
- Quick to speak out and to give their views.
- Goal orientated and aware of self interest.
- Thinks imaginatively and broadly.
- *Can intimidate quieter, less 'up-front' people.*
- *Can be overwhelming and too rapid..*

Facilitator



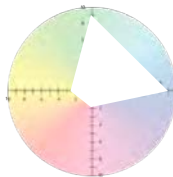
- Social and friendly manner.
- Likes to meet people and exchange ideas.
- Puts others' interests ahead of their own.
- Tolerant and understanding.
- *Can be too undemanding and laid back.*
- *May be seen as unrealistic or idealistic.*

Coach



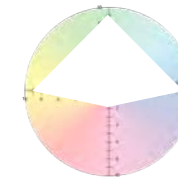
- Sympathetic nature which can be masked by reserve.
- Quiet but efficient manner.
- High ideals and principles.
- Strong commitment with a desire to help.
- *May take time to 'warm up'.*
- *Will be disappointed if ideas fall to ground.*

Producer



- Determined to deliver results.
- Likes new ideas especially their own.
- Pushes projects through.
- Ambitious and goal orientated.
- *May tread on others' toes.*
- *Autocratic, demanding and unsympathetic.*

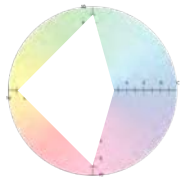
Entrepreneur



- Confident, self assured manner.
- Outgoing and stands out in the crowd.
- Define sense or direction and method.
- Stands up for their own opinions and method.
- *May seem 'larger than life'.*
- *Can be insensitive or even uncaring.*

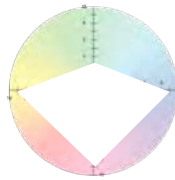
FACET5: FAMILIES

Advocate



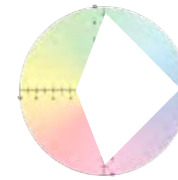
- Exuberant, outgoing manner.
- Likes people, principles and ideas.
- Wide ranging interests and exciting ideas.
- Very persuasive when inspired.
- *Impulsive takes on a cause.*
- *Could interfere with other's work.*

Developer



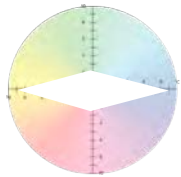
- Warm, friendly and sympathetic.
- Genuine interest in others and wants to help.
- Strong sense of ethics and responsibility.
- Will defend others and stand up for them.
- *May neglect their own interests.*
- *Risks taking on too much and overcommitting*

Traditionalist



- Cautious, private personal style.
- Takes time to get to know.
- Has a strict code of standards and ethics.
- Is inflexible on matters of principle.
- *Can be intolerant and dismissive.*
- *Can seem self righteous.*

Presenter



- Outgoing, polished and well prepared.
- Gregarious and fun loving - socially skilled.
- Fits easily into different environments.
- Simple, practical view points.
- *Can seem superficial, ignores 'real' issues.*
- *Promises much but can be deflected from objective.*

Idealist



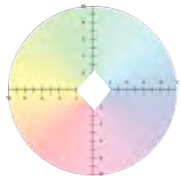
- Deep thinking, complex and imaginative.
- Concerned for philosophical issues.
- Individualistic - unusual style.
- Quietly independent - goes own way.
- *Can be hard to work out.*
- *Idealistic and impractical.*

Generalist



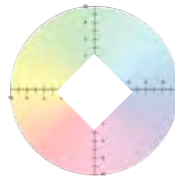
- Ebullient, gregarious, and larger than life.
- Prepared to mix with anyone.
- Quick to get involved and take responsibility.
- Flexes to conform to people or circumstances.
- *Can be all things to all people.*
- *Has an opinion on everything.*

Specialist

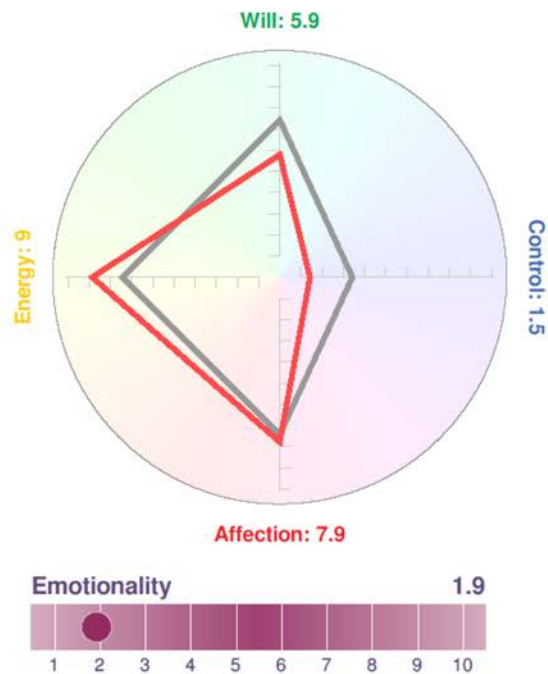


- Specialist, reserved style.
- Difficult to draw out in social groups.
- Prefers independence and autonomy.
- Likes working on one clear task at a time.
- *Can be overlooked by more dominant people.*
- *Can be too focused on their own concerns.*

Chameleon



- Presents a compound but friendly style.
- Adapts readily to any situation.
- Doesn't impose on others - allows people to find their own level.
- Tolerant and flexible.
- *Can find it difficult to express their true opinions.*
- *Can seem to lack charisma.*



Impact of emotionality

Low Emotionality will be manifested as increased confidence and a faith in the absolute correctness of whichever path Graham has chosen.

As Leader

- Exciting and visionary style
- Challenges and insists on open communication
- Trusts and believes in people's worth
- Encourages people to set stretching targets
- Relies on individuals to self-manage
- Gets involved and discusses broadly
- Champions the cause of own people - enjoys their success

Motivated by

- Promoting an idea with passion and enthusiasm
- Working with fun people
- Taking up a cause or mission
- Persuading on big issues

Reference Family: Advocate

The Family Portrait report shows your profile and the "reference" profile so you can see immediately how close the fit is. You will see two profiles on the chart. The red one is your own profile which is overlaid on a grey profile which is the reference profile for your Family. The similarity between the two profiles will indicate how close you are to that reference profile. The Family Portrait gives a quick overview under a number of key headings.

Word Picture

- Exuberant, outgoing manner
- Likes making friends and interacting with others
- Wide ranging interests and exciting ideas
- Flexible but goal oriented
- Impulsive
- Could interfere with others' work

Contribution to a team

- Gets things moving and motivates others
- Likes to participate and discuss
- Has lots of ideas and is creative
- Speaks authoritatively and confidently
- Will have a vision which could stifle others
- Gets things out of proportion

To Manage

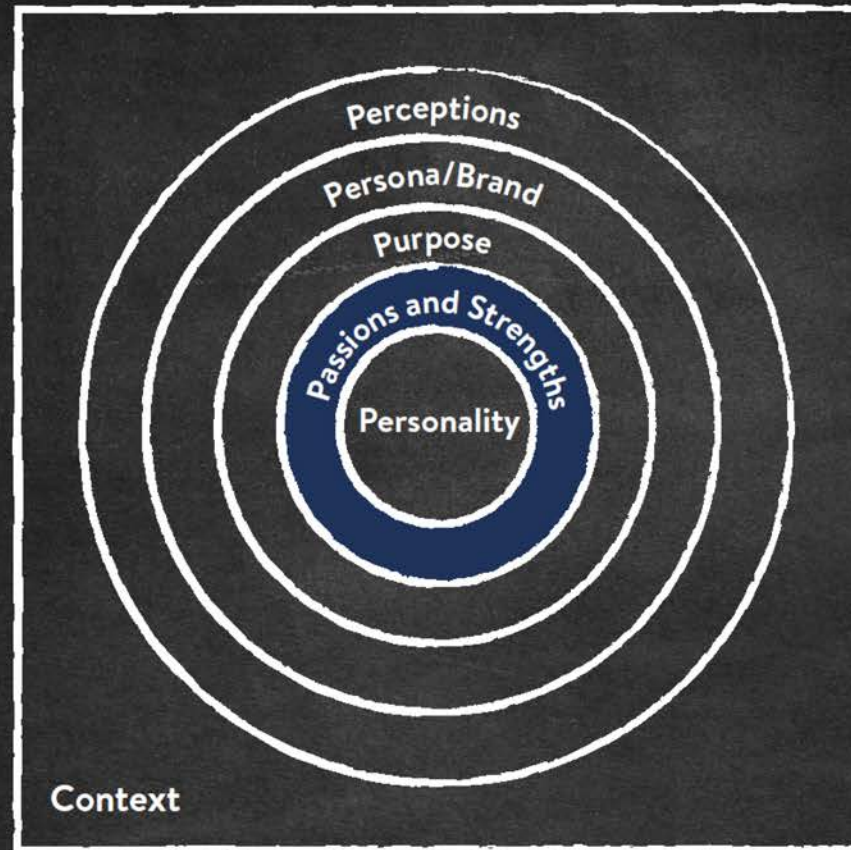
- Encourage debate and new ideas
- Create an informal working environment - spontaneous, fun-loving
- Encourage a genuine interest in people
- Suggest/agree end goals but allow flexibility
- Insist on regular, but informal meetings- stay close
- Praise enthusiasm, intuition and flexibility
- Encourage new ideas - show how to win people's hearts and minds

YOUR FACET5 SUMMARY

What are your key strengths?

What are your key risks?

INSIDE-OUT IMPACT



*A person can perform only from strength.
One cannot build performance on weakness.*
Peter Drucker

Finding your strengths...



STRENGTHS PROFILE

REALISED STRENGTHS

Strengths you used and enjoy

- Perform well
- Energising
- Higher use

Use wisely

UNREALISED STRENGTHS

Strengths you don't use as often

- Perform well
- Energising
- Lower use

Use more

LEARNED BEHAVIOURS

Things you've learned to do but
may not enjoy

- Perform well
- De-energising
- Variable use

Use when needed

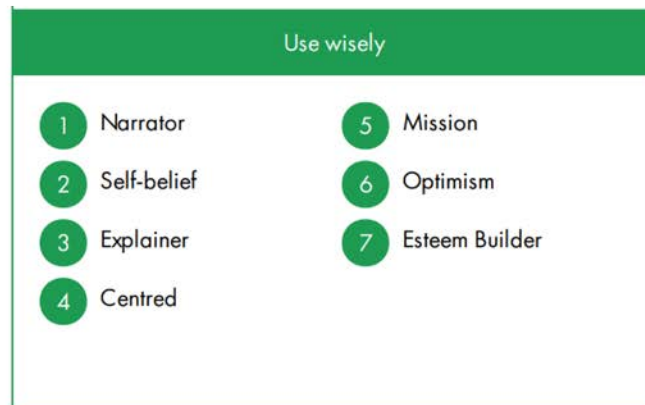
WEAKNESSES

Things you find hard and
don't enjoy

- Perform poorly
- De-energising
- Variable use

Use less

Example Strengths Profile...



COACHING USING STRENGTHS MODEL

Opening

Initial open questions: Have you done any strengths profile before?
Were there any surprises in the profile? What do you feel is most like you?

REALISED STRENGTHS

1. Guiding questions:

What strengths really stand out for you? Pick one, tell me about the last time you used this strength - how did you feel? How does/do your strength(s) help you achieve your goals? Do you combine strengths together - can you give an example of when this has worked? Could you do this more? Do you ever overuse your strengths? What does this mean for you?

UNREALISED STRENGTHS

2. Guiding questions:

Which of these unrealised strengths would you like to use more? What opportunities do you have to use these strengths more (e.g. goals, projects) either at work or at home? How can you practice using them in a safe environment? Is there any other development activities that could help you? What will you do to make this happen?

COACHING USING STRENGTHS MODEL

Opening

Initial open questions: Have you done any strengths profile before?
Were there any surprises in the profile? What do you feel is most like you?

LEARNED BEHAVIOURS

3. Guiding questions:

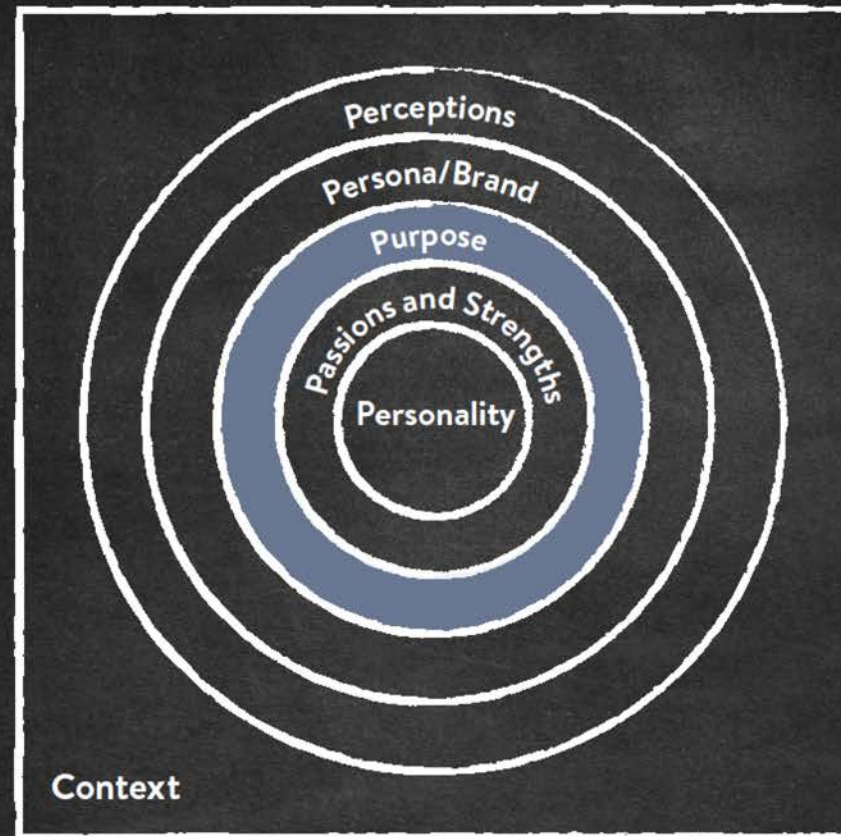
Do you recognise these as learned behaviours? How often do you use them?
Can you stop or reduce using one or more of them without any impact on your role? If not, can you re-organise your work to use between strengths?
Is there anyone who has your learned behaviours as strengths that could support you?

WEAKNESSES

4. Guiding questions:

Do you recognise these as weaknesses? Are any of them business critical? How is this affecting you in your role? What have you done to compensate for these weaknesses? If you look at your strengths can you use one or more to compensate?

INSIDE-OUT IMPACT



Make your work to be in keeping with your purpose.
Leonardo da Vinci

IDENTIFYING MY PURPOSE

Your purpose here is made up of your critical objectives, business and personal, your critical relationships and your critical moments. This is important in setting the frame for your strengths and weaknesses so you can relate it to your leadership brand and it can support how you achieve your goals.

Critical Objectives: Business

1. List:

What are your key business goals in the next year? What results do you want to achieve in the next year? How do you deliver value?

2. Prioritise:

Which of these objectives have the biggest impact on your future business success?

IDENTIFYING MY PURPOSE

Your purpose here is made up of your critical objectives, business and personal, your critical relationships and your critical moments. This is important in setting the frame for your strengths and weaknesses so you can relate it to your leadership brand and it can support how you achieve your goals.

Critical Objectives: Personal

1. List:

What are your key personal goals? What do you personally want to achieve in the next year? What do you value?

2. Prioritise:

Which of these objectives have the biggest impact on your future personal success?

[illegible]

IDENTIFYING MY PURPOSE

Your purpose here is made up of your critical objectives, business and personal, your critical relationships and your critical moments. This is important in setting the frame for your strengths and weaknesses so you can relate it to your leadership brand and it can support how you achieve your goals.

Critical Moments

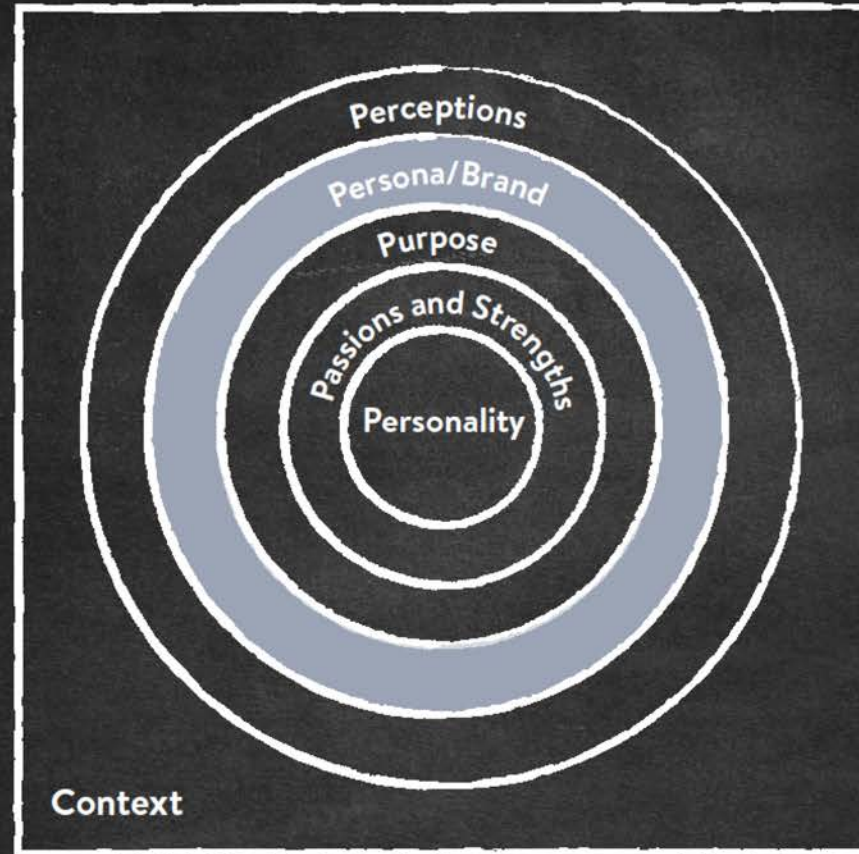
1.List:

What moments or situation are most important for you to achieve your objectives?

2. Prioritise:

What moments have the biggest impact on your future success?

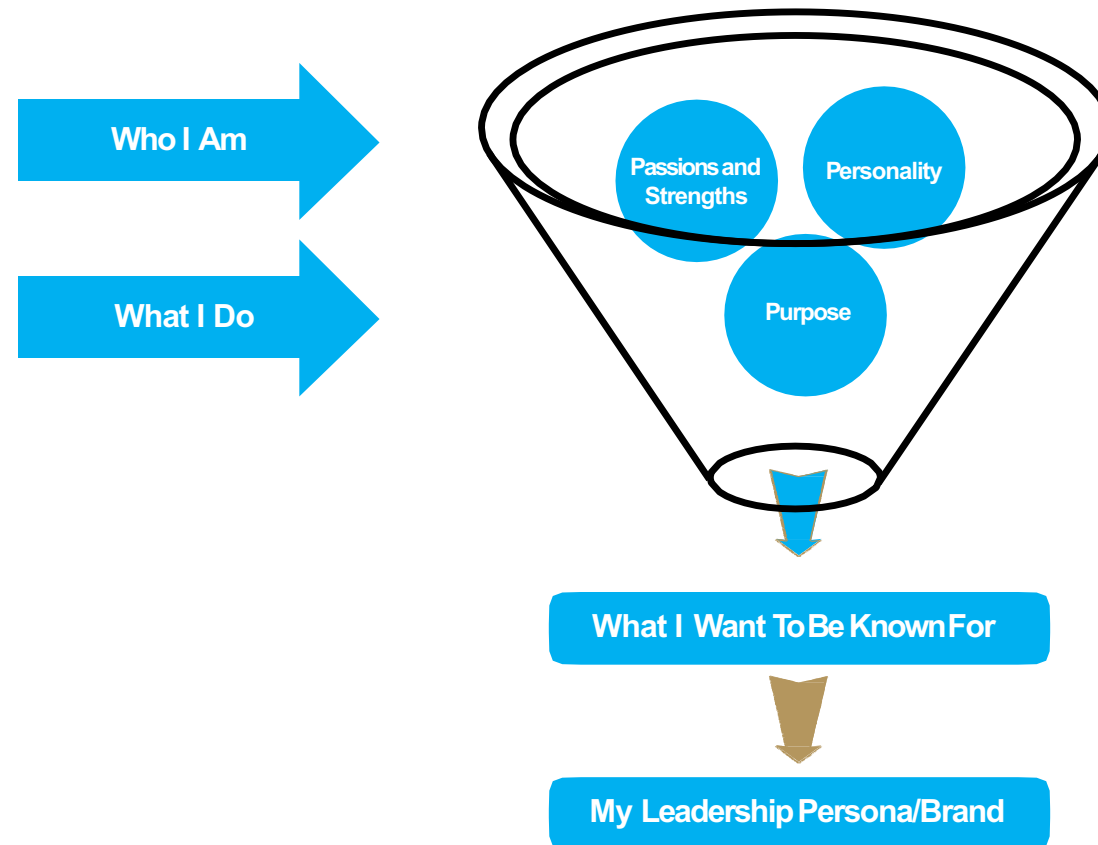
INSIDE-OUT IMPACT



Be yourself; everyone else is already taken.

Oscar Wilde

BUILDING MY LEADERSHIP PERSONA/BRAND



I think self-awareness is probably the most important thing towards being a champion. Billie Jean King

BUILDING MY LEADERSHIP PERSONA/BRAND

Your leadership brand conveys your identity and distinctiveness as a leader. It communicates the value you offer. It should convey aspects of your authentic self.

Whether you like it or not, you have a brand. People have perceptions of you and form opinions. If you have the wrong leadership brand for the position you have, or want, then your work will not have the impact it could.

A strong personal leadership brand allows all that's powerful and effective about your leadership to become known to your colleagues and clients, enabling you to generate maximum value. It can also help give you focus.

These 5 steps* will help you to create your Leadership Persona/Brand.

1. Who I Am (Personality, Passions, and Strengths)
2. What I Do (Purpose)
3. What I Want To Be Known For
4. My Leadership Brand (Persona)
5. Making My Brand Identity Real (Plan)

* Adapted from: 'Define Your Personal Leadership Brand in Five Steps', Harvard Business Review, Ulrich and Smallwood, March 2010.

List up to 6 descriptive words that you want to 'own'. Take into account the output from the previous sessions (who you are and what you do). Consider that 'what got you where you are, may not get you where you're going'. What words define you, and your future? Narrow them down to no more than 5 or 6 words.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

Use your words to identify 2 or 3 key phrases that you can connect with. Be authentic.

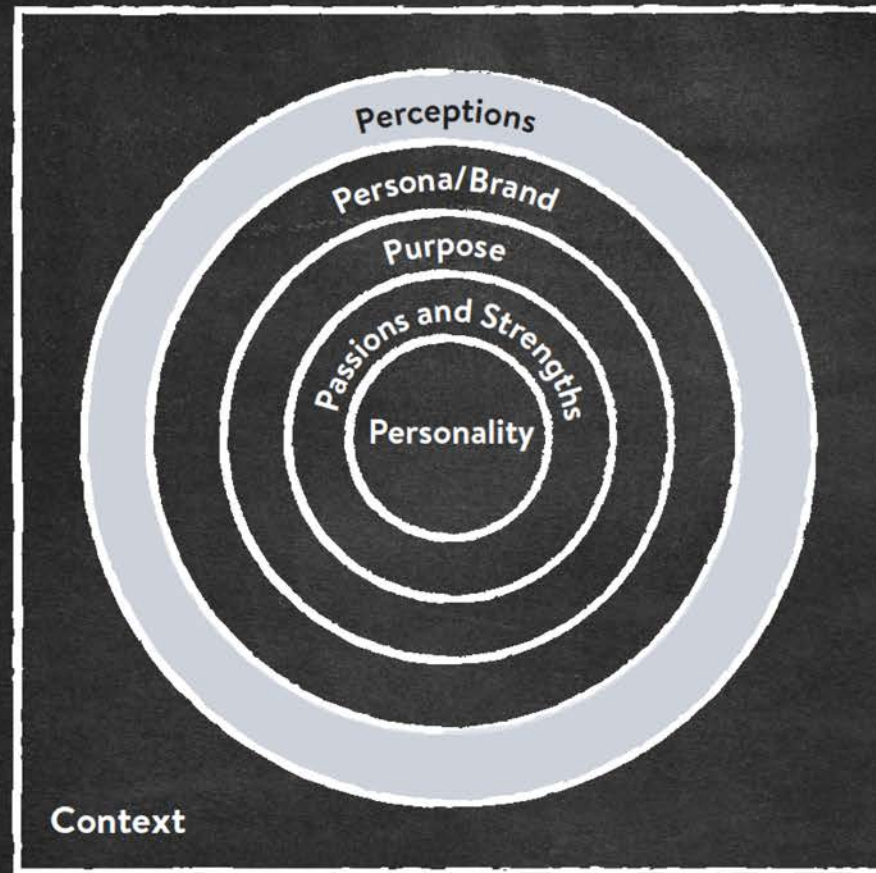
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BUILDING MY LEADERSHIP PERSONA/BRAND

How can I live my Persona/Brand?

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INSIDE-OUT IMPACT



Feedback is the breakfast of champions!

Ken Blanchard

PERCEPTIONS OF YOU: CRITICAL RELATIONSHIPS

Feedback is essential to gain an objective view of how people perceive you. These perceptions will impact how people interact with you.

Think about your key Critical Relationships (see Purpose section)

1. Get general feedback on what you are good at, what you could be better at, and any tips for how to maximise your performance.
Ask your team, manager, colleagues, etc..

Record here key feedback words and phrases.

Good Day

Bad Day

PERCEPTIONS OF YOU: CRITICAL RELATIONSHIPS

Do the above perceptions match the Persona words and phrases you picked for yourself?

How would you like to change/reinforce these perceptions?

If your critical relationships were exactly as you wanted them to be, what would you be doing differently?

[illegible]

PERCEPTIONS OF YOU: CRITICAL MOMENTS

Think about your key Critical Moments (see purpose section)

What would people say about you in these moments? On a good day? A bad day? What would they say you could stop, start or continue?

Good Day

Bad Day

[illegible][illegible]

PERCEPTIONS OF YOU: CRITICAL MOMENTS

Do the above perceptions match the Persona words and phrases you picked for yourself?

How would you like to change/reinforce these perceptions?

If your critical moments were happening exactly as you wanted them to, what would you be doing differently?

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PERCEPTIONS OF YOU: CRITICAL OBJECTIVES

Think about your key Critical Objectives (see purpose section)

What would people say about you in these objectives? What would they say about how you work towards these objectives?

Good Day

Bad Day

[illegible][illegible]

PERCEPTIONS OF YOU: CRITICAL OBJECTIVES

Do the above perceptions match the Persona words and phrases you picked for yourself?

How could you use your strengths and Persona/Brand to help you to achieve these objectives more effectively?

If you were achieving these objectives exactly how you wanted to, what would you be doing differently?

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PLAN

Making It Real

To start thinking about bringing the previous insights together to identify how you can maximise your impact. Summarise key points on the following pages:

Tips

- Ensure you don't overplay your brand. People should experience your brand through you being authentic, not through over-selling.
- Leadership style must be flexible, driven by the context of the situation. Realise that you will need to flex your style if required.
- Leadership brand may evolve as your strengths, role, goals, etc. change, so feel free to update it.
- Check with those around you; are they perceiving you as we wish them to? If not, what could you do to change this?
- As with any personal development, living your brand is likely to require sustained change to your behaviours. Recognising this is not enough. Planning, courage and deliberate practice are necessary to make sustained and impactful changes.
- Think about any further developments you may need (on the job, learning through people, training etc.) to help you to "live" your brand.

Be Yourself, More, With Skill.

Why Should Anyone be Led by You? Rob Goffee

PERSONAL IMPACT MAP

Critical Objectives

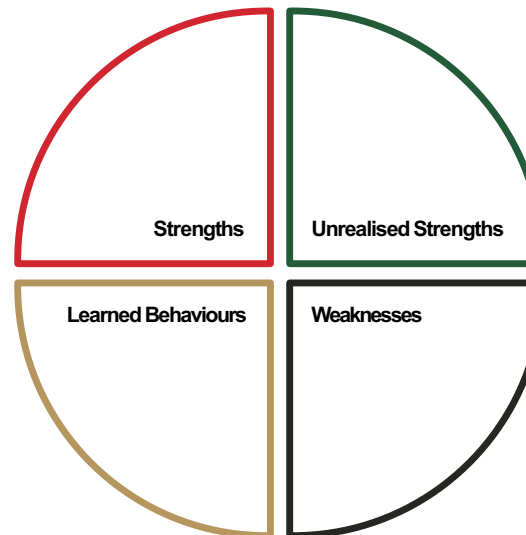
- What are your key business objectives?
- What are your key personal objectives?
- How do you deliver value?

Critical Relationships

- What relationships are most important for you to achieve your objectives?
- Who do you need to be at your best with/for.
- Which relationships have the biggest impact on your future success?

Facet5 Insights

Strengths Profile



Critical Moments

- What moments or situations are most important for you to achieve your objectives.
- When do you need to be at your best?
- What moments have an important impact on your future?

My Leadership Brand

- What are your key brand words, phrases or statements.

PERSONAL IMPACT PLAN

Development Goals

- What do I need to achieve in my Critical Relationships?
- What do I need to achieve in my Critical Moments?
- What do I need to achieve in my Critical Objectives?

Actions

What do I need to stop, start or continue doing to:

- Achieve these goals?
- Live my leadership Persona/Brand?

Consequences - As-Is

- What will happen if your action plan is not successful and you do not achieve your goal.

Consequences - To-Be

- What will happen if your action plan is successful and you do achieve your goal.