

Title: What Is Personal Leadership Brand?

- ✓ **Instructor: Dave Ulrich, Norm Smallwood**
- ✓ **Institution: Learners TV**
- ✓ **Dictated: 안지영**



🔊 **[0:10]** Hello, I am Paul Michelman director of content for Harvard business digital and our guest today are Dave Ulrich and Norm Smallwood, authors of <Leadership Brand> developing customer focus leaders to drive performance and build lasting value.

🔊 **[0:23]** Dave and Norm are co-founders of the consulting firm the RBL group.

🔊 **[0:27]** Dave is also a professor of business at the University of Michigan.

🔊 **[0:31]** Dave and Norm thanks for joining the program today.

🔊 **[0:34]** Thanks Paul.

🔊 **[0:34]** Thank you.

🔊 **[0:35]** Okay, our subject today is leadership and our mission is to help our audience develop their own personal leadership brand.

🔊 **[0:45]** So here is the obvious opening question, “What is a leadership brand?”

🔊 **[0:47]** A leadership brand is when your personal strength deliver value to somebody else.

🔊 **[0:52]** There is a lot of thinking today about build on your strength, do what you know how to do well.

🔊 **[0:58]** We will argue that is true and incomplete because if I am really good at something but somebody is not getting value from it, it is not going to build a leadership brand.

🔊 **[1:06]** For example, in college I studied English.

🔊 **[1:09]** I am superb at sitting on a couch and reading novels.

🔊 **[1:12]** I do that as well as anyone I know but you know what it doesn't pay bills.

🔊 **[1:17]** To build a leadership brand, you have to go beyond your strength.

🔊 **[1:19]** You have to make sure your strength are delivering value to somebody who is going to use them and when you can do that you build an identity.

🔊 **[1:28]** A brand is an identity, in the mind of those who use your strength and that personal identity becomes your reputation.

🔊 **[1:35]** It becomes a sense and a symbol of who you are.

🔊 **[1:39]** So, can you give an example of a leader with well-established leadership brand?

🔊 **[1:45]** Well you know it is a, you can think of people like Richard Branson.

🔊 **[1:49]** He is the CEO of a Virgin and one of the things that I have done on several occasions is compare his leadership brand to someone like Jeffrey Immelt or Jack Welch.

🔊 **[2:01]** And so you see Richard Branson is very playful when he is in public and I am sure that is the way he is in person.

🔊 **[2:10]** So he is very playful, he is very innovative, sort of casual in terms of he's demeanor doesn't wear a suit, he is not ever wearing a tie, he lives on a Caribbean island, so he is got this....well not a Caribbean island, an island somewhere that we all want to be, uh whereas it connects to the firm brand or the image of that we have about Virgin.



🔊[2:35] They are innovative, they have a playful company, they are on the cutting edge, they are more casual.

🔊[2:42] Uh, whereas if you think about a GE so you think about Jeff Immelt or Jack Welch, just a lot more around there style tends to be a little more serious, more gravitas, always wearing a suit, talking about accountability of execution and keeping our promises and their strategy and just a much different style.

🔊[3:07] That also reflects the kind of company the General Electric gives.

🔊[3:15] So very different styles both very different brands and identities and both kind of fit the firms that they represent.

🔊[3:22] Okay, so let's say for the sake of the discussion I want to develop a leadership brand for myself.

🔊[3:25] How do I go about doing it?

🔊[3:28] My sense is you have already got one.

🔊[3:30] Because you have an identity, you have a reputation, you have a way that you are known by others.

🔊[3:36] The way we would start though is to say two things at the same time.

🔊[3:40] On the one hand, what am I good at doing?

🔊[3:43] Not just what are my strengths but what are my predispositions and my predisposed questions and (? 03:47) my predisposed discipline and rationality.

🔊[3:50] But on the other hand who are the audiences that I am trying to serve.

🔊[3:54] When you can bring together your predispositions to the audiences you are trying to serve you can begin to evolve or change your leadership brand.

🔊[4:03] Paul, you want to be known as a thought leader, you want to be known as somebody who is gifted and you are already both of those things but you want it even better.

🔊[4:07] You are too kind.

🔊[4:08] and probably but that's okay, but you want to be even better at it and so



you begin to say “Here is how I want to be known by those who I interact with”.

🔊[4:19] That is the customer, That is the identity.

🔊[4:20] Then I begin to say “Are my personal predispositions in the range of possibility making that happen?”

🔊[4:25] I wanted to be known as a decent teacher.

🔊[4:27] So I spent a lot of time learning how to teach that even though I tend to be an introvert and introverted by nature.

🔊[4:34] I pretty supposed to that I can build my personal brand.

🔊[4:37] So the building of a personal brand begins by understanding who we are and how we want to be known by those we need to serve.

🔊[4:43] So Do I need to create some kind of statement that says “Here is my brand?”

🔊[4:47] You know you can do this in a lot of ways.

🔊[4:49] Uh, others in our field say have a personal mission statement, have your personal shield, if that helps for you do it.

🔊[4:55] To be honest you have already got the statement, you wear your brand through your behaviors every day.

🔊[5:01] We would just like you to be conscious of what that is and to be aware that the identity that I create can in fact deliver value to those who I am trying to serve.

🔊[5:10] We also think that this leadership brand personal level applies in every level of the firm.

🔊[5:15] A CEO creates a brand that he or she may be known for.

🔊[5:18] That affects the whole organization but so does an executive, so does a senior vice president or vice president, director or manager, first-line supervisor, employees all the way through create their brand.

🔊[5:30] And the one thing we highlight is it's not just building on your strength.

🔊 **[5:33]** We agree with that work but it's incomplete.

🔊 **[5:35]** It is building on your strength that will deliver value to those you are trying to serve.

🔊 **[5:40]** When we make that connection then we have a real brand.

🔊 **[5:44]** I was just going to add another piece to that.

🔊 **[5:45]** One of the things that we have seen people play with when they are going to the process try to identify their personal brand and connect it to that firm brand or how they want to be known to their stakeholders is the process is really examining whether they really buy into the mission and identity of the company they are a part of.

🔊 **[6:07]** That is a really important conversation because you spend so much of your life working in an organization.

🔊 **[6:13]** You want to be sure that where that is really does reflect where you want to build your own skills and sets of experiences.

🔊 **[6:22]** Okay, so let's say I have affectively developed my leadership brand.

🔊 **[6:26]** How do I access, how affective it is? Is there a way to do that?

🔊 **[6:29]** The simple line we have had is that put your head on (? 06:33), look around.

🔊 **[6:34]** It is not just what I am doing but it is how others are responding to what I am doing.

🔊 **[6:40]** So as you try to tell a joke did anybody laugh, as you try to set a vision did anybody get motivated, as you try to engage others did they follow.

🔊 **[6:47]** Listen and observe your own behaviors.

🔊 **[6:50]** It's almost like looking in a mirror at your leadership style and by becoming self-aware we get helpful.

🔊 **[6:55]** Now the other thing we have found is helpful is we often can see our strength we don't see our weaknesses and so get people who will be honest with this.

🔊 **[7:03]** For me that happens to be my wife.



🔊[7:05] She is gifted at telling me things I need to improve.

🔊[7:08] What a gift that is because she will let me know what I can be better at as I try to demonstrate my brand.

🔊[7:14] So, observe, watch, listen, and encourage others to give us a kind of feedback.

🔊[7:19] Yes, so listen the feedback from other people.

🔊[7:21] Get a coach to monitor what you are doing and give you some feedback after you go to a meeting.

🔊[7:27] What you really want to know is the actions that I am taking consistent with the brand that I want to have and how I want to be known.

🔊[7:37] Do I need to market my brand? Or is it more subtle than that?

🔊[7:43] Well I don't think you want to market in a way that is offensive, but you clearly do want people to know what you stand for.

🔊[7:51] To understand your values, and to understand that this is who I am, this is how I do things, and by communicating that you get a really different result in terms of the way you go about delivering value to your various constituents.

🔊[8:10] So does my personal leadership brand need to have a one to one connection with my company's brand?

🔊[8:15] How much attitude do I have to be different?

🔊[8:18] Should be close.

🔊[8:20] If I want to be in a company that really encourages innovation but my personal brand is focused on efficiency and cost, I am going to be uncomfortable and the company is not going to succeed.

🔊[8:32] Nordstrom has a great firm brand of service but there are some people just are not very good at giving service.

🔊[8:37] It's not their strength, it's not there predisposition.

🔊[8:40] To be honestly they probably shouldn't work there because it's not going



to be good for them and it' not going to be good for the company nor the customers.

🔊**[8:49]** In fact we have often said the most (? 08:49) human resource's decision you can ever make is to place your lowest performing employee in your competitor and when you can do that because their brand doesn't fit you probably come out ahead.

🔊**[9:00]** One specific example that I really recall strongly about the connection between the firm brand and personal brand is a few years ago, I flew into Las Vegas and a time there was a big celebration for the number of flights that Southwest Airlines had.

🔊**[9:20]** As I got in the plane I wanted to put my suitcase in the baggage compartment and a flight attendant was in the baggage compartment and she said "boo"

🔊**[9:32]** So you think about how Southwest Airlines wants to be known to its customers.

🔊**[9:36]** What they will say is low price, on time, and fun.

🔊**[9:42]** And so what this flight attendant was doing was just personifying how a customer should view them as fun.

🔊**[9:52]** So even though it's not always the greatest experience the way you load and so on, flying on Southeast Airlines can be fun and that really works for them.

🔊**[10:01]** Dave Ulrich and Norm Smallwood thank you very much.

🔊**[10:06]** Thank you.

🔊**[10:06]** Thank you Paul.