

Your leadership profile

Your leadership profile or brand is your identity and distinctiveness as a leader. It communicates the value you offer and what people can expect from you. The impact you have and the opportunities you receive is a function of your leadership profile. Any mismatch between your leadership brand and the roles you aspire to will act as a hand-break on your aspirations. Knowing your current leadership brand and crafting one that supports your future ambition is critical.

Today we're going to explore:

1. The importance of cultivating an authentic leadership profile with the right stakeholders to support your leadership journey.
2. How to build a leadership profile that supports your future ambitions.
3. How your adaptive challenge can support your leadership profile.

To navigate this topic, we're adapting the work of HBR regular contributor and strategic HR expert, Norm Smallwood. Smallwood's 5 steps help you clearly articulate what you want to be known for, how you're currently perceived and what steps you can take to close that gap.

Let's dive in...

Step 1: What results do you want to achieve over the next year?

In the next 12 months, what are the major results you want to deliver at work? This is much more than your skills and strengths; it's an outward focussed expression of the results you want to be known for.

Now let's break that down into different stakeholder groups eg students, parents, colleagues and college leadership. How do the results you want to deliver differ across these groups?

Stakeholder group	Results I want to deliver in the next year

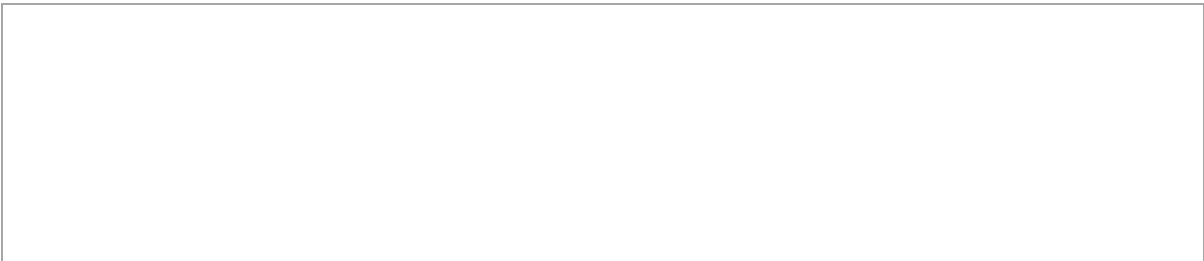
Step 2: What do you wish to be known for?

What are the traits and skills you're currently known for? How do these reflect your personality preferences (see perception cards below for reference)?

As you consider your leadership potential, what are the traits and skills that you need to be known for to succeed in your next role? The personality perception cards below might help here too. How much of gap is there between what you're currently known for, and what you need to be known for?

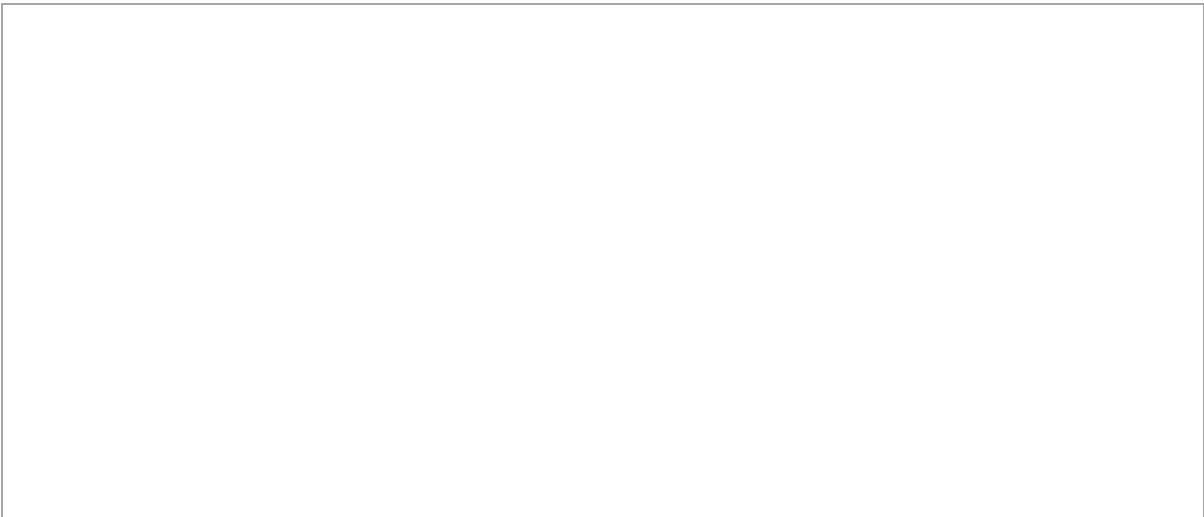


How much of gap is there between what you're currently known for, and what you need to be known for? The feedback you've received from colleagues might provide helpful insight.



Step 3: Define your identity

Combine the traits articulated above into a series of two-word statements. Consider a range of identities that might be relevant in different contexts.



Step 4: Construct your leadership brand statement then test it

Using the insights above, construct your leadership brand as a statement, or several statements.

I want to be known for

So I can deliver

For

I want to be known for

So I can deliver

For

Who will you test it with by asking these questions:

- Is this the brand identity that best represents who I am and what I can do?
- Is this brand identity something that creates value in the eyes of my organisation and key stakeholders?
- What risks am I taking by exhibiting this brand? Can I live this brand?

Step 5: Make your brand identity real

What actions do you need to take to bring your leadership brand to life?

Connecting your adaptive challenge

What's the adaptive challenge you've been working on in this program?

How does this challenge support your aspirational leadership profile?

How else do you need to adapt at the level of mindset and identity to achieve your leadership profile? What other adaptive challenge might you need to embrace?

Explore your new adaptive challenge and what needs to change with a new [Immunity to Change X-Ray](#).

Personality strengths and strengths overlplayed

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