



Defining your brand as a leader

**Agenda for our
11th Leadership Conversation**

**from 6pm on Sunday, October 22
until 11am on Tuesday 24, 2017**

*Your brand is a gateway to your
true work. The question is, how
can you set up your life and work
so that you can do it?*

*The answer lies in your brand.
When you create a compelling
brand you attract people who
want the promise of your brand –
which you deliver.*

Dave Buck

Our Aims

- 1 To support each other in sharpening up what sort of brand we would like others to view us as having as a leader, and ask how far we are from achieving this 'brand recognition'
- 2 To ask whether there are any specific leadership behaviours of ours that are undermining this brand, and develop practical strategies for changing or at least modifying these behaviours
- 3 To explore the extent to which we are held back by the "imposter syndrome", through fearing that our leadership will be exposed as being not as good as it is meant to be
- 4 To draw on the high trust groundrules that are fundamental to our work as Leadership Fellows in a way that permits us all to engage with the challenges and dilemmas that we each bring to Windsor, feeling free to "speak our truth" whilst ensuring that at all times we are generous-spirited in the advice that we offer others.

In this way, we hope to make it possible for each member of our group to achieve a breakthrough in thinking that is of lasting significance to them. If we don't achieve a significant breakthrough ourselves, we will seek to draw whatever insights we can from the breakthroughs that others make.

Our approach towards the Conversation

As usual with our Leadership Conversations, we will structure our discussions around carefully focused questions designed to help us move further forward than we have been able to do using any other process.

Before the Conversation starts we only set out the first few questions, on the basis that your answers to these opening questions will determine all that follows.

Where we begin *(Two questions for our first round of small groups on the Sunday evening)*

1 Please picture 3 or 4 of the people with whom you work most closely having a drink together in a pub and discussing what they most admire about the various people they each work with. Your name comes up. If you had to GUESS up to 6 words that they would use about you, with you not there, what would those words be?

2 If we were to ask what words you would LIKE them to use when describing what they most admire about you, what words come to mind now?

The gap *(Second round of small groups on the Monday morning)*

We will have debated your answers, and for some of you there could be a pretty large distance between what you think those close to you would say to describe your brand as a leader, and your greatest strengths, and what you would LIKE THEM TO SAY.

We want to explore what is it about YOU and your leadership behaviours that has resulted in some of those closest to you at work gaining a different impression of you from the one that you want to give.

Changing behaviours *(Third round of small groups, over lunch on Monday)*

We have seen that some of your leadership behaviours are getting in your way. We've also seen that the culture of your immediate top team and your wider organisation can get in the way at times as well.

Please now picture yourself as truly EMPOWERED, and up for changing some of your own leadership behaviours, as well as challenging those of others around you in order to establish the sort of brand that you want for yourself as a leader.

You're back in the pub with your team in 12 months time, discussing the different brands of various people in key leadership positions. Your name comes up again and someone asks the others to describe your personal brand as a leader. What would you like them to say now?

Defining your brand

As we hear your answers, we will contrast them with the ambitions that you expressed for your role at work in our opening session on Sunday evening.

How far have you moved in your thinking since then? Is there a key phrase that now captures better than any other the brand that would best serve you in seeking to achieve your ambitions as a leader?

Peer coaching across the group

As trust builds between us, we will support each other in developing our own personal strategies to establish the sort of leadership brand for ourselves that we aspire to. Our emphasis will be on peer coaching, both in small groups and also across the main group.

In our first few Conversations we found this to be a really special part of our work together. It made possible some exceptional breakthroughs when individual Leadership Fellows came to some conclusions about their own development as leaders that they described as life-changing.

At literally every one of our Conversations a number of individuals have said at the end that the outcomes they were taking away were far beyond what they had expected in terms of their significance to their own careers and lives. Looking back on these events, we are sure that it was the peer coaching element that made these breakthroughs possible.

This peer coaching only worked so well because we first established really high levels of trust among the group. This is why the coaching dimension to this Conversation is so important from Monday lunch onwards. By that time trust among us should be at a level where we can all speak freely, knowing that we can assume the best of everyone else in the group.

Once that assumption can be made, **the sky is the limit** – as you will see if you join us in Windsor in October.

Agenda Timings

Below you'll find the timings for each day and the optional opportunities to dip into the life of St. George's.

Sunday, October 22nd 2017

2.30pm onwards	You can check into your room in St George's House
4.30pm	Tea in the House for those joining Evensong in the Chapel
5.05pm	Evensong (optional)
6.00pm in the Vicars Hall	Refreshments, then start of the Conversation. After agreeing our groundrules, we break into small groups to engage with our first two questions – 'where we begin'
7.45pm	Free time/drinks until dinner is served promptly in the House at 8.30pm when we'll discuss one or two issues arising from our evening discussion
10.00pm	Private floodlit tour of St George's Chapel (optional)

Agenda Timings continued overleaf

Monday, October 23rd

8.00am	Breakfast is served in St George's House
9.00am Vicars Hall	We hear the outcomes of discussions over dinner, agree the question for our next round of small groups (the gap) and "get on a roll"
12.30pm	A hot buffet lunch is served in the Vicars' Hall. In small groups, we engage with the challenge of changing behaviours.
1.30pm	Back in the main circle, we hear personal feedback from groups and set ourselves up for our first round of coaching groups.
2.45-3.45pm	Round 1 of coaching groups
3.45-4.00pm	Tea (and cake, of course!)
4.00-7.45pm	First set of feedback from coaching groups, followed by second coaching session and further feedback (with a refreshing drink to recharge at 6pm!)
7.45 +	Drinks in the Sitting Room in the House
8.15pm	Dinner in St George's House followed by a social evening in No 25 the Cloisters

Tuesday, October 24th

7.45am	Breakfast is served in St George's House. Please clear your luggage from your bedroom and either leave it in the Sitting Room or bring it down to the Vicars' Hall with you
8.45am (prompt, please)	Back in the Vicars' Hall, for our final plenary session.
9.15-9.40am	We set 90 day "stretch targets" to define a clearer brand as a leader and capture the essence of what we would like our brand to be if we were to reconvene here on October 20 2018!
11.00am prompt	End of Conversation, and depart

In defining your brand as a leader...
THE SKY IS THE LIMIT