

Personal Brand Worksheet

Starting Your Ideal Leadership Role With A Bang



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Thank you for respecting the hard work of the author.

Your decision-making principles:

- 1.
- 2.
- 3.

Your non-negotiables:

- 1.
- 2.
- 3.

Understanding Your Leadership Style More Fully

How You Like To Communicate		
Formal	Informal
Set up appointment	Just turn up
Big picture	All the details
Your Email Etiquette		
Prefer face-to-face	Prefer email
Never cc me	Always keep in the loop
Check constantly	Check 3 x per day
How You Make Decisions		
On-the-fly	Time to deliberate
How You Want Those Reporting To You To Make Decisions		
Don't make decisions without consulting me	Decide collaboratively or make decisions but keep me informed
Your Risk Appetite		
High risk/rebel	Conservative/follow policy
How You Like Conflict To Be Resolved		
Avoided. It is disruptive	Welcomed. It is a constructive way to generate ideas

Never disagree with me in public. Challenge only when we are in private	Gloves off and/or challenge robustly/ publicly. If it is respectful, all is forgiven quickly
Where You Spend Most Of Your Time		
Majority of the time at my desk	Big proportion of time out with my team
The Message You Want Your Office To Send		
The power and the buck stops here	I am one of the team, working in a pod. Or if that isn't possible, lots of whiteboards, chairs, meeting desk in office

Describe how you like to receive/give feedback on performance
Describe a top performer in your team
Describe how you like to celebrate wins (include early wins)
Describe how you handle people who resist the direction you are moving

Reviewing Your Strengths

Which strengths got you to your current level of success?	
What strengths/areas of focus/mindset does this role need and that you now need to embrace?	
Which of your strengths do you now need to underplay? (let go of and let others perform)	
What will you need to do to ensure weaknesses do not become fatal flaws?	

Career Derailers

Top Five Derailing Behaviors	Check the box if you have received this feedback and/or know it is true
Focuses too heavily on details	<input type="checkbox"/> Doesn't see the big picture <input type="checkbox"/> Not sure he or she has a clear, long-term vision <input type="checkbox"/> Focuses too much on the 'how' not the 'why'
Jumps to hasty conclusions	<input type="checkbox"/> Seems like he or she hasn't thought through all the implications and weighed all the evidence before deciding <input type="checkbox"/> Makes big decisions before consulting the right people <input type="checkbox"/> Doesn't listen before making decisions
Easily swayed by others' opinions	<input type="checkbox"/> Doesn't seem to have a clear point of view <input type="checkbox"/> Agrees too often with others to avoid conflict <input type="checkbox"/> Changes his or her mind frequently with each new opinion or interpretation
Reacts negatively to criticism	<input type="checkbox"/> Comes across defensive in meetings <input type="checkbox"/> Verbal and nonverbal behavior makes it uncomfortable to give constructive feedback <input type="checkbox"/> Teammates and/or direct reports sometimes 'shut down' in meetings
Micromanages direct reports	<input type="checkbox"/> Reports do not get ownership of projects when working with him or her <input type="checkbox"/> Reports feel judged on every step of the project

**What action do you need to take to ensure you don't derail yourself?
How can you keep yourself accountable to this?**