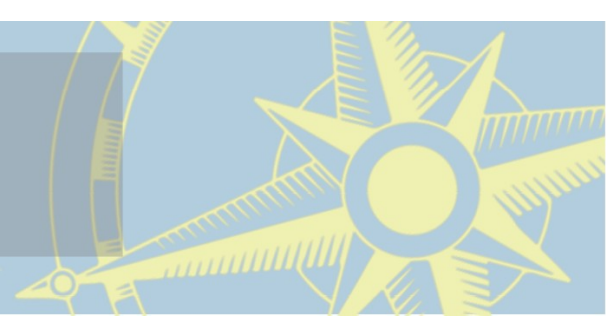


# TRANSCRIPT

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## Module 1, Lesson 3 TRANSCRIPTION

Hello, and welcome back. Today we are here at the end of Module 1 in Lesson 3. For most of you, this is Day 5 of your Breakthru Branding journey with me.

We are going to be talking about how you are in the driver seat for your own personal brand, where I will be introducing you to the concept of brand strategy. The key message I want you to receive from this particular lesson is what being in the driver seat really means.

There has been a fundamental shift in who determines your own career goals, why personal branding has become so important as a career differentiator, and I will teach you about the mindset which you will need to embrace to drive your brand.

As you know, the world is changing. Whether it's the demographic upheavals or the massive change in digital technology, I don't have to have to tell you this -- many of you are living it. Everywhere we turn, we're hearing the word "disruption." It doesn't matter what industry it is -- and I can count 19 different industries I have been involved with from all over the globe -- there are new business models emerging for leadership and career development. Things are changing.

Years ago, if there were ten people that applied for a position, only three were qualified. There are now easily seven qualified applicants for one position.

So what makes you stand out? The answer to that question is what we are exploring as you go through this whole process of defining your personal brand.

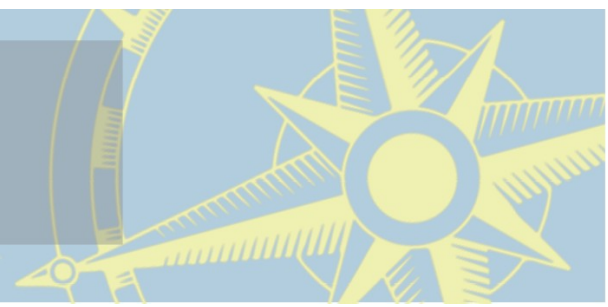
Organizations are very different. Many of the large organizations are moving towards a matrix structure -- lots of "dotted line" reporting. This means that you now have more relationships to manage, probably more than you have had to manage in the past.

What that also means is that you now have more choices about the direction your career can take. While a path might have been laid out more clearly in the past, you are presented today with many more options and opportunities.

I think one of my favorite quotes that came out of a coaching session was from somebody who referred to a line in a movie from 1999 called The Matrix, when he said -- I wish we had a Morpheus of our own at corporate.

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In the movie, Morpheus was someone who offered the main character two pills -- a red one and a blue one. He could take the red pill, which would have him understand the painful reality of life, but he could never turn back; or, he could take the blue pill and remain in blissful ignorance.

We're not going to be taking the blue pill today; we're going to swallow the red pill, and talk about the reality of personal branding.

Here is one of the most important concepts of Breakthru Branding.

-- No one is going to build your brand except for you.

Let me say that one more time. No one is going to build your brand except for you -- not your boss, not your colleague, not HR -- nobody else.

You take the wheel; you are in the driver seat; you will figure out what direction you want to go. I want you to know that being in the driver seat is a very good thing; it absolutely is. It means that there are more choices open to you. But it also means that you require a new set of tools, or at least you must add to the tools you've got.

People get so caught up in being "busy" that they don't pause long enough to think about some of the things that we discuss in this course, where you will learn how critical it is to see your career as viewed from a mountaintop.

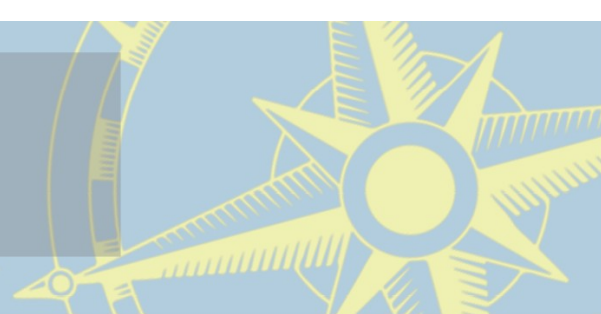
Throughout this journey, you will learn to create opportunities and embrace them, and you can decide not to let any future opportunities slip away. Remember what we've talked about over the past two lessons. Missed opportunities -- those two words sum of the difference between someone who has a strong brand and someone who lives in that neutral zone.

Socrates reminds us that -- the secret of change is to focus all of your energy not on fighting the old but on building the new -- and that is the direction that we are going in.

This is called brand strategy. Brand strategy offers you a chance to take a 360 degree view of your career. What you see here is a wonderful book of Mount Fuji, and when you open up the book, it actually turns all the way around and you can see through 360 degrees of Mount Fuji. I thought it was a neat, clever idea.

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It is really a great analogy for what it could be like if we could sit down with our personal brand, open it up like this book where we can see all the sides. We have a lot to think about from all directions. We have our direct and indirect reports; we have our peers and our colleagues to think about, and we have our senior leaders to think about. Also, in many of your worlds, there may be additional areas to worry about, such as partners, suppliers and customers.

But for today, I'm simply going to talk through just those three -- the direct and indirect reports level, the peers and colleagues level, and then the senior leaders level.

Most people do well with only two of the three levels. In all these years, I have never found anybody who excels at all three levels. There is always room for improvement in at least one of those levels. Some people do one of the levels perfectly. Others will do two of the three levels perfectly. But never do I find anyone that does all three perfectly.

You need to ask yourself -- which level is a missed opportunity?

Here is how I inspire people to start thinking about this. Because the first reaction is often very different than what the final thought is.

Awareness is the first step.

Here's step one -- go ahead, pause this video for just a minute and I want you to find a piece of paper. On that piece of paper I want you to list out on the left side of it, with plenty of space in between each level, those three areas -- senior leaders, peers/colleagues, direct/indirect reports.

Then I want you to actually list out 3 to 5 names under each level. For our purposes, I listed out three.

Again, pause here if you need to, and think about these people.

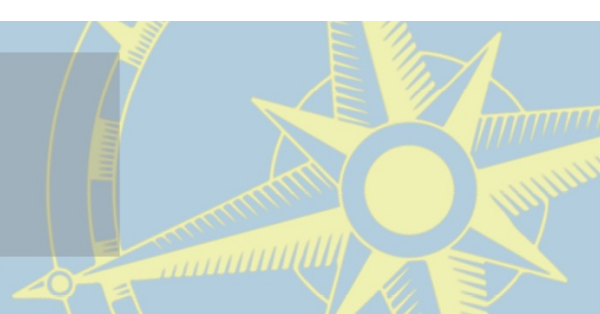
OK. Have you listed the names?

Step two -- I want you to rate your relationship with the people that you wrote down on the paper on a scale of 1 to 10, with a 1 being "I don't know them very well" to a 10 being "we have a great relationship."

Using the example I had before, I would list out the three -- John, Mary and

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Steve -- and I would give them a scale of 1 to 10. You see that I gave John an 8, Mary a 6, and Steve a 2.

You can pause the video again and make sure you've done that before we continue.

Step three -- for anyone who you have ranked higher than a 5, I want you to go an additional step. I want you to actually list out what you know about them. It doesn't matter what kind of detail it is.

Let me show you for the examples. Here I have John, Mary and Steve.

What I did, is I went ahead and listed out John. John -- he was a graduate of Clemson, been with the company 13 years; I remember that he recently got back from vacation; I do remember him talking about having kids in college; he's married, I think. -- Hmm. I'm a little stalled; I can't come up with three more.

So then I go to Mary. Mary -- I do remember, she is a graduate of a local college; she's new to the company; only been here two years; she loves avocados; why do I remember that? Because I see her eating avocados at lunch every day. I know that she's big into fitness and... Hmm, she's married, I think -- OK, I can't fill out the sixth one.

If I were continuing with this, I would go ahead and list out Steve, but this is usually how the conversation plays out. Steve -- hmm, well I know he got a bad haircut last week; he's really quiet; doesn't really speak in meetings; I'm afraid I don't know much about him.

Alright. Do this for yourself, and here's the way your score it -- the way you test out whether your perception is your reality. You take the first one -- John -- you take Mary, and then you take the other one, and you add the numbers together of all the things that you listed.

For example, John -- I only listed 5 out of 8; I thought my relationship with him was an 8, but I could only list five things, so I can only count five.

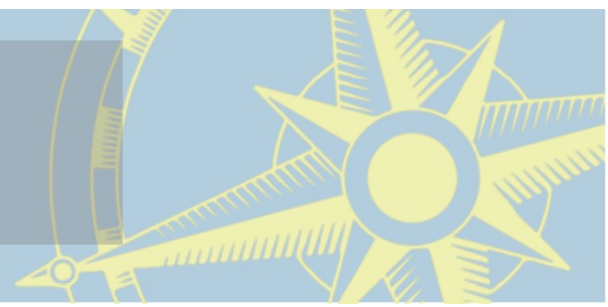
For Mary, I said our relationship was a 6, but I could only list five things.

And for Steve, I listed out two.

So -- that score is 12.

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So I would do that through the whole sheet, because I made a simple, simple rule -- if someone really thinks their relationship is a 10, then they should be able to very easily list out ten different things that they know about that person.

I can't tell you how many times someone tells me -- oh, yeah, my relationship is a 9; it's a 10 -- and they could only list out three or four general details.

It goes back to this question I asked you earlier -- which level is a missed opportunity?

The scoring is going to help you figure out whether or not perception is reality.

You take all your scores -- 12 -- senior leaders; you then add up everything you wrote about peers and colleagues. Perhaps you had a score of 27. And for direct and indirect reports, perhaps you had a score of 33. So this, from my sheet, the missed opportunity lies in the senior leader category.

This is the quick test for you to figure out if you really do have the relationships that you think. This is going to be important as we continue in the modules, because you need to have a good understanding of whether your perception matches reality.

If you are like most, the high ratings might not match the number of details that you were able to list on your sheet. If there is an "aha" -- commit to connect. Find a way to connect to them over the next week. Learn a little bit more about them so that you can increase that relationship currency that you would like to have, which we will talk about later.

By the way, you get extra points for learning about life outside of work.

That wraps it up for Lesson 3. Module 1 is now officially finished. I will see you in Module 2.