Developing Your Leadership Brand

Lessons from *Bootstrap Leadership*

PSTC

Boston, MA - 2012
Our Agenda

• Explore 3 critical questions for all leaders

• Provide ideas and tips for developing your leadership brand

• Inspire you to think differently about your own development
Where Does Growth & Development Happen?

Your Comfort Zone

- recognizable
- new
- inspiring
- challenging
- stimulating
- exciting
- interesting
- beginner
- learning
- motivating
- different
- low confidence
- uncomfortable
- novice
- unstable
- tense
- scary
- edgy
- contented
- well-known
- at ease
- safe
- confident
- predictable
- stable
- calm
- relaxed
- predictable
- self-conscious
- uneasy
- awkward
- motivating
- inspiring
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- predictable
- self-conscious
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- awkward
- motivating
- inspiring
- different
- new
Comparing Management vs. Leadership

Managing
- Planning & Budgeting
- Organizing & Staffing
- Control/Problem-Solving

produces predictability & order

Leading
- Establishing Direction
- Aligning People
- Motivating and Inspiring

produces change

If you manage people, you wear both of these hats at all times!

John Kotter, Harvard Business School
There’s Actually a 3rd Role…

Managing

Developing

Leading

Produces Predictability & Order

Produces Talent

Produces Change

“Are you excelling at all three roles?”
The Essence of Leadership

It’s Not About You…

Am I in a Best Boss or Worst Boss story?

What’s my Reputation?

What’s my Legacy?

Leadership = People
The Three Questions of Leadership Self-Development…

Why develop my leadership skills?

- Position myself for promotion
- Enhance my enjoyment of the job
- Help my team grow & develop
- Become a coach or mentor
- Play a larger role in the organization’s success
- Keep my skills current
- Add more value
- Because learning is fun
The Three Questions of Leadership Self-Development…

What should I work on?

Developing Vision, Mission & Strategy
Building Relationships
Influencing
Communicating Effectively
Providing Feedback & Coaching
Delegating & Empowering Others
Setting Goals & Holding People Accountable
Executive Presence
Listening
Building High Performing Teams

From Bootstrap Leadership: to break out, take charge, and move up
By Steve Arneson
Foreword by Dave Ulrich
The Three Questions of Leadership Self-Development...

*How do I do it?*
How do I do it?

1. Develop Your Leadership Point of View
2. Understand Your Leadership Brand
3. Plan Your Development
4. Work the Plan
5. Reflect
A Leadership Self Development Plan

How do I do it?

1. Develop Your Leadership Point of View

2. Understand Your Leadership Brand

3. Plan Your Development

4. Work the Plan

5. Reflect
Develop Your Leadership Point of View

Development actually begins by declaring your intentions as a leader...

What’s your leadership point of view?
I believe leadership is:
Leadership is about creating a vision that others want to be part of, building a positive environment where great things can happen, and developing people to reach their full potential.
## Leadership Journey

### Career Path

<table>
<thead>
<tr>
<th>Year Range</th>
<th>Company</th>
<th>Role</th>
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<tbody>
<tr>
<td>1992-1995</td>
<td>Johnson &amp; Sons</td>
<td>Supervisor</td>
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<tr>
<td>1995-1998</td>
<td>Acme Company</td>
<td>Manager</td>
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<td>1998-2001</td>
<td>ABLE Co</td>
<td>Director, Marketing</td>
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<td>2001-2005</td>
<td>Horizon</td>
<td>VP, Sales</td>
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<td>2005-2007</td>
<td>NTS</td>
<td>SVP, New Products</td>
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<tr>
<td>2007-Present</td>
<td>NTS, EVP, New Products</td>
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</table>

### In This Role I Learned...

- Being the boss is different; people will test you
- Actions speak louder than words; you must set high performance standards
- Delegate and empower the team – it’s the only way to get a lot of work done
- People need a reason to believe; sometimes you have to take risks
- Hold your temper and know your facts
- Stay humble; never stop learning
<table>
<thead>
<tr>
<th>Career Path</th>
<th>In This Role I Learned...</th>
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</table>
Leadership Values

- Treat Everyone with Respect – At All Times
- Have Fun – Life’s Too Short As it Is
- People Want to Do Great Work - Let Them Do it Their Way
- It’s Not About You – It’s About Them
- Never Stop Learning
- There’s No Substitute for Hard Work
- Take an Interest In Your People
- Know Why You Work
- Integrity is Everything – It’s Your Most Precious Commodity
- Delegation is a Great Teaching Tool; Use it Liberally
- Have Fun – Life’s Too Short As it Is
My Leadership Values
How do I do it?

1. Develop Your Leadership Point of View

2. Understand Your Leadership Brand

3. Plan Your Development

4. Work the Plan

5. Reflect
Understand Your Leadership Brand

Development is accelerated by understanding “how you’re showing up” as a leader...

What’s your leadership brand?
# What's Your Leadership Brand?

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<thead>
<tr>
<th>Problem-Solver</th>
<th>Courageous</th>
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<th>Coach</th>
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<tr>
<td>Industry Knowledge</td>
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<td>Self-Aware</td>
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**Directions:** Circle 10 traits that you believe define you as a leader; how do you think others “experience” your leadership? Then, place a check mark next to 5 traits that represent how you most want to be perceived as a leader. Note: The 5 may or may not be part of the 10.
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*From *Bootstrap Leadership* by Steve Arneson*
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Thinking; Doing
What’s Your Leadership Brand?

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Industry Knowledge                Communicator
Decision Maker                    Action Oriented
Business Acumen                   Listener
Trustworthy                       Technical Skills
Smart                             Teacher
Creative                          Perseverance
Customer Focus                    Integrity / Ethics
Visionary                         Delegator
Practical                         Perspective
Organized                         Wisdom
Strategic                         Innovator
Candid Feedback                   Learner
Gets Results                      Priority Setter
Empowering                        People Developer
Optimistic                        Values Diversity
Work/Life Balance                 Self-Aware

Thinking; Doing; Being

Authentic                         Collaborator
Charismatic                       Passionate
Calm                               Judgment
Mentor                              Compromise
Politically Savvy                  Approachable
Compromise                         Inspiring
Patient                            High Standards
Coach                             Respectful
Respectful                         Insightful
Insightful                         Humorous
Fair                               Accountable
Accountable                       Relationship Builder
Relationship Builder              Cares for Others
Cares for Others                  Motivator
Motivator                         Compassionate
Compassionate                      Team Builder
Team Builder                       Talent Assessor
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# 1. What is the breadth of representation across the four categories?

Q – is my leadership brand “balanced”?  
Q – am I showing up as a well-rounded leader?

Thinking  Doing  Being  Developing

Reflection: What does this mix say about me as a leader?

__________________________________________________________________  
__________________________________________________________________  
__________________________________________________________________

Leadership Brand Insights
# 2. What is the **congruence** between my 10 and 5 traits?

Q – is there overlap, or an entirely new blueprint?

Percentage of new leadership traits: _______%

**Reflection:** What does this mean for me as a leader?

__________________________________________

__________________________________________

__________________________________________
How do I do it?

1. Develop Your Leadership Point of View
2. Understand Your Leadership Brand
3. Plan Your Development
4. Work the Plan
5. Reflect
Plan Your Development

Effective development requires that you plan your impact…

What do you need to work on?
The 10 Most Common Development Opportunities

- Develop the Vision, Mission & Strategy
- Communicate Effectively
- Listen
- Set Priorities & Hold People Accountable
- Delegate & Empower Others
- Provide Feedback & Coaching
- Build a High Performing Team
- Build Relationships
- Influence Others
- Executive Presence

<table>
<thead>
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<th>Rating Scale</th>
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<tr>
<td>Poor</td>
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Develop the Vision, Mission & Strategy

- **Vision** – the reason your company or team exists
  
  “The Why” - describes your long-term intentions; should be *inspiring* and *motivating*

- **Mission** – the main objective; what your company or team is focused on
  
  “The What” - describes what you’re doing right now; should be connected to the vision and be *challenging* and *worthwhile*

- **Strategy** – the specific plan for accomplishing the mission
  
  “The How” - describes the actions taken to meet the objective; should be *specific* and *measurable*
Strategy Map

Vision

To be the world’s most trusted financial services company

Mission

Develop and manage innovative products and services that meet the changing needs of our customers, while maintaining a relentless focus on service, responsibility, and performance

Strategic Priorities

Grow the Top Line
- Launch sales campaign in Asia
- Complete ACI acquisition

Launch New Products
- Enter FI market
- Streamline bond offerings
- Build ETF strategy

Develop Our Top Talent
- Launch VP LDP
- Revise PM
- Open ABC Univ.

Positively Influence Regulators
- Establish lobbying relations with U.S Govt. & U.K. Parliament

Invest in Our Infrastructure
- Complete IT conversion
- Convert LOBs to SAP

Manage Expenses
- Reduce HQ HC by 200 in Q1
- Launch new budget process

Establish Corporate Governance
- Launch compliance training
- Finalize compliance manual

Key Tactics

Grow the Top Line
- Enter FI market
- Streamline bond offerings
- Build ETF strategy

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Responsibilities

John Dawes & Ahmad Ali
- 8% YOY Growth
- 20% in New Markets

Elicia Woods
- Timely & Efficient Product Launches
- 90%+ Customer Satisfaction Rating

Mary Bailey
- Less than 5% top talent attrition
- 100% of ee’s have a develop. plan

Bill Edwards
- Office in London opened and staffed

Jonas Wilkerson
- IT System Conversion delivered on time, on budget, w/ 0 defects

Amanda Nelson
- 5% decrease in LOB operating budget

James Bruce
- Establish lobbying relations with U.S Govt. & U.K. Parliament

Measures

Key Customers

New York State Pension Fund
Reliant Industries

2010 Budget/Goals

Revenue Growth: 8%
Profit Growth: 10%

Chapter 10
7 Critical Leadership Communications

1. Your Own Leadership Values & Style ——> Transparency
2. Vision, Mission & Strategy ——> Clarity
3. Goals & Priorities ——> Expectations
4. What’s Going On in the Organization ——> Information
5. External Environment ——> Context
6. Feedback ——> Coaching
7. Recognition ——> Gratitude
Set Priorities

Time is your most precious resource – are you using it wisely?

1. Identify and document your top 3 priorities
   • What do you need to be most focused on over the next 30 days?
   • Limit the list to 3 priorities

2. Next, think of how you spent your time last week
   • How many hours did you spend (out of 50) on your top 3 priorities?
   • What else do you spend time on?

3. Take a close look at the margins of your day (early, lunch, late) and brainstorm ways to make those times more productive
   • How can you focus this time on your top priorities?
My Top 3 Priorities

Over the Next 30 Days, My Top 3 Priorities Are:

1. ________________________________

2. ________________________________

3. ________________________________

I should be spending 75% of my time on my top 3 priorities!
1. Clearly communicate your expectations – solicit questions and ensure the “what” is clearly understood
   • Ask: “do you understand the assignment?”

2. Gain their verbal (or written) commitment to specific deadlines
   • Ask: “can you meet these deadlines?”

3. Develop the right number and schedule of check-in meetings
   • Ask: “does this schedule work for you?”

4. Coach to quality standards, and have them redo the work if necessary - they must own the work - if it isn’t up to standard, have them do it again (don’t “fix it” yourself)
   • Ask: “is this your best work?”

5. Establish consequences for missed deadlines, poor quality, etc. Be firm, fair and consistent
Provide Good Feedback

**Situation, Behavior, Impact**

1. Start by describing the **situation** (time, place, context)

   "When you were in the meeting with the Managing Board and you gave the sales figures for our performance in March...."

2. Next, describe the **behavior** (how the other person behaved - what you saw or heard)

   "You carefully qualified every statement about which there was any uncertainty..."

3. Then, describe the **impact** of their words or behavior (How did you feel? How did others react?)

   "As I listened and watched the Board, rather than feeling good about the great news you were delivering, they seemed disappointed and uncertain about what you were telling them. What's your reaction to that?"
5 Things You Should Know

1. Where (and how) did they grow up?

2. What are their hobbies?

3. Who’s the most important person (people) in their life?

4. What are they passionate about?

5. What do they want to do with the rest of their life?
How Well Do You Know Your Own Company?

1. Identify 2 areas of the business (besides your own) that you know really well
   1. ________________________________
   2. ________________________________

2. Next, identify 2 areas of the business that you don’t know much about
   1. ________________________________
   2. ________________________________

3. Get organized and plan your approach for learning!
Influence - Tap Vendors for New Ideas

How Much Are You Learning from your Partners?

1. Are you learning all you can from business partners?

2. Are you asking your business partners for innovations?

3. Are you learning what your partners know about the industry?

4. Are you sharing these learnings with your peers in other business groups?
What Do You Know About Your Competitors?

1. Market share – who’s got the most customers?
2. Revenues & profits – who’s making (and keeping) the most $?
3. New products – who’s innovating?
4. Employment practices – who’s winning the war for talent?
How do I do it?

1. Develop Your Leadership Point of View
2. Understand Your Leadership Brand
3. Plan Your Development
4. Work the Plan
5. Reflect
You’ll only improve if you actually put in the work…

Are you willing to do what it takes to get better?
### Jane Doe – Leadership Development Plan

**Overall Purpose:** To become a respected people leader; one who develops great talent for the organization

<table>
<thead>
<tr>
<th>Developmental Opportunity</th>
<th>Awareness/Mindset/Attitude (changes I want to make in my approach)</th>
<th>Visible Behaviors (behaviors clearly evident to others)</th>
</tr>
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| **1. Be relentlessly focused on building a world-class team** – hire great people and hold a high bar for excellence | • Commit to hiring executives who will make us better  
• Recognize that performance = will + skill + experience; value experience more when building the team (utilize the Board more when hiring talent)  
• Organizational structures should be dynamic – I should always be thinking about the optimal team structure  
• We need to value our own people | • When executive positions are open, make recruiting my # 1 priority  
• Set consistent standards of performance and hold my team accountable  
• Declare to my team: roles will change. It’s not about your specific job or title  
• Be proactive in dealing with performance issues – there need to be consequences for coming up short on expectations  
• Seek out high performers and get them new, challenging assignments. Look for opportunities to promote mid-level leaders |
| **2. Become a great delegator** – develop trust in my people and allow them to take ownership | • Focus my time on understanding how to win in our industry  
• Recognize that there is value in declaring what I’ll be involved in  
• Change the mindset that meetings can’t be productive without me  
• Accept that the matrix sometimes makes delegation difficult  
• Realize that I need to own clarifying roles and accountabilities | • Set clear, measurable goals for and with my direct reports; focus on outcomes  
• Clarify each executive’s role – both with them individually, but also with the entire team. Give accountable people the power to execute  
• Stop trying to direct everything; declare the areas that I will continue to be micro-involved in  
• Declare my intentions when delegating; clarify what I’m looking for, not how to do it |
| **3. Communicate and connect with people more effectively** – build more personal relationships | • Understand that people want to have a personal relationship with me  
• Take a greater interest in my people, as individuals  
• Demonstrate that I believe in people having sufficient down time (vacations, etc.) but that I also believe in physically working together  
• Communicating and building relationships is a huge part of my role  
• Trust is all about communication (this is true for the Board, my team) | • Provide more praise and sincere positive reinforcement  
• Listen better; remove distractions (like iPhone) and really attend to conversations  
• Walk the halls more; manage by walking around. Have brief, quality conversations – frequently  
• Create space on my calendar to check in with people  
• Share with people that I recognize “how hard this is” |
My Leadership Development Plan

- Leadership Development Plan

Overall Purpose: _____________________________________________________________

<table>
<thead>
<tr>
<th>Developmental Opportunity</th>
<th>Awareness/Mindset/Attitude (changes I want to make in my approach)</th>
<th>Visible Behaviors (behaviors clearly evident to others)</th>
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</table>

Chapter 12
A Leadership Self Development Plan

How do I do it?

1. Develop Your Leadership Point of View
2. Understand Your Leadership Brand
3. Plan Your Development
4. Work the Plan
5. Reflect
Development Requires Reflection

The secret to effective development is reflection…

Are you gathering feedback & engaging in self reflection?
On Your Way Home…

1. How did I show up as a leader today?

2. What did I communicate today?

3. Who did I develop today?

4. Who did I thank today?
All leaders have the potential to improve – but you have to be willing to work at it.

All leaders have the potential to make a difference – but you have to be willing to take action.

What are you doing to take your leadership to the next level?