



PESA

PETROLEUM EQUIPMENT
& SERVICES ASSOCIATION

STRATEGIC & BRANDED EXECUTIVE

DAY TWO

Contents	
Course Overview	5
<i>Exercise: What Are Your Personal Objectives Of Taking This Program?</i>	5
What Is A Personal Brand?	6
Think of Yourself As A Product	7
Why Is Your Personal Brand Important?	7
<i>Exercise: Assessing My Current Brand</i>	8
Defining Me	9
What is Your Current Brand?	10
How Do You Strengthen Your Brand?	11
Connecting with Influence Building Your Physical Presence	12
Brand Mantra	12
<i>Exercise: My Brand Mantra</i>	12
<i>Exercise: Connecting With Influence Building My Physical Presence Assess Your Networking Skills Quiz</i>	13
Showcase Your Brand	14
How Do Leaders Become More Influential?	14
Understanding Your Audience	15
Identifying Your Audience	15
Influence Your Audience	16
5 Steps To Influence Mapping	17
Influencing Styles	18
<i>Exercise: Influencing Styles Assessment</i>	18
Persuasive Reasoning	20
Directive	20
Collaborative	20
Creating A Conversation Planner	21
<i>Exercise: Conversation Planner</i>	22
Building Your Virtual Executive Presence (Social Media)	33
Your Path to Social Leadership - Personal Branding	33
Choose Your Channel	33
LinkedIn: Express Your Brand	34
<i>Exercise: Uniqueness</i>	35
Twitter	36
Tips To Remember When Developing Your Social Media Pages	37

My Bigger Future Plan	38
My Leadership Template.....	38
My Executive Presence Branding Focus	39
You Have 7 Seconds to Make A First Impression	39
Course Evaluation Form.....	40

Course Overview

Some people immediately command attention and respect when they walk into a room. Do you have that kind of presence? If not, is it something that you would like to develop? This two-day workshop will help you do just that by building your credibility, improving your personal appearance, honing your networking skills, and enhancing your ability to communicate effectively. You will also receive an introduction to core leadership skills.

Learning Objectives

At the end of this workshop, you will be able to:

- ✓ Identify the elements of a strong executive presence
- ✓ Build and sustain a consistent, authentic, and enduring brand presence
- ✓ Communicate effectively using verbal and non-verbal techniques
- ✓ Communicate with Calmfidence, passion and inspiration for gaining commitment
- ✓ Identify the four unexpected qualities for inspiring followers
- ✓ Create a strong, positive first impression and maintain that impression as you build a relationship with others

Exercise: What Are Your Personal Objectives Of Taking This Program?

What Is A Personal Brand?



Personal branding is a popular buzz word, but what does it really mean?

“Your brand is what other people say about you when you’re not in the room.”

In the information age, personal branding is necessary for the success of any company or individual. Failing to manage personal branding can lead to misinformation about you or your company becoming public. Taking control of your public image is no longer an option. Identifying and using the tools that affect personal branding correctly will ensure that the public sees the image that you want them to see. A positive brand is

necessary for success.

How you brand yourself will set the stage for your future and your Executive Presence. Branding will:

- Enhance your executive presence
- Allow you to authentically represent yourself in person or virtually
- Will distinguish you from your competitors
- Provide an organized way of reaching your audience, that is, those with the power to impact your position and provide you with opportunities
- Build credibility
- Provide consistency

If You Don’t, They Will

It is easy to underestimate the importance of personal branding and avoid actively participating in your brand. The truth, however, is that branding occurs whether you participate in it or not. If you do not take the time to brand yourself, the market will brand you, and it may not do it favorably. Customers can bring negative attention to a company or individual, and attention can easily escalate to the court of public opinion. For example, the video “United Breaks Guitars” brought negative attention to the United Airlines brand. Without personal branding and active intervention, the damage to the brand name could have been public reputation.

Think of Yourself As A Product

We all have attitudes and beliefs about brands based on our experiences. The strongest brands are:

- Powerful
- Authentic
- Consistent
- Visible
- Valuable

The same qualities apply to personal brands.

Why Is Your Personal Brand Important?



Exercise: Assessing My Current Brand

From the pre-course questionnaire, how are you perceived by each of the following?

Board

Leadership

Boss

Reports

Customers

What misperceptions would you wish to eliminate?

What are your blind spots that you wish to address?

Defining Me

Personal Branding is about understanding what you can offer and presenting that to the outside world consistently. It's about being true to yourself, so that colleagues, managers, customers, and potential employers have an authentic picture of you that they can trust.

By exploring your core values, personality, strengths, and skills you'll ensure the image that you present is true to you. You want to feel comfortable with your personal brand. That way, you can deliver and earn trust and respect. Your personal brand is a view of the whole you – what you stand for and what you believe in, as well as your strengths and skills.

First impressions are important in personal branding, so being aware of how you're seen by others is an essential step toward showing yourself in your best light. How you look and sound, what you say, your body language – all contribute to how you're perceived by others.

You want to stand out from the crowd, but you still want to be you. This means identifying, promoting, and developing your unique selling point.

You have an audience to promote yourself to, so you'll need to get to know its members and their needs well before you start to "sell" to them.

Understanding how you interact with others is also a big part of personal branding. Exploring your emotional intelligence and listening skills will help you to enhance this aspect of your brand – and to deliver it.

Promoting yourself clearly and powerfully, whether face-to-face or online, needs to be thought through carefully. Which channels are available to you and which would be most appropriate for your "campaign"? You'll want to be more visible and memorable, but only for the right reasons!

Building and maintaining your brand is a continual process. Just as you, your workplace, and your life outside of work will continue to evolve, so must your brand. It's something that you'll need to work on throughout your career.

You want to stand out, and you want to present a striking and inspiring image to those around you, yet, it is often difficult to find the right balance between underselling yourself and showing a commanding and authentic presence. We are often tempted to feel that we must conform to some "ideal" role when thinking about our personal and executive brand and this is not the case. The first step in presenting your brand is knowing who you are and that is where the story begins.

Who Am I?

Your company's logo, slogan, values, and behaviors reveal its brand and you need a clear and impressive image of yourself to present to the world. So, the first step in personal branding is to know who you are.

The first tool we will use is a personal SWOT analysis. This tool helps you to maximize your Strengths, understand your Weaknesses and take the greatest possible advantage of Opportunities available to you, while guarding against Threats.

What is Your Current Brand?

How you See Yourself

What makes you special?

- What are your greatest strengths?
- What differentiates you from others?

How does your uniqueness translate to value?

- What are your most significant accomplishments?
- What do people come to you for?

What do you want to be known for?

- What do you want others to think when they hear your name?

How Others See you

Is the perception of others consistent with your perception of yourself?

Use 360-degree surveys, if possible.

Talk to trusted colleagues.

Review past performance reviews.

HOW YOU SEE YOURSELF



HOW OTHERS SEE YOU



YOUR BRAND

How Do You Strengthen Your Brand?

Determine

- What is your goal?
- Who is your target audience?
- How does your current brand position you to achieve your goal?
- Do you need to make any changes?

Set the Stage for Your Future

How you brand yourself will set the stage for your future and your Executive Presence.

Branding will:

- Enhance your executive presence
- Allow you to authentically represent yourself in person or virtually
- Will distinguish you from your competitors
- Provide an organized way of reaching your audience, that is, those with the power to impact your position and provide you with opportunities
- Build credibility
- Provide consistency

Make Relevant Adjustments

Fill gaps

- Education
- Experience
- Relationships

Begin to act the part

- Introduce yourself
- Speak the language
- Share your story

Connecting with Influence Building Your Physical Presence

Brand Mantra

Brand mantras are short, but they are powerful. This short phrase or statement may only be three to five words, but these words define your brand. A mantra must explore the brand's points of difference or how the brand is unique along with what the company represents.

For example, look at, Nike's "*Authentic Athletic Performance.*" To create a brand mantra, you must first identify what sets your brand apart and list your points of difference.

Once the points of difference are identified, you must create a mantra that is simple, communicates, and inspires.

- **Simple:** short and to the point.
- **Communicate:** should define the purpose of the brand and what is unique about it.
- **Inspire:** should be significant.

When creating a mantra, you should begin with a word bank of points of difference and your purpose and mission.

Exercise: My Brand Mantra

- Brainstorm a list of words that describes your differences and purpose
- Create 3 different brand mantras
- Examples of Brand Mantra's.

Disney: *Fun Family Entertainment*

Nike: *Authentic Athletic Performance*

Ritz-Carlton: *Ladies & Gentlemen Serving Ladies & Gentlemen*

BMW: *Ultimate Driving Machine*

Betty Crocker: *Homemade Made Easy*

Exercise: Connecting With Influence Building My Physical Presence Assess Your Networking Skills Quiz

Write down the number that represents your present achievement level. 1 = poor 2 = average 3 = good 4 = exceptionally good 5 = Awesome	1	2	3	4	5
1. When I meet new people, I engage them right away.					
2. I am comfortable joining a group of people who are already talking.					
3. I network at least two hours a week, both internally and externally.					
4. I look at opportunities to be introduced to senior management.					
5. People call me to help them make a connection.					
6. People like me and seek out my friendship					
7. I have a great personal commercial to introduce myself.					
8. For networking events, I research meaningful topics to talk about.					
9. When I talk with people, I find out something of interest to me					
10. Soon after a networking event, I re-connect with two or three people I talked with.					
11. When I forget someone's name, I know how to deal with the situation comfortably.					
12. Before I go to an event, I have something to eat.					
13. I initiate at least one networking meeting (breakfast/lunch) weekly with a colleague.					
14. I know how to increase my visibility within my company.					
15. I know how to end a conversation comfortably and professionally and move on to the next person.					
16. I know how to make introductions.					
17. I know who I have to meet.					
18. I am more comfortable going in cold or 'winging it'.					
19. I like to attend receptions or networking events with my colleagues; provides time to catch up on work related topics.					
20. Part of my preparation is letting my team members know, in advance, the functions that I am attending and then providing a debrief following the event.					
Total					

- 80 Excellent networking
- 70-79 Great score. You are on the move – up!
- 60-69 You may need to increase your networking efforts
- 50-59 Engage in more networking events
- 40-49 You may be missing out on opportunities
- 30-39 Look to a trusted mentor to help you improve your networking abilities.

Showcase Your Brand

- Build influential relationships.
- Get involved in cross-functional projects.
- Use volunteering to strengthen or develop skills.
- Take on a leadership role in a relevant organization.
- Use social media.

How Do Leaders Become More Influential?

Leadership is not simple and not something that only a few at the top have the privilege to engage in; any person at any level of an organization can assume such a role. When you have decided to not wait to be told what to do, but do what needs to be done; when you think outside the norm and influence others with your vision of how something should be done; when you engage in forward thinking and think possibilities and not barriers; you are engaging in leadership, specifically influential leadership.

Leadership has been defined as the art and practice of achieving desired results through others. Influential leaders are defined as leaders that rely on *influence* as opposed to coercion. These leaders create followers who want to follow as opposed to followers who believe they must follow. Here are some other characteristics of influential leadership.

- Influential leaders demonstrate a certain *passion* that rallies, motivates, inspires, and influences people.
- Influential leaders have an *enthusiasm* that drives people to accomplish unbelievable things.
- Influential leaders produce an *energy* whereby individuals caught up in their influence take action, bond and connect with others, enroll and participate, and simply produce.
- Influential leaders value *integrity* by consistently being honest, forthright, and ethical by doing what they say and saying what they do. They walk their talk. Followers need to be able to trust the leader, and without trust, influence is impossible.
- Influential leaders believe in *humility* by acknowledging that they do not know everything and are open to learn from others.
- Influential leaders hold and highly value *service*. They want to be of value to others, contribute to the benefit of others, from their employees, their organizations, their industry, their family, or their peers.
- Influential leaders understand the art of *listening* and engaging in *dialogue*. They understand the power of good communication.
- Influential leaders practice *reflection* by taking the time to become fully aware of their own mental processes such as thoughts, feelings, and reactions to various situations.
- Influential leaders recognize the skill of *modeling* and the importance of setting an example for others through their own behavior.
- Influential leaders practice *use of self* as a barometer to assess what is going on inside themselves and around them to respond to their environment. They have figured out what makes themselves tick.

Understanding Your Audience

Is your audience everyone that you encounter when doing your job, completing a project, or executing a task?

In a word **no**, your audience are the people who have a valid interest in, and influence over, the outcome of your work. The most common groups are customers, suppliers, co-workers, and shareholders. Remember, there are many others that you need to consider as well when planning a project. Ask this question, “Who has the power, whether direct or indirect, to affect or influence this project?”

By answering this question, you can determine:

- Whose opinions matter.
- Who is likely to support your efforts?
- Who is likely to object or put obstacles in your way?
- Who can help you to gather the necessary resources?
- Who you should be communicating with regularly?
- What contingency plans you should have in place to gain or maintain your audience support.

Identifying Your Audience

Before you can decide how best to manage your audience, you have to understand fully who they are. The most obvious audiences are the people you work with and for. However, there are many others who have legitimate concerns about, or interests in, your work.

Just as some people will support your project and want to do what they can to help you be successful, there will likely be a few who might hinder it or may even oppose your efforts completely. Don't forget to consider these people as well. Audience can have positive or negative influences on your work, so you want to identify and manage both groups. As the saying goes, keep your friends close, and your enemies closer!

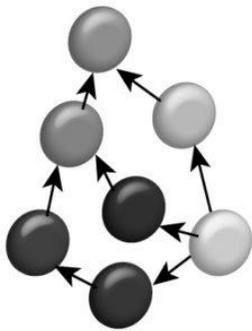
Common groups of audience include:

- Managers/supervisors
- Senior executives
- Family members
- Future employees
- Alliance partners
- Suppliers
- Shareholders
- Government
- Trade associations
- Lenders
- Interest groups
- The public
- Media
- Co-workers
- The community
- Current and prospective customers

These questions will help you to identify audience for your project/event:

- Who will be affected by the project or change?
- Who will you consult before you start implementing your project?
- Who can influence the project, but is not directly involved with it?
- What external groups or organizations are affected by the project? (Are there specific people who you need to contact)
- Who is interested in the project's success?
- Who will support the change?
- Who might be opposed to the change?
- Does making the change have any political, environmental, or social consequences?
Who will be affected?

Influence Your Audience



The Elements of an Influence Map

An influence map is a visual model showing the people who influence and make decisions about your project. The map helps you understand how audience relate to one-another, so that you can quickly see the way in which influence flows.

Remember that even the most powerful people rarely act alone. Top executives and other people in authority rely on advisers. Find out who the advisers are and understand how they operate. This can be vital to your project's success.

There are three main considerations when you construct an influence map:

1. The importance or weight of a stakeholder's overall influence (represented by the size of the circle representing that stakeholder).
2. The relationships between audience (represented by the presence of lines or arrows between them).
3. The amount of influence audience has over others (represented by the heaviness of the lines drawn between them).

Your completed influence map shows the audience with the most influence as individuals with the largest circles. Lines (arrows) drawn to other audience indicate the presence and strength of influence.

5 Steps To Influence Mapping

Understand when you scratch below the surface of most institutional change, there's usually a **handful of relationships** that play a disproportionately large role in bringing those changes about. That's part of the reason it's hard to truly separate institutional change from personal change.

Each of us depends on our ability to create change, and quite often that change is happening within an institutional context.

Imagine how effective you'd be in your organizational change efforts if, before you even lifted a finger, you could consult a magic map that looked into the future and laid out exactly how the key decisions that affect your goals were going to be made. This magical, mystical map would tell you who the key decision makers were, who influenced them, and who you knew who could help you get to those influencers.

Wouldn't a map like that make your change efforts much easier? Of course, but most of us haven't quite mastered insight so what we do instead is *project our best guesses* at what the flow of decision making, and its influences will look like in the future.

This process goes by either "**influence mapping**" or "**power mapping**" and here's a quick look at how this incredibly important tool for influencing change works.

There are five steps:

1. Articulate your **desired outcome**.
2. Identify the **decisions** that lead to this outcome and the **decision makers** who make them.
3. Map all the **people who influence** these decision makers *on this issue*. Include people who support your outcome, oppose it, as well as those who are neutral on it.
4. **Prioritize** this list of influencers based on a composite of their importance and your ease of reaching them.
5. **Follow their social networks** until you connect with people who you believe will be willing to advocate for your desired outcome. The result of this exercise is an **influence map** that you can use in lots of different ways, though the end goal is always getting the people you know to network into positions of influence with decision makers in order to help you achieve your desired outcome.

Doing effective influence mapping isn't easy, just as creating effective geographic maps isn't easy. To be useful, the map needs to describe the actual terrain – and for that, you need people who understand how the decisions that impact your desired outcome get made. Not how you *wish* they get made, mind you, but how they *get* made.

Influencing Styles

You should consider the following questions when attempting to meld your style to that of others in your organization:

- What is your own personal style of influence?
- What is the personal style of the individual(s) that you are trying to influence?
- Will those styles complement each other, or will they likely lead to conflict?
- If conflict exists, what changes should you make so that you can better influence others?

Exercise: Influencing Styles Assessment

For each statement, mark the column that best describes you. Please answer questions as you see them (rather than how you think you should see them), and don't worry if some questions seem to score in the "wrong direction."

1) Strongly Agree, 2) Agree, 3) Neither Agree nor Disagree, 4) Disagree, 5) Strongly Disagree	1	2	3	4	5
I tend to use the same tried and tested tactic to convince my teammates.					
I have a strong grasp of facts and figures and use them to back up my case.					
I lose my confidence if the other person starts debating when I need to get my point of view across.					
Getting people together to work through an important decision will only dilute my influence and make me look weak.					
I pitch my arguments at people's heads rather than their hearts.					
Using information about others gained from "office politics" can be useful in ensuring support for my pitch.					
I highlight the negative consequences of alternatives to my idea, as well as promoting the positives in my approach.					
My teammates and managers trust my abilities.					
I can work alongside anyone to bring them over to my point of view.					
I struggle to use a logical and structured approach to influencing and prefer to think on my feet.					
I find it much easier to influence my team members and suppliers than to influence my manager and customers.					
I like to look at the big picture when trying to influence, rather than focus exclusively on the details.					

I am not great at seeing the negatives in what I am proposing.					
I help colleagues with their workload as you never know when you may need their help.					
I can find the information I need when I need it.					
I make connections easily - people enjoy my company and want to hear what I have to say.					

16-34 You have a limited ability to influence different people in different situations. This will increasingly become a problem over time, as workplace hierarchies become flatter and co-operation and collaboration with different teams and cultures become more common.

You may assume that, because you are their manager, you will automatically be able to influence your team members. However, being a manager doesn't mean that your people will automatically want to follow you. Be careful not to rely too much on facts and data – you'll have to convince people's hearts as well as their minds.

35-59 You can adapt the way that you influence others, but there is plenty of room for improvement. Perhaps you need to work on how you use facts and figures to produce a convincing argument, or you may have trouble debating and thinking on your feet.

60-80 Well done! You are a strong influencer who can use more than one way to convince colleagues of your plan's strengths. You can use both logic and emotion; you work with others and communicate well; and you demonstrate both the positive aspects of your plan and the negative aspects of the alternatives.

This quiz is based on Dr Tim Baker's Four Strategies of Influence. He outlines two basic styles of influencing: a "push" style, which is a direct, assertive, convincing way to get your point across, and a "pull" style, which is a more subtle, indirect method. Both styles can be implemented using either logic or emotion.

Persuasive Reasoning

This is an issue-driven style where the influencer wants others to buy into their ideas by presenting them in an even-handed, logical, rational, and objective way.

This is most appropriate when:

- Your credibility with others and knowledge about the topic is high.
- You need to get buy-in to an unpopular decision.
- There is a 'best' answer and you've done the research to prove it.
- Overuse or inappropriate use and you may be regarded as a "tough guy".

Directive

This is an 'I'-driven style where the influencer asserts their own views and ideas and expects others to follow.

This style is most appropriate when:

- You are an expert.
- You require very speedy action.
- You are working with new or inexperienced staff.
- It is a safety, security, or time deadline issue.
- When used ineffectively, your colleagues may judge you to be a bit of a 'bull in a china shop'.

Collaborative

This is a team-oriented style where the influencer aims to involve others who will offer views and ideas about the issue.

This style is most appropriate when:

- You require commitment from others.
- You want innovative ideas from others.
- Your issue has no clear answer.
- If this style is overused or used ineffectively you may be regarded as 'wishy-washy'.

Visionary

This is a style where you must tap into others' emotions, engage their imagination, and help them visualize what could be.

This style is most effective when:

- You are at the beginning of a complex change process.
- You wish to gain people's attention and whet their appetite for future debate.
- Innovative thinking is required.
- Used ineffectively or overused, so other people may regard you as egocentric or idealistic.

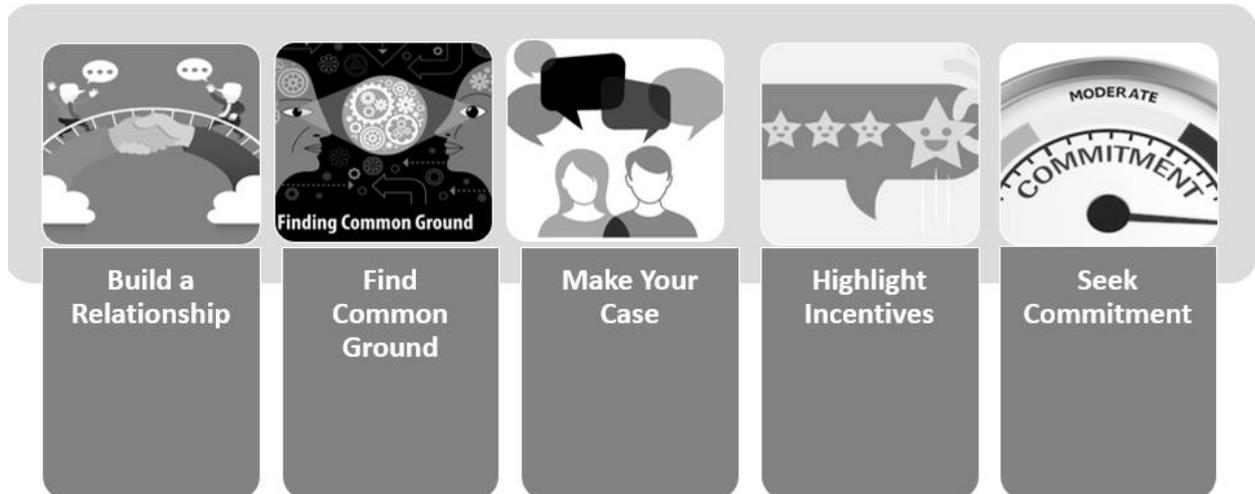
Creating A Conversation Planner

Part A

Think about:

- Who do you want to influence?
- In what way(s) do you want to influence this person?
- What is your desired outcome for the conversation?
- What assumptions are you making about the person(s) and/or situation as you consider this conversation?
- What challenges or obstacles do you see in achieving your outcomes?

Principles of Influential Conversations



Creating A Conversation Planner – Part B

Develop a strategy for each element of your influential conversation.

- Build a Relationship - *Create an environment of trust and rapport, where there is a willingness to work together.*
- Find Common Ground - *Explore how your proposed agenda aligns with something of importance to the other party.*
- Make Your Case - *Present ideas in ways that are clear, credible, persuasive, and memorable*
- Highlight Incentives - *Provide or highlight additional value for action and/or describe consequences for inaction.*
- Seek Commitment - *If appropriate, ask for a commitment to short-term objectives and/or long-term goals.*

Creating a Conversation Planner – Part C

Pull Parts A & B Together in a Summary

Exercise: Conversation Planner

Influential Conversation Planner

PART A

- 1. Clarifying Your Intention** - Consider the influential conversation opportunity you identified and use the questions provided to clarify your thoughts about the situation.

1. Who do you want to influence?

2. In what way(s) do you want to influence this person?

3. What is your desired outcome for the conversation?

4. What assumptions are you making about the person(s) and or situation as you consider this conversation?

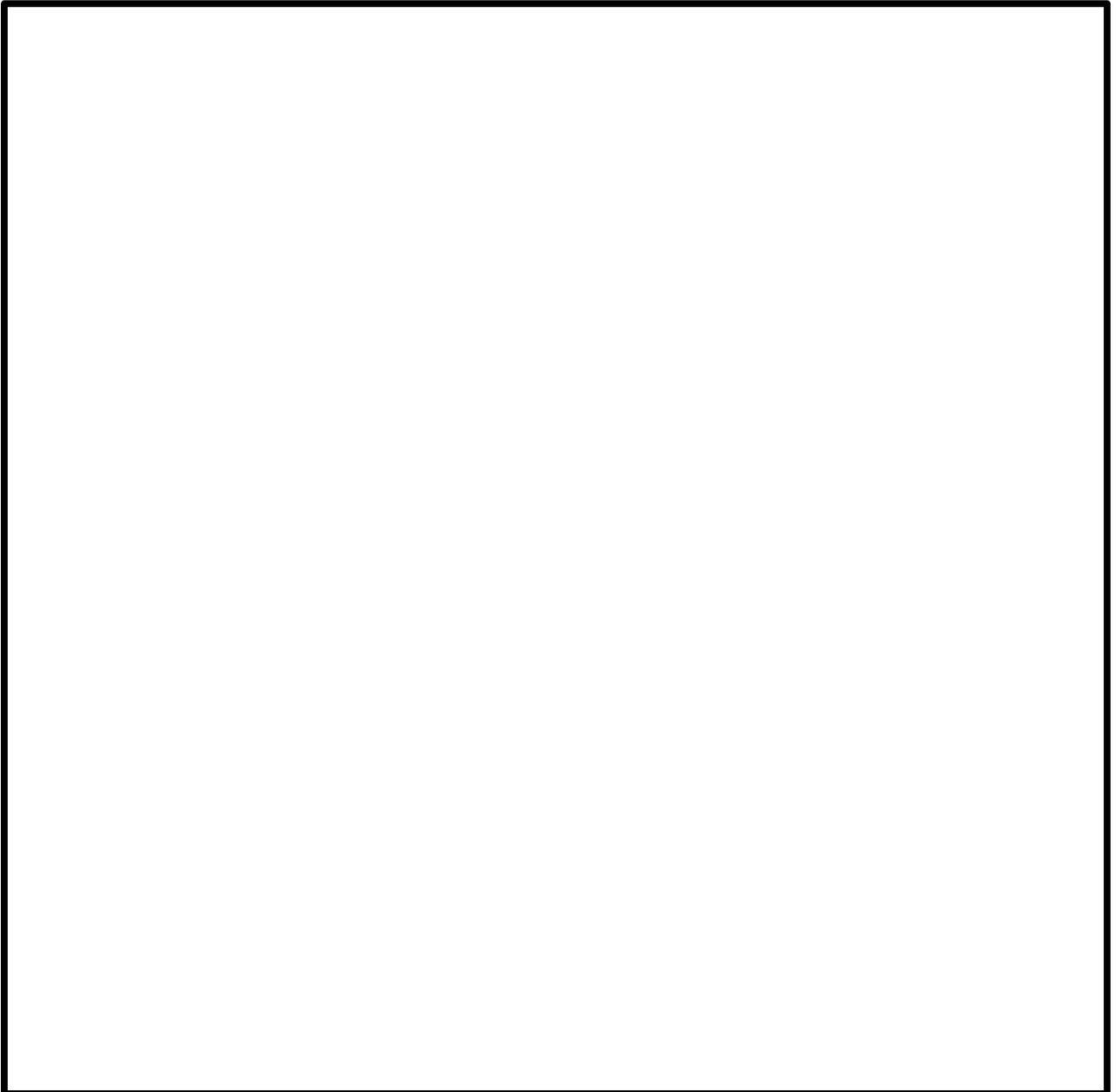
5. What challenges or obstacles do you see in achieving your outcomes?

PART B

Planning Your Conversation

Referring to the questions on the previous pages, develop a strategy for each element of your influential conversation. It is not necessary to respond to every question. They are there to stimulate your thinking.

1. **Build a Relationship** - *Create an environment of trust and rapport, where there is a willingness to work together.*

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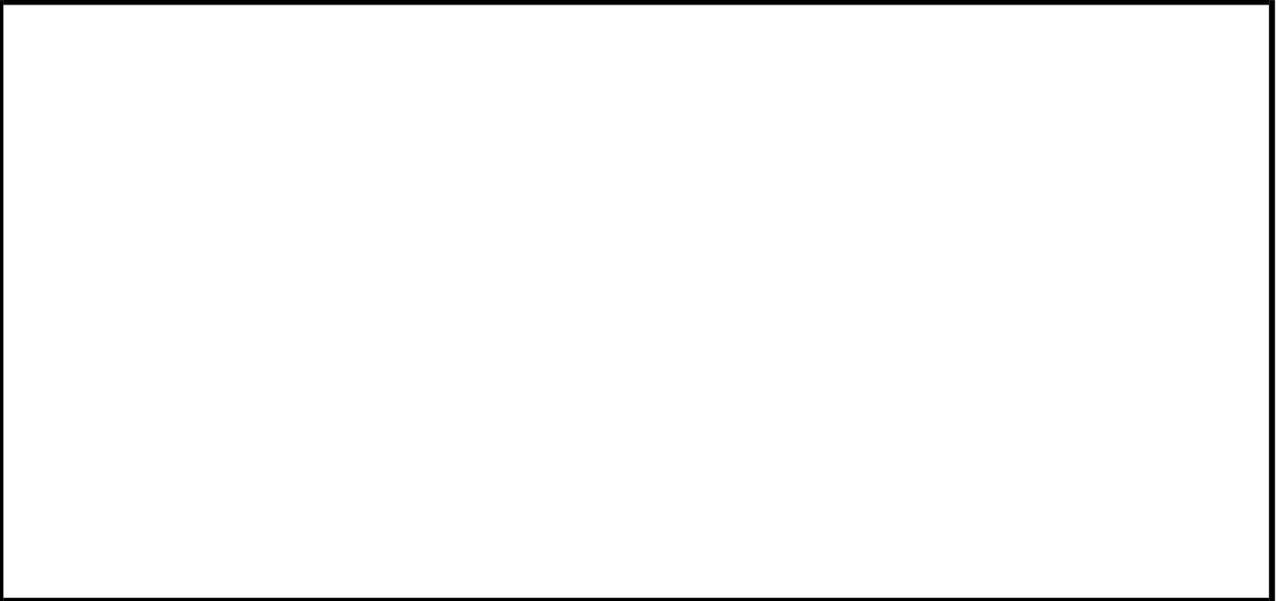
Questions to Consider:

- What is the current level of trust and rapport in the relationship? (1 – 10, where 10 is a very high level of trust and rapport).
- Is this level of trust and rapport reciprocated?
- What do you know about the person?
- What's important to them? (values)
- What do you have in common with this person? How could you bring that out in the conversation?
- How could you demonstrate a positive attitude in the conversation?
- How friendly are you? How could you signal friendliness towards this person?
- How much do you like this person? What do you like about them? In what ways could you communicate that you like them?
- What opportunities do you see to praise or acknowledge them? (Caution: praise can sound patronizing unless done with care!)
- What judgments do you have about them? How could you practice being non-judgmental in your interaction with them? Where will it be important for you to use neutral language?
- How will you respond to criticism or antagonism? How could you be non-reactive?
- How could you use empathy in the conversation? What kinds of things might you empathize with? What words would you use?
- What percentage of time do you intend to listen (versus speaking)? How will you remember to listen?
- How could you be more open to their ideas?
- How could you be less focused on you and more on them? How could you make yourself less important and make them more important?
- How could you be more vulnerable and honest in the conversation? What could you reveal about yourself that would help them know you better?

2. **Find Common Ground** - *Explore how your proposed agenda aligns with something of importance to the other party.*

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3. **Make Your Case** - *Present ideas in ways that are clear, credible, persuasive, and memorable.*

A large, empty rectangular box with a black border, intended for the student to write their response to the third step of the process.

Questions to Consider

Find Common Ground

- What is your intention towards this person? Do you view yourself as an ally or an adversary? In what way could you see yourself as an ally?
- How could you communicate to them that you are, at least on some level, an ally?
- How interested are you in their concerns? What do you think those concerns are? If you don't know, what could you ask to find out?
- What underlying interests do you have in common with this person? How will you discover what they are?
- What value do you see for them in supporting your agenda?
- What ways can you see for both of you to win?
- What advantages will accrue for all parties if you are successful?

Make Your Case

- What kind of evidence (facts, data) can you provide to support your ideas?
- To what authorities or influential third parties can you refer?
- What kind of social examples can you provide (evidence that others are in alignment)?
- What is the logic behind your ideas?
- How could you allow them to experience your idea?
- How could you present your ideas in ways that are memorable (e.g. telling a story, using a metaphor, doing something unusual)?
- How can you clearly summarize the options?
- How do the options support your common purpose/agenda?

4. **Highlight Incentives** - *Provide or highlight additional value for action and/or describe consequences for inaction.*

5. **Seek Commitment** - *If appropriate, ask for a commitment to short-term objectives and/or long-term goals.*

Questions to Consider

Highlight Incentives

- What kind of benefits could you offer in advance of this conversation?
- How might you explain short-term and long-term gains or advantages that would accrue for both sides?
- What additional incentives might you offer?
- What are the implications or consequences of taking action or not taking action in this context?
- What natural consequences might you want to highlight for non-action?
- What formal consequences might you be prepared to present for nonaction? (Use formal consequences with care).

Seek Commitment

- How will you summarize the conversation?
- How will you determine the other person's level of interest or agreement?
- What kind of commitments are you seeking?
- How will you ask for commitment?
- What will you do if an agreement or commitment is not possible at this time?

Conversation Planner Summary

PART C

Referring to your work on the previous pages, transfer the key points for each section into this summary document.

1. **Build a Relationship** - *Create an environment of trust and rapport, where there is a willingness to work together.*



2. **Find Common Ground** - *Explore how your proposed agenda aligns with something of importance to the other party.*



3. **Make Your Case** - *Present ideas in ways that are clear, credible, persuasive, and memorable.*



4. **Highlight Incentives** - *Provide or highlight additional value for action and/or describe consequences for inaction.*



5. **Seek Commitment** - *If appropriate, ask for a commitment to short-term objectives and/or long-term goals.*



Building Your Personal Board of Directors

Many of us have a small group of people that we reach out to whenever we make a major decision. This typically includes family members, friends, relatives, etc. For example, imagine that you are considering moving your family to another country. Who are the people you would talk to before making this decision? Those people are on your personal board of directors.

For most of us, we pick our board members by default. Certain people have always been around and they automatically become the ones that we talk to. However, I believe that you should put as much thought toward selecting your personal board as you would in selecting a corporate board — especially if you are running a business.

Here are five things to consider when putting together your personal board of directors:

Create a diverse board. In general, we tend to surround ourselves with people that look like us, think like us, and who value the same things we do. Keep your board diverse by having some people who are older than you, some who are younger than you, and some who are in your field as well as some in different fields. Establishing a diverse group of people with different backgrounds will provide you with unique perspectives that you may not have otherwise had.

Have virtual board members. This is a less obvious point, but I recommend that at least one of your board members be a virtual person. (Not as in “remote,” but as in someone you perhaps don’t even know.) This can be a figure in history, a relative that is no longer around, or someone you admire but have never met. Whenever you’re faced with a tough decision, just imagine what this virtual member would say about your situation and what advice they might offer.

Have an odd number of board members. Ultimately, you are the one to make the final decision about your personal or business choices, but to make the best decision, you need to have clear feedback. There’s a high probability of a tie occurring if you have an even number of people helping you decide. However, there will always be a side, opinion, or suggestion that wins out if you have an odd number of votes. If you don’t have an odd number of board members, you are setting yourself up for a situation where you end up more confused than you started.

Invest in your board. Make it a priority to meet with each of your board members regularly about your decisions in life. Make the financial investment of buying them lunch or dinner, but make sure, you show up prepared. It’s okay to be relational, but don’t forget to give them all the facts surrounding your issue to get the most out of the experience and their advice. And return the favor whenever possible.

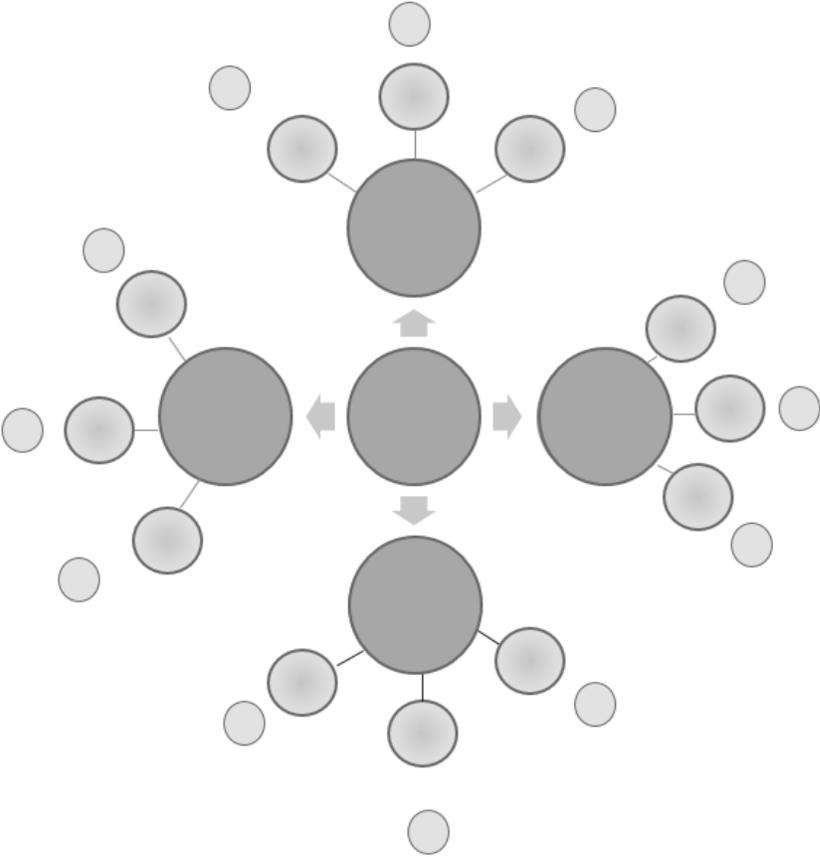
Always be looking for new members. Once you decide to cultivate the best possible board that you can for yourself, always be on the lookout for new board members. It’s hard to find someone who wants to be a venture capitalist and give you money, but it’s much easier to find people who are willing to be ‘mentor capitalists.’ I recommend developing nominating criteria for accepting someone new and then sitting down once a quarter to evaluate who is currently on your board and who might be a good addition or substitution based on new contacts you have made.

The people you allow to influence you will ultimately be the ones that help set your pace in life. If you choose wisely, the next time you face a major decision, you can look confidently to your board for advice.

Exercise: List your Board

Create a list of those people you wish to have on your board. Include those you now know, (mentors, coaches, colleagues, family) and those you wish to know or know better in the future.

1.	_____	6.	_____
2.	_____	7.	_____
3.	_____	8.	_____
4.	_____	9.	_____
5.	_____	10.	_____



Building Your Virtual Executive Presence (Social Media)

Why Social Savvy Leaders Thrive and Anti-Social Ones Won't Survive

Executives need to take some important advice from Sir Richard Branson, who says, "Embracing social media isn't just a bit of fun, it's a vital way to communicate, keep your ear to the ground and improve your business."

Your Path to Social Leadership - Personal Branding

Social Leaders have a phenomenal advantage over their analog-only communicators. In fewer than 60 seconds, they can amplify their message, expand their audience, and reinforce their point of view.

Identify Your Audience

Up to this point, we have explored three steps that help lay the foundations of personal branding, and they are particularly useful for promoting yourself in the workplace. But you'll also want to project your personal brand more widely, and that is what we look at now and in the next step.

You need to be sure who your personal brand is aimed at for it to be effective. This will likely include:

- **Your current or potential employer:** Your branding should highlight the similarities between your values and beliefs and theirs and should showcase the experience and insight that most matters to them. For example, your organization may emphasize **innovation** or **corporate social responsibility**, so think of examples from your professional and personal life that reflect these approaches.
- **Your customers, clients, and investors:** Show them that you genuinely want to **give them great service**, or that they need your skills, ideas, or products. Invite feedback from people inside and outside your organization and think about any concerns that they raise. Finally, think creatively about how you could go above and beyond their minimum requirements.
- **Your skills community: Establish your credentials** within your personal and business **network**, so that you can share ideas and best practice for your sector. You could start by mentoring a co-worker, then perhaps begin blogging on relevant topics, supported by endorsements from people who've benefited from your advice.

Choose Your Channel

Try to keep in mind that, whichever **channel of communication** you choose, you should play to your strengths. Don't try to do everything: instead, set yourself an achievable target. For example, if you're a natural presenter, build your brand through online videos or podcasts. If you write well, put a blog together. And, of course, don't forget to take care of your day job, otherwise you'll have nothing to sell!

All the various social media and online channels that are available today offer ways to help you to build your personal brand.

Here are some of the main ones to think about:

Networking: LinkedIn remains the most widely used professional online network. However, most users tend to dip in and out, so the site isn't best suited to blogs or extended comment.

LinkedIn: Express Your Brand

Customize your LinkedIn experience to be aligned with your objectives and constraints as a top executive, right from the start. In this section, we present guidelines to set you up for success, while also managing the potential risks associated with any social media presence.

Once you have your brand statement, it's time to turn to your LinkedIn profile. The great thing about LinkedIn is that completed profiles rank high in Google, usually within the top three hits. This means that having a complete, compelling profile is a great way to control what others see when they search for you online.

Your Headline

To make the most of your LinkedIn profile, you'll want to use all your space wisely—and this starts with your headline. First, edit your headline to be more than just your job description. Make your headline as compelling as possible—in fact, if your brand statement makes sense to use here, use it!

Uniqueness - Make your headline a mini value proposition

This is a great place to increase your chances of being discovered. Use your headline as your personal calling card for people doing blanket searches to find new contacts and business with which to work.

Your brand will determine the type of uniqueness that would work best for you. By using the right tactic, you will be able to set your brand apart from your competitors.

- ✓ Humorous
- ✓ Generous (give away)
- ✓ Be spontaneous but not too informal
- ✓ Create mystery
- ✓ Provide demonstrations

Examples:

Georgina Alex: CEO of ABC Company – “Helping B2B make the numbers!”

Ken Koka: Social Media Strategist at Abstract View – Sales 1.0 | inbound Marketing | Sales Intelligence | Social Selling.

Exercise: Uniqueness

Take a minute to identify your unique attributes. Brainstorm a list of attributes in the space below.

Your Summary

Your summary is the place where you really get to go into detail. Take what you have learned about yourself, including your key values, passions, strengths, and so on from this course and detail it here. Speake to your “Brand Mantra” and support it by showing your passion and key accomplishments that reflect your skills. Think about this section as describing where you came from and where you’re going—you’re telling your story.

Your Experience

Think of the experience section as a bigger, better, more interactive version of your resume—the place to share what you’ve done and just how well you’ve done it. Highlight the responsibilities that align with your brand. There is no one-page limit and you can integrate multimedia. For each position, you can include your work on SlideShare, blog posts, video’s etc. Of course, be extra thoughtful of what media you share and how it connects to your brand. Pictures will be the most eye-catching part of your profile, so make sure you’re featuring on-message content.

Endorsements and Recommendations

One of LinkedIn’s best features is how easy it is to get endorsements and recommendations. This makes getting validation for your expertise straightforward—and of course, the more buy-in you have from others, the easier it is to get new buy-in. For endorsements, add 5-10 skills that best reflect the skills and experiences you want to be most known for. Delete any off-brand endorsements (for example, if your first job was in finance but you’re focused on building a business development career now, you might not want “accounting” listed). Ideally, you should also rearrange endorsements in an order that aligns with your brand.

The quickest way to get endorsements & recommendations?

- Give them!
- Ask people directly to recommend you

Finishing Touches

- Customize your LinkedIn URL (to your name, or your name plus your field, if you have a common name) and join a few targeted groups in your industry or area of expertise.
- Follow relevant news, through LinkedIn influencers and channels, as well as companies.
- Stay on top of what's happening and, share what you've learned! By regularly posting links to interesting articles, thoughts on what's happening in your industry, or even your own work, you'll show anyone who views your profile that you're knowledgeable about current events and trends in your area of expertise.
- Remember that you can reorder the sections on your profile if it makes sense for your brand. Oh, and remember to update your profile in private.
- You can turn off the updates under privacy settings, so you're not broadcasting every little tweak you make.

Twitter

Since you don't have much real estate to work with on Twitter, a makeover is relatively simple to pull off.

Follow these steps:

- ✓ Post a professional picture.
- ✓ Write your positioning statement.
- ✓ Link to your company's Twitter account (Example: Sales Rep at company).
- ✓ List your LinkedIn profile.
- ✓ Include hashtags that will interest your followers.
- ✓ Offer a mini insight.

Exercise: Twitter

Draft three tweets to engage people with your brand.

Your own website: A personal website takes time and effort to set up and maintain, but it can be a hub for a whole range of content. Make sure that your web address is relevant, memorable and short, and that your site is attractive and easy to navigate. There are many user-friendly sites to help you develop your own website.

Tips To Remember When Developing Your Social Media Pages

Across all these platforms, carefully consider the type of content that you share, so that you can safeguard your **online reputation**. Remember, your posts will remain in cyberspace forever! When creating each profile, make sure to take professional photographs in workplace attire. This will give the perspective to outsiders viewing your page that you are an expert in your field, and your content will be informative to them. People with poorly taken profile pictures are often perceived as less influential. Adopt distinctive, not restrictive, usernames that will stay relevant.

Social media is changing the way that people communicate. Its *influence* is undeniable, but it needs to be managed correctly. Your online presence is a direct reflection of your brand. By learning to use social media, you will be able to increase the presence of your brand and your social network. It is important, however, to use social media correctly for it to be effective. Have a specific purpose for your accounts and monitor them closely. It is also imperative that you implement security as you promote your brand.

Security

Everyone with an online presence needs to focus on internet security. Being secure while using social media requires more than virus software. You need to use all the security tools available to you such as secure passwords and two factor authentications or a 2-step verification process.

Promote Consistency

- ✓ Create the same message and theme throughout all sites
- ✓ Certain tools allow you to link the same post to multiple sites
- ✓ Have a similar look, color scheme, and feel
- ✓ Drive awareness of your brand by attracting people to you
- ✓ Connect with and leverage: Company, School, Colleagues
- ✓ Include links in your content
- ✓ SEO (search engine optimization) can be implemented to improve your visibility
- ✓ Find useful search terms and integrate them into your content to increase your search rankings
- ✓ Be forward-looking Connect, don't promote (especially don't self-promote)

Remember - It's a Tool

- ✓ There is a learning curve
- ✓ You need practice
- ✓ Experiment with different styles of communication; find the one that best reflects your brand
- ✓ Clearly establish your message
- ✓ Use attention-grabbing vocabulary
- ✓ Use stories to engage people
- ✓ Encourage readers to action
- ✓ By using the tools available to you, you can strengthen your brand and its influence over others
- ✓ By being transparent and authentic in your communication, you will attract people to you and to your brand

My Bigger Future Plan

Executive Presence	Networking	New Habits
<i>What are your three most important concepts for personal branding to focus on over next 90 days?</i>	<i>What are the most important relationships you wish to focus on over next 90 days?</i>	<i>What are the three important new habits you want to establish over next 90 days?</i>

My Leadership Template

Step One: Decide if I am a leader or a manager

Managers promote stability and manage complexity first by *planning and budgeting*—setting targets or goals for the future (typically for the next month or year), establishing detailed steps for achieving those targets, and then allocating resources to accomplish those plans.

Leaders press for change. Leading an organization to constructive change begins by *setting a direction*—developing a vision of the future (often the distant future) along with strategies for producing the changes needed to achieve that vision.

Step Two: Redefine Your Brand

If your aspirations require people to see you in a different light, you will have to search within you to see if you have the commitment to step out of your comfort zone.

Questions:

1. Are you willing to give up attachments to the past or what was?
2. Do you have the courage and the determination to go where you've never been before?
3. Are you willing to adopt leadership qualities that may not be or feel natural to you?

Step Three: Keep Your Eye on the Prize

Act like you've already won the prize. You must understand qualities that inspire others to follow you. Understanding what others value in leaders will help you to build sponsorship, build trust and reinforce your executive presence.

If you don't know what is possible, you will not be inspired to take the risks to make something happen.

My Executive Presence Branding Focus

Below, develop a list of winning leadership qualities and behaviors (reflecting those you believe characterize true leadership presence) that you would like to enhance. List qualities that you aspire to possess as well.

	Leadership Characteristics	Order of Competency	Role Model
1			
2			
3			
4			
5			

You Have 7 Seconds to Make A First Impression



You only get one opportunity to make a great first impression.

You only have seven seconds before someone you are meeting for the first time makes a judgement about you. You have a lot to pack into those seven seconds to make your impression a positive one.

Course Evaluation Form

Course Name: _____

Instructor Name: _____

Date: _____

Please indicate your impressions of the items listed below:

Please indicate your impressions of the items listed below, with 1 being strongly disagree and 5 being strongly agree.

	1	2	3	4	5
1. The training met my expectations.	<input type="radio"/>				
2. I will be able to apply the knowledge learned.	<input type="radio"/>				
3. The training objectives for each topic were identified and followed.	<input type="radio"/>				
4. The content was organized and easy to follow.	<input type="radio"/>				
5. The materials distributed were pertinent and useful.	<input type="radio"/>				
6. The trainer was knowledgeable.	<input type="radio"/>				
7. The quality of instruction was good.	<input type="radio"/>				
8. The trainer met the training objectives.	<input type="radio"/>				
9. Class participation and interaction were encouraged.	<input type="radio"/>				
10. Adequate time was provided for questions and discussion.	<input type="radio"/>				
11. On a scale of 1 – 5 with 1 being poor and 5 being excellent, how do you rate the training overall?	<input type="radio"/>				

12. What is your primary reason for attending this course?

13. Did you make the decision to attend today's seminar?

14. Would you recommend this course to a colleague?
