

# JUST DO YOU

AUTHENTICITY, LEADERSHIP,  
& YOUR PERSONAL BRAND

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Date \_\_\_\_\_

*Companion Workbook*



## *The Leader in You*

## PART ONE



*"If your actions inspire others to dream more, learn more, do more, and become more, you are a leader." -John Quincy Adams*



# The Leader in You

## PART ONE

### Chapter 2: Determine What Matters

#### Early Life and Leader Influencers



##### Your Familial Leader Influencers

Who in your family had significant influence on you in your youth? Describe these people.

##### Your Other Leader Influencers

Who are the people who influenced you deeply in your life? They might be friends, teachers, religious leaders, professors, or coaches. Describe these people.

Why were they important to you and your development?

*"Watch your thoughts, they become your words. Watch your words, they become your actions. Watch your actions, they become your habits. Watch your habits, they become your character. Watch your character, it becomes your destiny."*

*—Ralph Waldo Emerson*



# The Leader in You

## PART ONE

### Chapter 2: Determine What Matters

## Early Life and Leader Influencers



### Your Profound Positive Experiences

Were there specific experiences with leaders in your life that affected you in a positive way?  
Did it cause you to think differently about yourself?

List 3-5 words that describe these leaders.

What have you carried forward from your experiences with these leaders?  
What behaviors have evolved as a result of those experiences?

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# The Leader in You

## PART ONE

### Chapter 2: Determine What Matters

## Early Life and Leader Influencers



### Your Profound Negative Experiences

Were there specific experiences with leaders in your life that affected you in a very negative way?  
Did it cause you to think differently about yourself?

List 3-5 words that describe these leaders.

What have you carried forward from your experiences with these leaders?  
What behaviors have evolved as a result of those experiences?

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# The Leader in You

## PART ONE

### Chapter 2: Determine What Matters

#### Early Life and Leader Influencers



##### Your Defining Moments

Think about a defining moment/great accomplishment in your life when you had to step up to lead.

How did you feel?

What did you learn about yourself?

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*—Ralph Waldo Emerson*



## Early Life and Leader Influencers



### Your Setbacks

Think about a setback/defining moment in your life when you felt as if you failed or didn't lead effectively.

How did you feel?

What did you learn about yourself?

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*—Ralph Waldo Emerson*



# The Leader in You

## PART ONE

### Chapter 2: Determine What Matters

## Early Life and Leader Influencers



### Your Inspirational Leaders

Who has inspired you to dream more, learn more, do more, and become more?

## Self-Awareness

### Who Are You?

What words would you use to describe yourself?

What words would your family & friends use to describe you?  
*Feel free to ask them.*

What words would your coworkers use to describe you?  
*Feel free to ask them.*

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*—Ralph Waldo Emerson*





# The Leader in You

## PART ONE

### Chapter 2: Determine What Matters

#### Self-Awareness



What matters most to you in your personal life?

What matters most to you in your academic or professional life?

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*—Ralph Waldo Emerson*



# The Leader in You

## PART ONE

### Chapter 2: Determine What Matters

## Self-Awareness



### What Do You Do?

What made you choose the field you're in?

Is the field what you thought it would be?

What work related to this field makes you burst with energy?

What work related to this field de-energizes you?

What work do you have to do that you don't like and would either stop doing or delegate if you could?

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# The Leader in You

## PART ONE

### Chapter 2: Determine What Matters

#### Self-Awareness



##### What Affects You?

What are the things that affect you deeply?

What kinds of things bother you?

What commitments are important to you?

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# The Leader in You

## PART ONE

### Chapter 2: Determine What Matters

## Self-Awareness

#### How Do You Present Yourself on Social Media?

What do you share about yourself on social media and what posts do you interact with?

Look at your social media accounts and describe the last 3-5 posts. (Consider everything you choose to share.)

Review the posts from others that you've liked or shared in the last week. What are they, and are there any themes that stand out to you?

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# The Leader in You

## PART ONE

### Chapter 2: Determine What Matters

## Career and Aspirations



### What Are Your Aspirations?

What motivates you?

In your career, what matters to you? What are you working toward?

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## Career and Aspirations: Professional Goals



### Professional Goals

What are your professional goals? What goal would you most like to accomplish by year-end?

What job or role would you like to have in two years? Five years? Ten years?

2 years	5 years	10 years

What are your greatest barriers to success?

What are your "best bets," the best areas in which to invest your time and energy?

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*—Ralph Waldo Emerson*



# The Leader in You

## PART ONE

### Chapter 2: Determine What Matters

## Career and Aspirations: Perfect World



### In a Perfect World

If you could connect your passion and your energy, what would that role look like?

What is your “dream job”?

If money weren't a factor, what would you want to do for a living?

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*—Ralph Waldo Emerson*



# The Leader in You

## PART ONE

*Your leadership reflects what's inside you  
and how you choose to apply it.*



### Key Takeaways

- The leadership gap is widening. Employee engagement and connection to company values is a growing problem. Organizations struggle to retain employees. Multigenerational workplace environments and conflicting leadership styles cause dysfunctional cultures. Employees want to be valued and to know their work has meaning.
- Leadership can be confusing. Modeling the behaviors of other leaders in an effort to fit in is not the way to leadership success.
- Your leadership expectations and perspectives come from your beliefs about success and positive experiences in your past. When you can't recreate that positive experience, you'll feel discontented and disengaged.
- You'll also seek to avoid negative patterns from past leaders and to solve those issues in your actions. How you choose to react in negative situations dictates the leader you become, regardless of the negative examples to which you've been exposed.
- The best leaders — the outliers — are authentic leaders. They are true to themselves, to their values, and to what they believe — to what matters. This is evident in the experiences they create with others. Their authenticity shines through all they do and motivates, inspires, and influences others. Authentic leaders provide encouragement and direction and are crystal clear about their role: they want to help others grow and develop. Leaders support their direct reports, peers, and their own leaders. They set an example.

#### **Congratulations on Your Efforts Thus Far!**

Did you find this process easy or difficult? Looking back can bring up both happy and challenging memories. Looking within can reveal some areas where you aren't your best self. Looking ahead can be daunting and feel overwhelming. But all of this reflection can also be exciting and drive much-needed clarity. The most important thing to remember is that you're on a journey to live and lead with authenticity and purpose.

How are you feeling? Strong? Happy? Vulnerable?





## Brands & Why They Matter

## PART TWO

*"About all you can do in life is be who you are. Some people will love you for you. Most will love you for what you can do for them, and some won't like you at all." -Rita Mae Brown*



## Brand Authenticity Exercise

### Examine Brands That Have Had an Impact on Your Life.

Business brands and personal brands are measured in similar ways. Both are defined by relationships.

### Authentic Relationships are Built When a Brand:

Has a clear <b>purpose</b>	Keeps its <b>promise</b>	Adheres to its <b>principles</b>
Provides <b>experiences</b> that are consistently fulfilling	Has a <b>presence</b> that's genuine	Matches the <b>description</b> others give it

### Instructions:

Using the charts on the next page, take a few moments to rate brands in your personal and professional life. Select brands that are important to you. The business brand could be a product, service, retailer, or organization that you feel strongly about.

The personal brand could be someone you wrote about in the exercises in Chapter 2, *Determine What Matters*.

### Example:

#### APPLE:

Attributes	My point of view
<b>Purpose</b> the why of its existence	I love Steve Jobs's mission statement for Apple (from 1980): "To make a contribution to the world by making tools for the mind that advance humankind."  <b>My rating:</b> 2. I feel Apple delivers on this consistently.
<b>Promise</b> what customers should expect	"Think Different"  <b>My rating:</b> 1. Apple used to be ahead of competitors. It's still my preferred brand, but my "1" rating reflects the fact some competitors have surpassed them re: innovation.
<b>Principles</b> what the business values	Innovation, quality, connectedness, user-focused experiences  <b>My rating:</b> 2. Apple remains true to their principles, even without Steve Jobs.
<b>Experiences</b> the interactions people have with the brand	Product usability and connectivity are generally good. If something goes wrong or I need help, I get support. I am frustrated at the "timed obsolescence" of my iPhone batteries, though!  <b>My rating:</b> 1. Room for improvement.
<b>Presence</b> how it's presented to the world	Stylish, fresh, clean, and fashionable; high energy and exciting marketing  <b>My rating:</b> 2. Consistency over all touchpoints.
<b>Description</b> how I talk about the brand	Apple devices have become part of my life socially and professionally—they are like an extension of me.  <b>My rating:</b> 2. I'm a loyal advocate.

Apple – Score: 10/12

*"About all you can do in life is be who you are. Some people will love you for you. Most will love you for what you can do for them, and some won't like you at all."*

—Rita Mae Brown



## Brand Authenticity Exercise

For these exercises, you can use the following scoring system:	2	1	0
	<i>The attribute is clear and delivered consistently</i>	<i>The attribute is somewhat clear and sometimes delivered</i>	<i>The attribute is not clear and not delivered</i>

### Personal Brand:

Select a person who has made an impact on your personal life.

Name: \_\_\_\_\_

Attributes	My Point of View	Rating
<b>Purpose</b> <i>the why in their life</i>		
<b>Promise</b> <i>what commitments exist</i>		
<b>Principles</b> <i>demonstrated values</i>		
<b>Experiences</b> <i>interactions during the relationship</i>		
<b>Presence</b> <i>how they show up</i>		
<b>Description</b> <i>how I talk about the brand</i>		
Brand Score:		/12

### Business Brand:

Select a business brand that has made an impact on your professional life.

Name: \_\_\_\_\_

Attributes	My Point of View	Rating
<b>Purpose</b> <i>the why of it's existence</i>		
<b>Promise</b> <i>what customers should expect</i>		
<b>Principles</b> <i>what the business values</i>		
<b>Experiences</b> <i>interactions people have had with the brand</i>		
<b>Presence</b> <i>how it's presented to the world</i>		
<b>Description</b> <i>how I talk about the brand</i>		
Brand Score:		/12

*"About all you can do in life is be who you are. Some people will love you for you. Most will love you for what you can do for them, and some won't like you at all."*

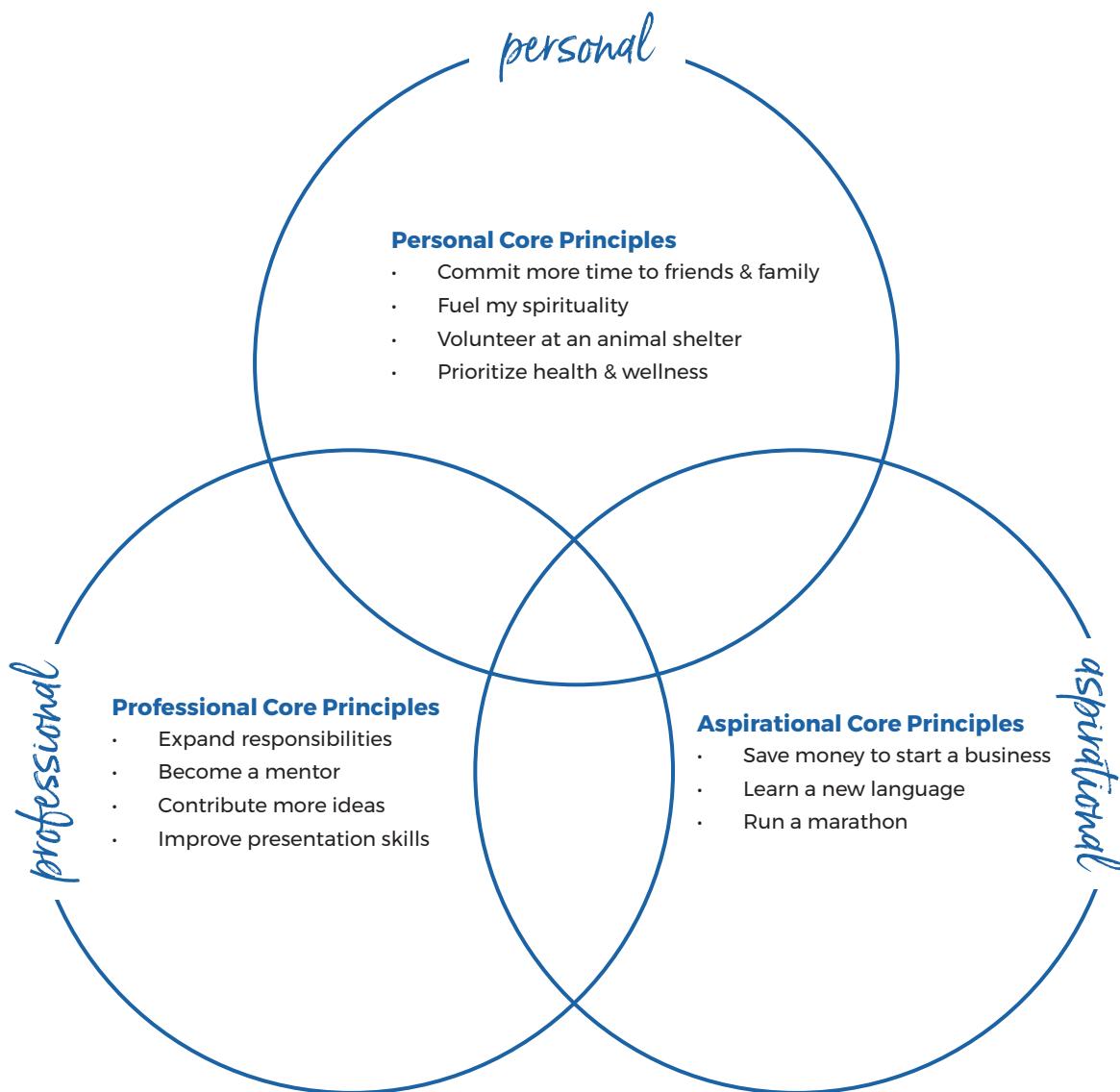
*—Rita Mae Brown*



## Core Principles

Use a Venn diagram to capture your core principles in three areas: personal, professional, and aspirational. You'll define principles for all of these aspects of your life in order to see the commonalities and differences.

Here's an example of a completed Venn diagram. It's populated with personal, professional, and aspirational core principles.



*"Only the truth of who you are, if realized, will set you free."*

*—Eckhart Tolle*



## Core Principles

### Personal Core Principles

Your truths, beliefs, and passions are revealed in your responses to the questions in Chapter 2: *Determine What Matters*. The personal experiences you revisited hold the key to what matters to you in your personal relationships.

**Early life and influences.** Think about the leaders who influenced you deeply in your youth and consider why they were important to your development. Recall what you carried forward and how your behaviors evolved as a result.

**Self-awareness.** Refer to the people you identified as most important to you in your personal life. Next, consider the commitments you identified as really important to you and the things that bother you.

**Career and aspirations.** In thinking about what you want to achieve long term, you connect to what motivates you. Achieving your aspirational goals means connecting your passion and energy to what you want to do in life.

### Professional Core Principles

The goals and achievements that are important to you in your life's work can be drawn from your experiences and the lessons you learned from the leaders in your past.

**Early life and influences.** Think about the leaders who embody the traits you most admire and, equally important, the traits of the leaders you consider to be less effective or damaging. Refer to your defining moments and what you learned about yourself.

**Self-awareness.** Refer to the people you identified as most important to you in your professional life. Also revisit your responses to the questions about what you do and why you do it. Consider how you can better link your efforts with work that makes you burst with energy.

**Career and aspirations.** You identified your goals for this year as well as for two, five, and ten years into the future. You also determined your barriers and the best areas in which to invest your time and energy to ensure future success. Refer to those responses for insights.

### Aspirational Core Principles

Be bold, be courageous, and define a future state that you dream of achieving. Consider how you'll make your mark on the world and embody what matters in all you do.

**Early life and influences.** Think about who has inspired you to dream more, learn more, do more, and become more. What has their example taught you and what do you intend to do about it?

**Self-awareness.** As you reflect on your responses to what affects you deeply, consider how you convey this in your social media presence. Are you sharing or liking things that relate to your aspirations?

**Career and aspirations.** When you allowed yourself to dream about what you would do for a living if money weren't a factor, you likely discovered your deepest aspiration. Revisit this dream.

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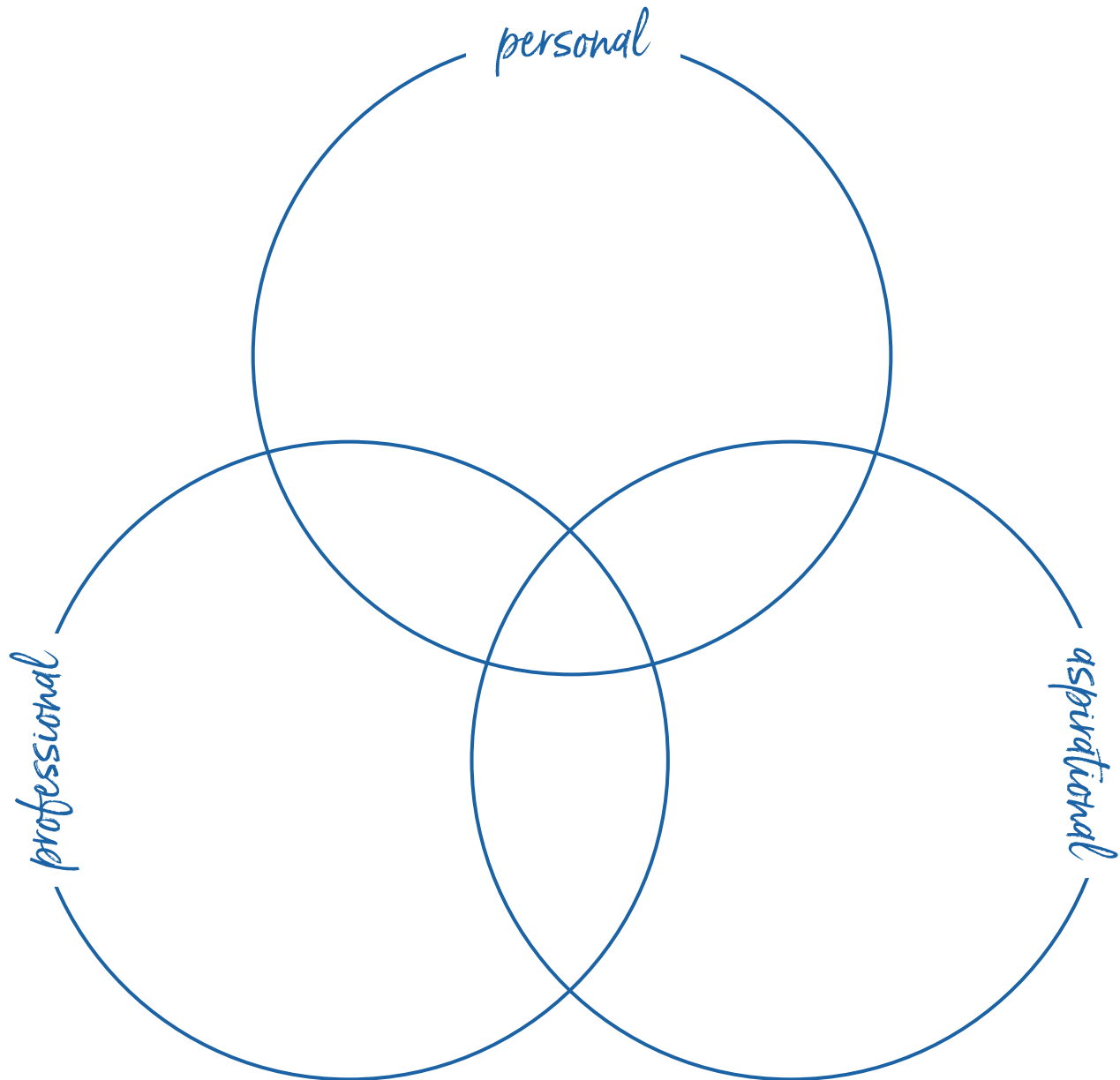
*—Eckhart Tolle*



## Your Venn Diagram

### What Are Your Personal, Professional, and Aspirational Core Principles?

How will you complete your Venn diagram?



*"Only the truth of who you are, if realized, will set you free."*

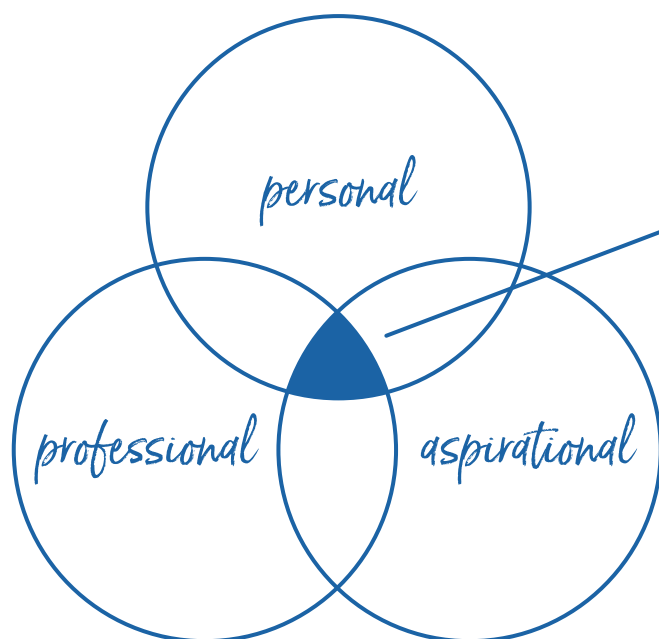
*—Eckhart Tolle*





## Your Venn Diagram

The point at which your personal, professional, and aspirational core principles intersect is the nexus. This is the essence of who you are.



Nexus

### Example Nexus Statements

- I'm a caregiver
- I'm an artist—I want to bring beauty to others
- I care deeply about the environment
- I'm a learning enthusiast—new people and experiences energize me
- I'm a teacher and mentor—I empower others

### Your Nexus Statement

*"Only the truth of who you are, if realized, will set you free."*

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## Promise

Establish what you intend to do for yourself and others. Define your promises and consider what they mean to your personal and professional relationships. This is your non-negotiable list of commitments. They will shape your decisions and actions from this point forward.

### Here Are Some Examples of Promises:

- To myself: I promise to make time to exercise at least three times weekly because my health matters to me.
- To my personal relationships: To be present for my family, I'll do my best to go offline on weekends.
- To the people who matter to me in my professional relationships: Whenever possible, I'll contribute to projects outside my normal responsibilities in an effort to collaborate with others, to learn, and to grow.
- To my future self: I'll learn all I can in my current role and will seek ways to overcome barriers so I can achieve my goal of starting my own business.

My promise to **myself**:

My promise to the people who matter to me in my **personal** relationships:

My promise to the people who matter to me in my **professional** relationships:

My promise to my future self (in regard to **aspirations**):

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## Purpose

Your purpose defines you. It's a bold statement that summarizes your gifts and what you desire to achieve—your reason for being. Your purpose statement must align with what matters to you, be consistent with your core principles, and allow you to deliver on your promises. Allow time for reflection, and compose a draft or two. Begin to determine what truly resonates with you. Choose positive action words so your statement has power and energy. It doesn't need to be longer than a sentence or two.

#### Example:

##### Author's purpose statement:

*"To use my strengths and experience to pay it forward by giving the gift that was given to me by all the great leaders in my life."*

### Purpose Statement Consideration Questions

What makes me unique?

What do I do? What will I do?

Whom do I aim to serve? What are their needs?

What is my desired outcome? What legacy do I want to leave?

### My Purpose Statement

*"Only the truth of who you are, if realized, will set you free."*

*—Eckhart Tolle*



#### Congratulations!

You've identified your personal, professional, and aspirational core principles, determined the promises you're committed to making to yourself and others, and crafted your purpose statement. Your personal brand is taking shape.

When you visualize your **principles, promises, and purpose**, you breathe life into them.

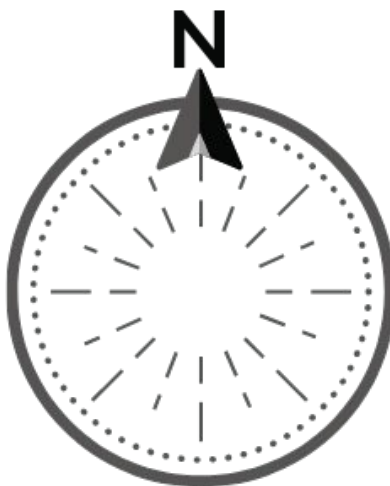
The **Venn diagram** is a tool you can keep referring to as a reminder of what you value and what you're working toward.

Your **promises** to yourself and the important people in your life will keep you focused and inspire others.

Your **purpose statement** will define your "why" from this point forward.

All six brand attributes, when authentically demonstrated, keep you facing in the direction of what matters.

They're a compass pointing to your **True North**.



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## Experiences Reflection: Micro Moments

The interactions you have in your personal and professional relationships define how people feel about you. They also tell others how you feel about them. We naturally gravitate toward people who provide consistent and positive experiences.

Experiences are made up of small interactions, the ones I call micro moments. The micro moments are the day to day interactions with others that occur without much thought—like when you leave home in the morning, or return home after work, when you pass a colleague in the hallway, when you run into someone at the coffee shop, or say hello (or not) to a neighbor when you grab your mail. They add up to create a picture of you. Consider how you behave in your micro moments, when you're on autopilot.

These profound moments happen less often but can have a more lasting impact. These times in your life stand out as pivotal if you show up for them as your whole self, or, conversely, if you don't show up and end up missing an opportunity to create a desired experience.

### Consider Your **Personal** Micro Moments. Ask Yourself:

How am I perceived when I'm on autopilot?

Do the people most important to me know they're important through my regular interactions?

### Consider Your **Professional** Micro Moments. Ask Yourself:

How am I perceived at work when I'm on autopilot?

Do the people most important to me at work know they're important through my regular interactions?

*"Your brand is what others say about you when you're not in the room."*

*—Jeff Bezos*



## Experiences Reflection: Profound Personal Moments

**Think About the Interaction You Consider to be a Specific, Profound Personal Moment.**

Was this moment all I wanted it to be?

What were the circumstances that made it great or difficult?

What was important or memorable about it?

How do I feel about it now? How would I change that moment if I could?

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*—Jeff Bezos*



## Experiences Reflection: Profound Professional Moments

**Think About the Interaction You Consider to be a Specific Profound Professional Moment.**

Was this moment all I wanted it to be?

What were the circumstances that made it great or difficult?

What was important or memorable about it?

How do I feel about it now? How would I change that moment if I could?

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## Presence

Presence is all about how you show up. What you wear, what you do on social media, and the energy and emotion you bring to a situation all play a role in defining your presence. Like it or not, these factors contribute to the impression of your overall brand. People will form opinions about you based on your appearance—it's not about having designer clothing but about dressing appropriately for the situation. Your social media profile will tell others a lot about who you are and what you care about. But your energy and emotion will have the greatest impact on how your presence is perceived.



### Think About How You Show up in a Professional Situation:

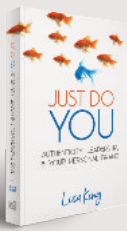
Am I fully present and prepared?	
Am I aloof and distracted?	
Do I dress appropriately for the situation?	
Do I behave in a way that shows my colleagues and leader I'm engaged?	

### Think About How You Show up in a Personal Setting:

Am I fully present emotionally for those who matter most to me?	
Do I bring the energy I want to my relationships?	
Do I bring a positive mood when I enter a room?	
Do I behave in a way that shows my family and friends I'm engaged?	

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*—Jeff Bezos*



## Presence



### Think About Your Social Media Profiles:

Do my social profiles present a clear picture of me?	
Does my social presence match my professional presence?	
Does my social presence match my personal presence?	
Is there anyone in my personal or professional life whom I would not want to see some of my social media activity?	

## Description

Now that you've done the hard work to define your purpose, promises, and principles, consider how you might want to reframe the way others describe you. What's your ideal description of yourself? To determine this, picture yourself in a situation where you're meeting someone new. You're standing next to someone who's important to you, and it's up to this person to make the introduction.

What is my preferred description? How do I want to be introduced?

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*—Jeff Bezos*



## How Authentic Is Your Personal Brand?

In the following exercise, we'll examine all the aspects of your brand's authenticity through the lens of your personal and professional relationships. Let's begin.

First, refer to the "Who matters most to me" lists you created in Chapter 2, *Determine What Matters*. Consider the following exercises from their point of view.

The people who matter most to you will assist you in completing the charts on the following pages.

Who matters most to me in my personal life?

Who matters most to me in my academic or professional life?

For these exercises, you can use the following scoring system:

**2**

*The attribute is clear and delivered consistently*

**1**

*The attribute is somewhat clear and sometimes delivered*

**0**

*The attribute is not clear and not delivered*

Purpose The essence of what I do for others	Circle your rating
My family members are aware of my gifts and what I am passionate about	
My closest friends are aware of my gifts and what I am passionate about	
My colleagues and leaders are aware of my gifts and what I am passionate about	
My work closely aligns with my purpose	
I am learning and doing things that move me toward fulfilling my purpose	
Total	

Promise How I meet commitments and expectations	Circle your rating
I deliver on promises to my family	
I deliver on promises to my friends	
I deliver on promises at work	
I deliver on my promises to myself	
Total	

*"Authenticity is a collection of choices that we have to make every day. It's about the choice to show up and be real."*

*—Brené Brown*





## How Authentic Is Your Personal Brand?

For these exercises, you can use the following scoring system:	2	1	0
	<i>The attribute is clear and delivered consistently</i>	<i>The attribute is somewhat clear and sometimes delivered</i>	<i>The attribute is not clear and not delivered</i>

Principles The embodiment of what I value deeply	Circle your rating
I'm clear about what I value	
My family is clear about what I value	
My friends are clear about what I value	
My colleagues/leaders are clear about my values	
Total	

Experiences The interactions I create	Circle your rating
My interactions with my family demonstrate my purpose and principles	
My interactions with my friends demonstrate my purpose and principles	
My interactions at work demonstrate my purpose and principles	
My interactions with my people I just met demonstrate my purpose and principles	
Total	

Presence The genuine representation of who I am	Circle your rating
I share the real me with my family	
I share the real me with my friends	
I share the real me at work	
I share the real me on social media	
Total	

Description The accurate description of who I am	Circle your rating
My family would describe me using the same words or phrases I would	
My friends would describe me using the same words or phrases I would	
My colleagues and leaders would describe me using the same words or phrases I would	
If I met someone briefly, they would get an accurate snapshot of who I am	
Total	

*"Authenticity is a collection of choices that we have to make every day. It's about the choice to show up and be real."*

*—Brené Brown*



## How Authentic Is Your Personal Brand?

Now, Add Up all the Totals to Determine the Authenticity of Your Brand.

Totals	
Purpose	
Promise	
Principles	
Experiences	
Presence	
Description	
Total	

### What Your Score Means

0-15	16-29	30-44	45-50
You've identified many areas that require your focus if you wish to lead with authenticity and purpose	Some areas of your life are aligned with your True North, but you've identified some gap areas that require your focus	You have clarity and have identified the areas you need to refine. You're well on your way!	Congratulations! You're living your brand and have perhaps identified a few areas to tweak.

Take a few moments to note these gaps or needs before you move on to the next chapter. This will come in handy later as you consider how you want to move forward.

*"Authenticity is a collection of choices that we have to make every day. It's about the choice to show up and be real."*

*—Brené Brown*



## Brands & Why They Matter

## PART TWO

*Don't try to be all things to all people. Just do you.*



### Key Takeaways

- The Venn diagram you populated is a tool you can refer back to as a reminder of what you value and what you're working toward. It can be updated as your priorities change—for instance, as your family grows, as you change jobs, or as your interests evolve.
- Your promises to yourself and the other important people in your life should be shared and updated as circumstances change. Your commitments will keep you focused and your actions will inspire others. And your purpose statement defines your “why” from this point forward.
- The external-facing brand attributes — experiences, presence, and description — reflect how you show up. Others define the authenticity of your brand based on the experiences they have with you. Your presence in person and on social media create a picture of who you are and what you care about. The way others describe you is a clue. It's a way to step outside yourself and hear how others articulate who you are from their perspective. Only you can determine if they got it right or if you need to course correct so your external brand attributes match your inner motivations and what matters to you.
- When authentically demonstrated, your six brand attributes will keep you facing in the direction of what matters – a compass pointing to your True North. But, even if your brand meets all the criteria of authenticity, it won't resonate with everyone. If you are really being true to yourself, then you are bound to resonate with some and not others. Every day you make choices about brands — business and people—based on the experiences you have with them, the way they make you feel, and how connected you feel to what they stand for. Others will do the same as it relates to your brand.

#### **Congratulations on Your Efforts Thus Far!**

Consider how you're feeling. Before you move on, take a moment to think about what you've become more aware of through this process.



## *Your True North*

### PART THREE



*"Have the courage to follow your heart and intuition. They somehow already know what you truly want to become." – Steve Jobs*



## Writing the Next Chapter

When you're able to identify the conflicts in your personal brand, it will be easier to recognize when a person (or group of people), a job, a community, a cause, or an organization is allowing you to be your best self—to openly live your brand. If you trust your gut and align your decisions and actions with what matters to you and who you are, you'll know what's worth working toward and what's worth walking away from.

To identify these things, revisit your personal brand authenticity charts in Chapter 6. Look at the areas where your scores are lower and ask yourself a few questions.

What's getting in my way?

Think about your inner voice: What kinds of things make you feel ill at ease? Do they conflict with your values?

*"Have the courage to follow your heart and intuition.  
They somehow already know what you truly want to become."*

*—Steve Jobs*



## Writing the Next Chapter



**You have defined your purpose.** The question to ask yourself is whether or not you feel empowered to go after it. If the answer is no, consider why that is. What's holding you back?

What am I giving to the higher-scored areas that I may not be giving other areas?

What factors are allowing you to behave consistently in some areas and not in others?

*"Have the courage to follow your heart and intuition.  
They somehow already know what you truly want to become."*

*—Steve Jobs*





## Your True North

## PART THREE

*Through the storm, an authentic leader will emerge stronger.*



### Key Takeaways

- There are elements of your brand that you can control, such as what's written into or out of the next chapter of your story. Making changes may be difficult, but you need to take action when your personal or professional relationships aren't aligned with your True North.
- You also control your brand online. Who you are online and how you're perceived by those who matter most to you is tied directly to your brand. Make sure you're expressing who you are and what you value.
- Trust your gut. When your inner voice is trying to tell you something, listen. When you listen, you'll begin to see more clearly what's aligned with your purpose and principles and what's not.
- When something comes your way that you don't expect or cannot control, separate you the person from the event. Once you do that, you can proceed with a plan to work through the situation. If you stay mired in the muck of your new circumstances and attach them to your brand, you'll lose your focus on your True North.
- If you encounter a major change in your life and it forces you to rethink what matters, go back to the exercises in this book to reestablish your purpose, promises, and principles. Update your Venn diagram according to what matters to you personally, professionally, and aspirationally. Define the experiences you wish to create. And update your description so that it contains the full expression of who you are and how you want others to see you, regardless of whether the change was planned or unplanned.

#### **Congratulations on Your Efforts Thus Far!**

Consider how you're feeling. Before you move on, take a moment to think about what you've become more aware of through this process.



## *Your Time to Lead*

## PART FOUR



*"And when we feel sure they will keep us safe we will march behind them and work tirelessly to see their visions come to life and proudly call ourselves their followers." - Simon Sinek*





# Your Time to Lead

## PART FOUR

### Chapter 9: What Matters in Leadership

## Authentic Leaders

You can be a leader at any age and develop your leadership skills over time. Successful leaders are defined by their character, not their title. When leaders are authentic, they motivate and encourage others to become leaders themselves. Often, we don't realize the impact we have on those around us until someone lets us know.

As we've previously covered, leadership experiences happen in all aspects of life—not just at work. When you live your life in a way that positively affects others, you set an example and give them permission to do the same.

### Authentic Leaders:

Lead by example

Take leaps of faith and are willing to learn

Fail forward and lead others through failure

Take ownership and responsibility

Are willing to be outliers

Understand how their actions affect others

### Instructions:

Use the following pages to capture stories about yourself or others demonstrating authentic leadership. Also make a note of the brand attributes that were shaped or challenged.

### Example Story:

Nicole

*My small start-up business was growing, and I hired five part-time employees. I had no prior leadership experience, but I was passionate about my business and I shared that passion with my employees. I had to train them on how to produce our product and maintain a pace to keep up with customer demand. At first it was intimidating to teach people both older and younger than me. But I gave them all the time they needed, answered their questions, and did my best to ensure they had all the tools they needed to do their jobs. They followed my advice and it made me feel like I knew what I was doing—like I could lead! I really enjoyed the experience of teaching others a new skill and seeing them become interested in the business I was creating.*

### Nicole's Brand Attributes That Were Shaped or Challenged:

She has a clear **purpose**: Nicole showed her passion and let employees know what the business stood for

She keeps her **promises**: She was committed to answering questions and allowed time for employees to learn

She adheres to her **principles**: Nicole demonstrated patience with employees and passion for a job well done

She provides **experiences** that are consistently fulfilling: Employees learned and Nicole grew as a leader

She has a **presence** that's genuine: Employees knew Nicole was a new leader and they respected her willingness to learn alongside them

*"And when we feel sure they will keep us safe we will march behind them and work tirelessly to see their visions come to life and proudly call ourselves their followers."*

—Simon Sinek



## Your Time to Lead

## PART FOUR

### Chapter 9: What Matters in Leadership

#### Lead by Example

Share a story about a time when you or someone you know  
"led by example"

Brand Attributes that were shaped

☐ I have a clear purpose

---

---

☐ I keep my promises

---

---

☐ I adhere to my principles

---

---

☐ I provide experiences that are  
consistently fulfilling

---

---

☐ I have a presence that's genuine

---

---

☐ My brand matches the description  
others give it

---

---

*"And when we feel sure they will keep us safe we will march behind them and work tirelessly to see their visions  
come to life and proudly call ourselves their followers."*

*—Simon Sinek*



## Your Time to Lead

## PART FOUR

### Chapter 9: What Matters in Leadership

## Take Leaps of Faith and Be Willing to Learn

Share a story about a time when you or someone you know “took a leap of faith and was willing to learn”

Brand Attributes that were shaped

☐ I have a clear purpose

---

---

☐ I keep my promises

---

---

☐ I adhere to my principles

---

---

☐ I provide experiences that are consistently fulfilling

---

---

☐ I have a presence that's genuine

---

---

☐ My brand matches the description others give it

---

---

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*—Simon Sinek*



## Fail Forward and Lead Others Through Failure

Share a story about a time when you or someone you know  
“failed forward and led others through failure”

Brand Attributes that were shaped

☐ I have a clear purpose

---

---

☐ I keep my promises

---

---

☐ I adhere to my principles

---

---

☐ I provide experiences that are  
consistently fulfilling

---

---

☐ I have a presence that's genuine

---

---

☐ My brand matches the description  
others give it

---

---

*“And when we feel sure they will keep us safe we will march behind them and work tirelessly to see their visions  
come to life and proudly call ourselves their followers.”*

*—Simon Sinek*



## Take Ownership and Responsibility

Share a story about a time when you or someone you know “took ownership and responsibility”

Brand Attributes that were shaped

☐ I have a clear purpose

---

---

☐ I keep my promises

---

---

☐ I adhere to my principles

---

---

☐ I provide experiences that are consistently fulfilling

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---

☐ I have a presence that's genuine

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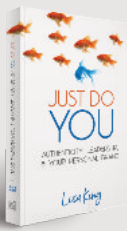
☐ My brand matches the description others give it

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*“And when we feel sure they will keep us safe we will march behind them and work tirelessly to see their visions come to life and proudly call ourselves their followers.”*

*—Simon Sinek*



## Your Time to Lead

## PART FOUR

### Chapter 9: What Matters in Leadership

## Be Willing to Be an Outlier

Share a story about a time when you or someone you know was  
"willing to be an outlier"

Brand Attributes that were shaped

☐ I have a clear purpose

---

---

☐ I keep my promises

---

---

☐ I adhere to my principles

---

---

☐ I provide experiences that are  
consistently fulfilling

---

---

☐ I have a presence that's genuine

---

---

☐ My brand matches the description  
others give it

---

---

*"And when we feel sure they will keep us safe we will march behind them and work tirelessly to see their visions  
come to life and proudly call ourselves their followers."*

*—Simon Sinek*



## Your Time to Lead

## PART FOUR

### Chapter 9: What Matters in Leadership

## Understand How Your Actions Affect Others

Share a story about a time when you or someone you know was able to “understand how your actions affected others”

Brand Attributes that were shaped

☐ I have a clear purpose

---

---

☐ I keep my promises

---

---

☐ I adhere to my principles

---

---

☐ I provide experiences that are consistently fulfilling

---

---

☐ I have a presence that's genuine

---

---

☐ My brand matches the description others give it

---

---

*“And when we feel sure they will keep us safe we will march behind them and work tirelessly to see their visions come to life and proudly call ourselves their followers.”*

*—Simon Sinek*



## Your Time to Lead

## PART FOUR

### Chapter 11: Now What?

## What's Next

You have the power and potential to lead. It is inside you. You can lead by taking control of your words and actions to ensure they are in alignment with what matters deeply to you and are a clear reflection of your personal brand. Living your brand and leading with authenticity and purpose is a lifelong project. It starts today. Living your authentic brand isn't about becoming a different person. It's about becoming more of who you really are.

### To Do:

- ☐ Share your core principles with your families and/or teams
- ☐ Explain why your core principles matter to you
- ☐ Share your promises and commitment with the people you identified that matter the most to you in your personal and professional relationships
- ☐ Explain why your promises matter to you and what they can expect from you
- ☐ Share your purpose statement. Examples: on your resume, in social media, or in your email signature
- ☐ Take charge of your description
- ☐ Lead with authenticity & purpose
- ☐ Leverage your social profiles to share and create content consistent with your brand
- ☐ Seek every opportunity you can to lead
- ☐ Believe in your brand

*"You will either step forward into growth or you will step back into safety."*

*—Abraham Maslow*





## Your Time to Lead

### PART FOUR

#### Chapter 11: Now What?

### Your Plan

Use the space below to capture other important steps to fulfill your purpose. What is your plan?

*"You will either step forward into growth or you will step back into safety."*

*—Abraham Maslow*



## Your Time to Lead

## PART FOUR

*Now is your time to become the leader you were meant to be - maybe the leader you wish you had.*



### Key Takeaways

- Leadership isn't about title, position, or power. Anyone can step up and be a leader. The world needs authentic leaders: leaders who are true to themselves and purpose-driven.
- The real-life examples shared throughout this book illustrate the influence of authentic leaders and the positive ripple effects they create through their interactions with others. Conversely, the inauthentic leaders who do harm, intentionally or unintentionally, leave people floundering in their wake.
- Throughout your leadership journey, be open to lifelong learning. In doing so, you'll face new experiences and meet new people who can teach you something unexpected. Embrace your failures along the way and choose to fail forward. When you do this, you'll see that failures are simply opportunities to learn. And as a leader, when you help others overcome failures, you'll help them fail forward as well.
- When the time comes, be willing to be the outlier. Experiences and people will challenge your brand. You'll need to decide when to step up and shine authentically in those situations. It will be difficult, but the reward will be great. Stay on course toward your True North. Stay true to you.
- It's up to you to choose how to proceed from here. You may want to continue on your self-awareness journey and take an assessment, such as Gallup® CliftonStrengths. Or you may have some specific challenges you need to address. Find the resources that resonate with you and that align with your brand. I recommend several in the next chapter. Some books and methodologies will feel right and others won't. Be discerning in your quest to build your skills.

#### **Congratulations, You Did It!**

Take a moment to think about what you've become more aware of through this process. Consider how you're feeling.

*"To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment."*  
*- Ralph Waldo Emerson*