



Leading with **purpose**

Toolkit 1: How we can lead with bravery



Welcome to the first in our series of **leadership toolkits.**

This series is designed to delve into the challenges of leading, the styles of leadership and the business environment we find ourselves in.

In an age of upheaval, there has never been a better time to reflect on your personal ‘brand’ as a leader, and to figure out the purpose that drives you.

Using their established network of marketing leaders, working with tml Partners has given us the opportunity to draw upon proven experience from a number of sectors and to look deeper into how these leaders feel about purpose and behaviour in a time that has been both challenging in terms of leadership and a time for improvement and growth.

Other toolkits in this series:


Leading with a growth mindset
Connecting with your people

Leading at a distance
Purpose in action

Thank you to all our contributors for sharing their experiences and thoughts on developing their own leadership styles.

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01

Leadership ingredients

There are leaders and
there are those who lead.
There is a difference.

Leadership styles

We can't be the only people in positions of seniority who have asked ourselves how we can be better leaders.

So often, leadership is talked about like it's an innate ability. Something you have, or something you don't have. But we have a growth mindset. We see leadership as a skill like any other, which can be practiced, evolved and honed.

The first step to honing your leadership skills is taking a bit of time for education and introspection.

Source: www.mindtools.com/pages/article/newLDR_84.htm

Bureaucratic Leaders

Frameworks, rules and procedures are followed rigorously.

- Pros:** Very appropriate for work involving serious safety risks and/or routine tasks
- Cons:** Less appropriate for businesses relying on flexibility, creativity, or innovation

Democratic Leaders

Team members are often included in the decision-making process. Teams are trusted with how and when they do their work.

- Pros:** High levels of job satisfaction
- Cons:** People who need more guidance or lack self-motivation will struggle

Servant Leaders

The team is driven by the leader meeting their needs. Leadership is based on leading by example and generosity.

- Pros:** High morale among team members
- Cons:** Leadership style can get left behind in competitive situations

Charismatic Leaders

The team follows and supports the leader's ambitions and opinions only.

- Pros:** Good for short-term projects with abstract outcomes
- Cons:** Always focusing on the needs of the leader only can be difficult for team members and their needs

Transformational Leaders

The team is driven by a shared vision of the future. The leader has high levels of communication, integrity and emotional intelligence.

- Pros:** High productivity and engagement
- Cons:** Difficult to apply in results-based business frameworks

Autocratic Leaders

Decisions are made without consulting team members, even if their input would be useful.

- Pros:** Quick decision-making process
- Cons:** Demoralising for team, absenteeism, staff turnover

Leadership behaviours

‘Good leadership’ means something different to everyone.
But, typically, success is defined by two behavioural dimensions:



Concern for people

This is the degree to which a leader considers team members’ needs, interests and areas of personal development when deciding how best to accomplish a task.



Concern for results

This is the degree to which a leader emphasises concrete objectives, organisational efficiency and high productivity when deciding how best to accomplish a task.



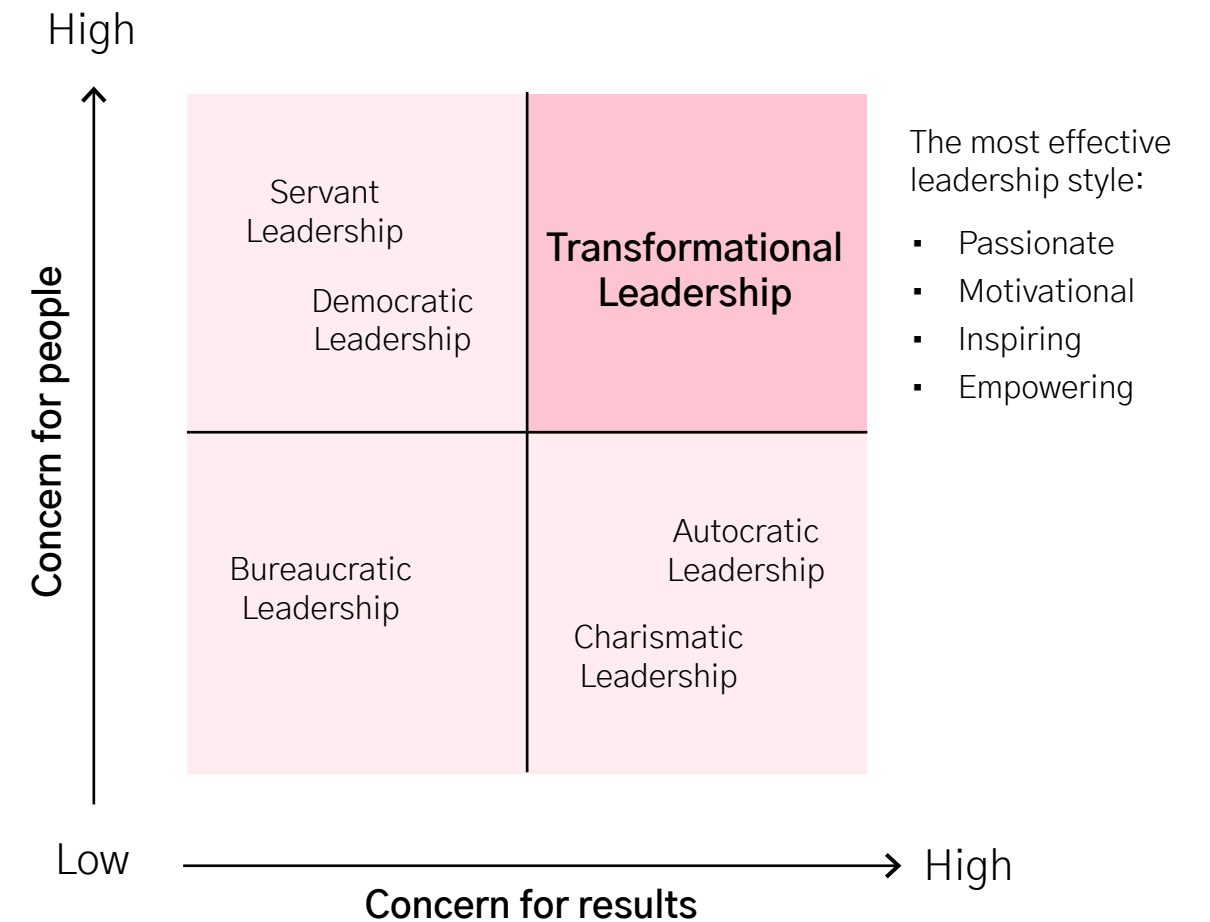
The most effective leadership style

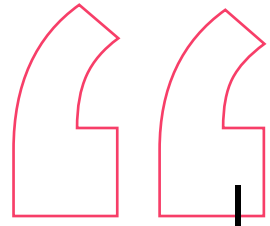
When we overlay our leadership styles onto the effectiveness grid, you can see that transformational leadership comes out on top.

Transformational leadership is defined as a process where leaders and their followers raise one another to higher levels of morality and motivation.

A transformational leader:

- ✓ Is a model of integrity and fairness and sets clear goals
- ✓ Has high expectations and encourages others
- ✓ Gets people to look beyond their self-interest
- ✓ Inspires people to reach for the improbable
- ✓ Provides support and recognition
- ✓ Stirs the emotions of the people





I have been very lucky to have had a variety of strong leaders that I have learnt from. Each one of them has added a piece to the jigsaw that has made me the leader I am. Focus on creating value for customers and leading with kindness.
The rest will take care of itself.

Simonetta Rigo
Former advisor to CEO and CCO, Tesco Bank

Side note #1

There is no 'one size fits all' approach to leadership.

Be prepared to flex and shift your style depending on the situation.

We recommend implementing an ideal, 'north star' style that guides your overarching approach. However, you should also be aware of how, when and why it's necessary to employ other styles.

How to become a transformational leader

In leadership theories, you often see a set of ‘golden characteristics’ hailed as the key to being successful. These positive, virtuous characteristics are admirable – but they’re tricky to implement, especially if they don’t come naturally.

Basing everything around these golden characteristics also falls down when you compare the leadership styles of some of the world’s most influential leaders. People like Steve Jobs and Churchill, for example, certainly had some of the characteristics – but they certainly didn’t have all of them. Steve Jobs’ temper, Richard Branson’s ruthlessness, Barack Obama’s lack of action – none of it stopped them from being transformational leaders.

So if how they lead isn’t the key, perhaps we should look at why they lead. And then, in turn, **why we lead**.

- Honesty
- Delegation
- Accountability
- Confidence
- Positive attitude
- Creativity
- Inspiration
- Empathy
- Focus and drive
- Responsibility
- Enthusiasm

Everyone has flaws as well as any one of the golden characteristics. Accepting your strengths and being humble enough to recognise your weaknesses is key.



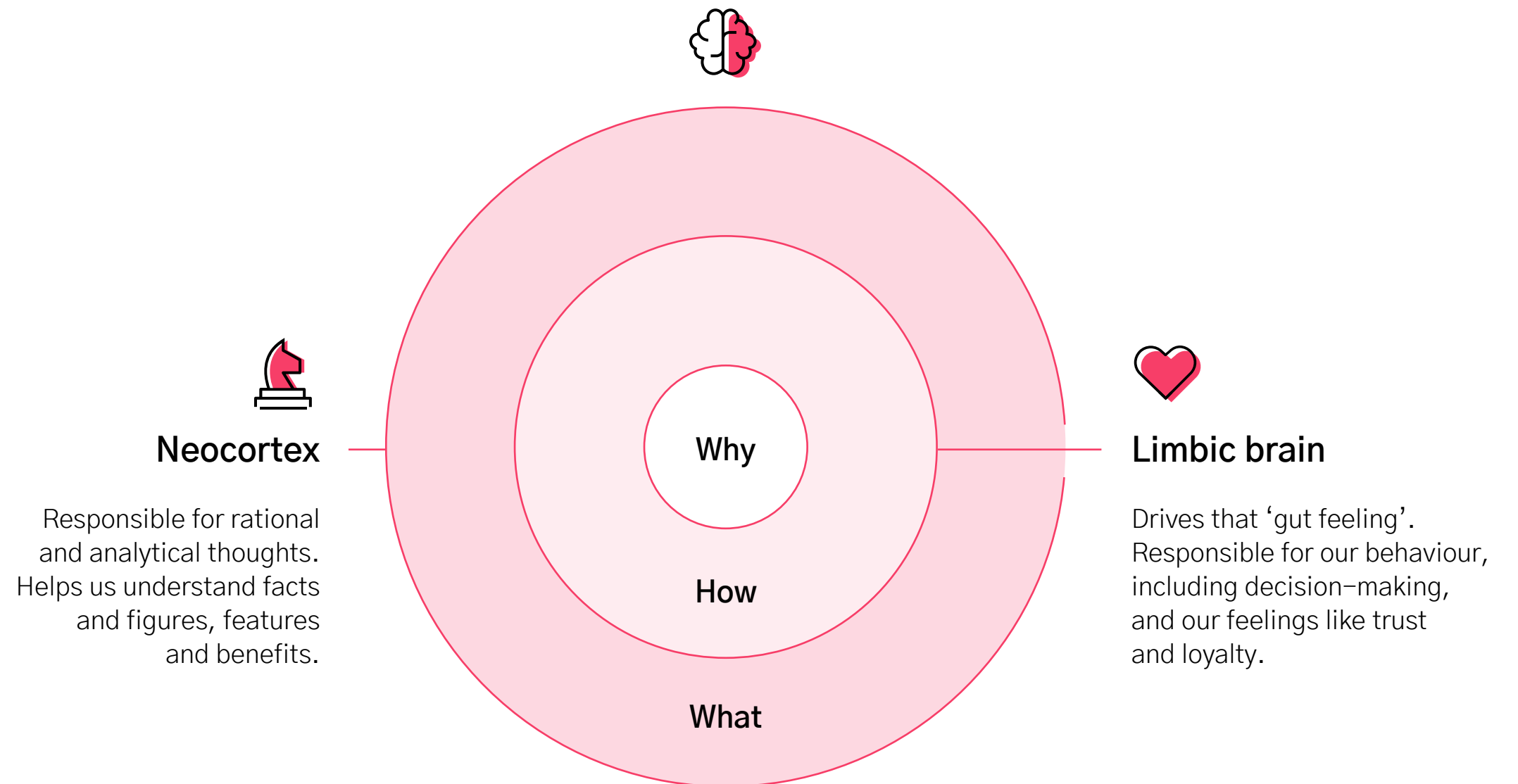
Ask yourself, ‘what do you need in order to be at your best right now, so that others can get the best out of you?’ One of the most valuable things you can offer is your time. Be generous.

Amanda Royston,
former Marketing Director,
Pizza Express and Starbucks


Leaders with Purpose

Research into leading with purpose has found that it is a sense of purpose, not a specific set of characteristics, that is the key to successful and effective leadership*.

Behavioural science tells us that people make decisions with the emotive part of their brain (the limbic brain) rather than the rational (neocortex) part of the brain. With that in mind, it makes sense that a person with a relatable and clear purpose in their work is often more likely to be a high achiever.



*Source: [ted.com/talks/simon_sinek_how_great_leaders_inspire_action#t-17567](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action#t-17567)



It's about team spirit, the willingness to overcome challenges, not just winning but raising the bar every time one competes, respect for your opponents, celebration of life.

Mehul Kapadia – Global COO at Motorsport Network takes inspiration for his leadership style from sport – a personal passion.

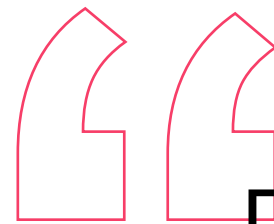
Purpose

Within a business, there is no one leader.

So every leader must lead with purpose, but success comes when the whole board is involved – and this needs to be open and inclusive.

Deciding the purpose of the organisation behind closed doors, and then giving an instruction to the rest of the business is not the way to communicate purpose.

Businesses which promote their purpose successfully and meaningfully have involved and empowered their people at every level to input to, and be part of, the purpose.



Differentiation is hard in the B2B space; purpose presents an opportunity. Use it to **define your organisation's positioning.**

Antonia Wade, CMO, Capita

What's the story?

To help you we have featured stories from top marketing leaders to tell us their thoughts and experiences on leading with purpose.



“Leadership can take on many forms. I was given leadership opportunities fairly early in my career. Managing a team eventually naturally followed, but I had to earn this! Leadership and managing a team are not synonymous, and in fact some of the strongest leaders I know have no direct responsibility for a team in their roles.

My first line manager, mentor and now friend guided me through early career decisions, encouraged me to further my education by pursuing my MBA and advocated for me during yearly review. He pushed me by empowering me. I always come back to empowerment when we talk about the topic of leadership. Give people the runway to succeed and support them when they need it (or ask for it).

In my experience, great leaders are also great listeners. They ask the tough questions to get to the heart of the problem. One thing that I always instil in my team is to ask the question, ‘What does the insight tell us?’.

I would describe myself as an authentic leader. I bring my whole self to work every day. I’m a working mum of two and some days are easier than others. I’ve always supported flexible working and trust my team to be professional in terms of how/when they get the job done. Now more than ever we need to humanise work, and leaders who do this will attract and retain talent.

I’m not one to naturally gravitate towards training programmes at this stage of my career. I’m more of an advocate for building networks and engaging in individual coaching. Every year, I take stock of the areas that I want (or need) to refresh or upgrade as part of my development plan. Learning never ends.”

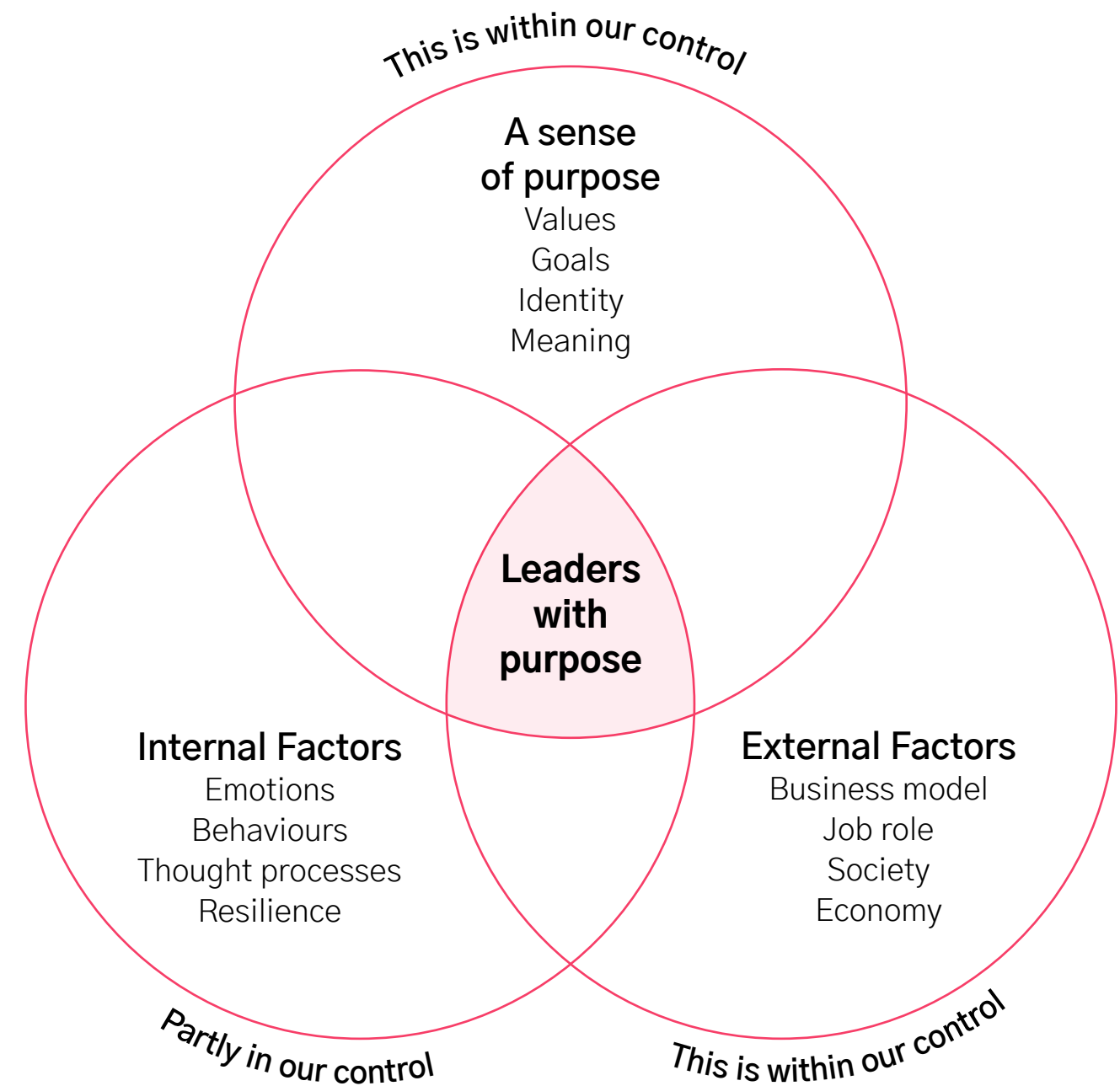
Molly Rosedale
Marketing Director, Token Inc,
Former VP Marketing Strategies,
American Express

How to lead with purpose

Every leader has the ability to lead with purpose. The ‘leaders with purpose’ model demonstrates that a sense of purpose, in combination with favourable internal and external factors, is key to successful leadership.

With a growth mindset, we think in terms of what we can control, influence or adapt to – and we can map these against the model. This way, we can see where we need to start when becoming a leader with purpose.

The first step on the journey is finding your sense of purpose.





What you surround yourself with – your bosses, your peers and, most importantly, your teams – **is what shapes you as a leader.** Any successes I have attained in my career would have been impossible without the support, inspiration and energy from some truly amazing colleagues and their efforts.

Abhinav Kumar, Chief Marketing & Communications Officer
– Global Markets, Tata Consultancy Services

Side note #2

Your purpose is deeply personal.

The greatest leaders have created or joined a business whose corporate purpose complements and reinforces their personal purpose. This is the intersection at which leaders with purpose and their businesses thrive.

Now, we're not saying quit your job on the spot. We just think it's worth knowing that making a difference and making a living are not incompatible goals.



02

Finding your **purpose**



One reason so many people struggle to know who they are meant to be is that they have spent all their life being who they are supposed to be.

Source: Naked and Unafraid by Kevin Gerald

Side note #3

When you approach the exercises over the following pages, challenge yourself to dig deeper than your first answer.

We recommend using the ‘why exercise’ – pioneered by three-year-olds everywhere! Every time you think of an answer, keep asking ‘why’ until you get to a truly formative answer.

e.g. What do you do that only you can do?

- I do marketing strategy. **Why?**
- I’m good at analysing market and audience data into a brand narrative. **Why?**
- I like to make brands make sense. **Why?**
- I can see connections where others do not. **Why?**
- I believe everything is connected.



Exercise 1: Finding your purpose

Your purpose isn't simply the concrete thing you're aiming for. It is also your ambitions and your beliefs. You find your purpose by looking at what excites you, what energises you, and where that energy manifests itself in your life.

So go and grab a cuppa, find somewhere quiet, and work through these questions:

When do you feel the best?

Think about when you are creating impact for others and feeling good in yourself. What are you doing to make this happen?

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What is important to you?

What do you value the most in your life?

Why do you value it?

How does it lead you to where you want to go in life?

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What kind of legacy do you want to leave behind?

What do you believe in most strongly?

What do you want to be remembered for?

If you could broadcast one piece of advice to the whole world, what would it be?

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Exercise 2: Finding your personal values

Your values are just as personal to you as your purpose. They are the guiding principles by which you live your life, carry yourself and lead your team.

So ask yourself: which values are you most drawn to in yourself and in those around you? Which values do you think the world could do with a little bit more of? What about the values the world could do with a little bit less of?

Circle the values that resonate most strongly with your beliefs

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|----------------|---------------|-------------|--------------|-----------------|----------------|
| Accountability | Comfort | Efficiency | Honesty | Peace | Speed |
| Accuracy | Commitment | Empathy | Honour | Perfection | Spirituality |
| Achievement | Community | Enthusiasm | Humility | Perseverance | Spontaneity |
| Adventure | Compassion | Excellence | Impact | Playfulness | Stability |
| Altruism | Consistency | Excitement | Independence | Positivity | Strength |
| Ambition | Continuous | Expertise | Initiative | Precision | Structure |
| Appreciation | Improvement | Fairness | Innovation | Preparedness | Success |
| Assertiveness | Control | Faith | Integrity | Professionalism | Sympathy |
| Autonomy | Cooperation | Family | Intelligence | Purpose | Teaching |
| Balance | Courage | Flexibility | Joy | Reliability | Teamwork |
| Beauty | Creativity | Focus | Justice | Reputation | Thoughtfulness |
| Belonging | Curiosity | Freedom | Kindness | Responsibility | Timeliness |
| Boldness | Daring | Friendship | Knowledge | Resourcefulness | Tolerance |
| Bravery | Decisiveness | Fun | Leadership | Sacrifice | Trust |
| Calmness | Dependability | Generosity | Learning | Self-awareness | Truth |
| Candour | Determination | Gratitude | Loyalty | Self control | Understanding |
| Challenge | Dignity | Happiness | Meaning | Selflessness | Variety |
| Change | Discipline | Hard work | Mindfulness | Service | Warmth |
| Cheerfulness | Drive | Health | Openness | Simplicity | Wealth |
| Collaboration | Effectiveness | Helpfulness | Passion | Sincerity | Wisdom |

Exercise 3: Defining your personal values

Shortlisting your final personal values will help give you the clarity and confidence to move your purpose forward, both in your personal and professional life. This can be one the hardest exercises. But it's worth it, as you will start to use these to make decisions.

Make sure you reflect on your final shortlist. Do they feel right? Are you happy these will become the guiding force for your decisions and actions?

For example, Ruth's top values are:

- Drive
- Empowerment
- Betterment
- Kindness
- Empathy

My values are:

1

2

3

4

5



Exercise 4: Articulate your purpose

Writing your statements out like this is extremely useful to refer back to and to help start to live them ‘out loud’. You can even say them out loud to yourself until it feels natural! Remember that this is an ongoing process – you can adapt your answers whenever you want.

Visualising these can also help you to cement what your purpose is. Creating a moodboard and putting these on it can be a powerful motivator.

What is it that I do that only I can do?

e.g. I evaluate and build brands that provide value to the societal, environmental and economical systems in which they exist.

Why do I do it?

e.g. I believe inside every person there is the power to change the society we live in to be greener, more equal and happier.

How I do it so successfully?

e.g. I find the connections between customers, businesses, governments and the planet through empathy, kindness and a strict zero-judgement policy.

Exercise 5: Develop your personal mission statement

A personal mission statement is a powerful tool. It provides you with a map for success and it gives you permission to say no to distractions.

Example mission statements

“To inspire positive change through teaching and coaching”

“To positively impact the life of every person I meet”

“To encourage, engage and equip others to believe in the possibilities”

“To help people recognise the power they hold to make the world a better place”

My mission statement:



Feedback. It's a gift:
embrace it objectively and use
it as an opportunity to improve
yourself or your way of tackling
things differently.

Sarah Speake, Marketing Consultant and former Marketing Director at Google, echoes the importance of feedback

Side note #4

Share your findings and mission statement with the most important people in your life.

Ask for their feedback and listen to their insight – it can be invaluable. Don't be afraid to make changes as you grow and continue learning. Your mission might evolve. That's natural. As long as you're staying true to the mission you know you were put here to accomplish, you can't go wrong.



03

Mapping your **opportunities**

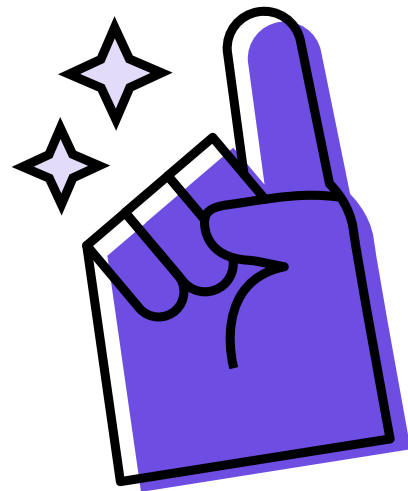
Setting your goals

Now you've found out about yourself, how do you want to shape your leadership purpose and put what you've learned into action?

In a crisis, leadership can change our perspective and our behaviours. You now have an opportunity to look for new possibilities and innovation

Take some time to reflect on your leadership and use the following page to map out the opportunities.

Remember – it's okay not to have all the answers.



The most influential impact on my leadership career has been investing in a professional coaching accreditation to equip me with the formal tools to become a better leader.

Sarah Speake,
Marketing Consultant and former
Marketing Director at Google, on
the importance of setting goals and
upskilling to help achieve them.



Efforts and courage are not enough without purpose and direction.

John F. Kennedy

Exercise 6: Setting your goals

What have I learnt about my leadership style in the past two years.

What challenges have I faced and what brave actions have I taken?

How aligned is my personal leadership purpose with my employer and brand?

How can I develop my talents and purpose further?

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How is my team feeling about their roles and ways of working?
How can I put my leadership purpose into action with them?

How can I share my purpose with my team and encourage others to think about their own purpose?

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Final word on purpose

Leaders who are self aware and embody purpose in everything they say and do are the key to how organisations thrive. Those businesses that put people at the heart of their plans in the pandemic and taken a human approach to leadership are the ones who have out performed the rest. Take a leaf out of their book and start to practice purpose-led transformation.

Interested in talking more about purpose?

We'd love to chat more about how we develop leaders and embed purpose deep into organisations to create strong brand advocacy.



Ruth Clarke

Partner
Six



Ruth is a Partner at Six and responsible for growth and helping clients drive success through their brand and culture. As a member of both the CIM and CIPD, she combines her strategic background with a fresh look at brand, HR and employee engagement.

She has worked in the marketing industry for 20 years with a range of different clients of all shapes and sizes.



Simon Basset

CEO
TML Partners



Simon is the MD and founder of tml Partners. He has worked in this industry for over 19 years and has now engineered hundreds of Marketing Director and CMO appointments with household brands through to high-growth businesses.

His career has been vested in developing long-lasting relationships in the senior marketing community and many people he has placed have gone on to become award-winning and industry-leading CMOs.

We're supporting clients on aligning business strategy with **purpose, transformation, brand culture and innovation**

[Visit our website](#)

More Six insights:

Toolkit 1:

Leading with purpose

Toolkit 2:

Leading with a growth mindset

Toolkit 3:

Leading with trust

