

The Journal of Values-Based Leadership

Volume 8

Issue 1 *Winter/Spring 2015*

Article 11

January 2015

Spot Your Leadership Style – Build Your Leadership Brand

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Recommended Citation

Rao, M. S. (2015) "Spot Your Leadership Style – Build Your Leadership Brand," *The Journal of Values-Based Leadership*: Vol. 8 : Iss. 1 , Article 11.

Available at: <http://scholar.valpo.edu/jvbl/vol8/iss1/11>

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Spot Your Leadership Style – *Build Your Leadership Brand*

Abstract

The purpose of the research paper is to present various leadership styles with illustrations of international leader types. It helps the reader spot a particular leadership style for building a leadership brand. It attempts to motivate senior level leaders to appreciate what style of leadership is essential in the current scenario.

Design/Methodology/Approach

The paper contains the leadership code mapped by Norm Smallwood exclusively for this author. The code sets forth five leadership characteristics: strategist, executor, talent manager, human capital developer, and personal proficient—all essential traits for an effective leader.

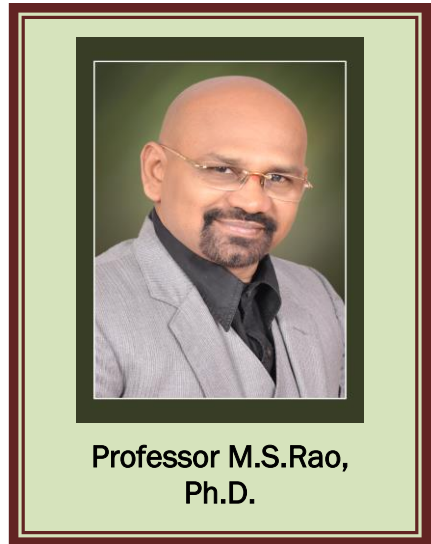
Findings

The current century calls for leaders, not bosses. It calls for leaders with managerial skills and abilities who can be called *managerial leaders*. It calls for leaders who can don multiple hats to respond to a particular situation with flexibility. It calls for leaders who are authentic and have a deep sense of purpose and commitment. It calls for leaders who lead by example to make a difference for others.

What is Leadership?

Leadership is the ability to lead from front with energy and enthusiasm. It is the process of setting the goals, influencing the people, building the teams, motivating the team members, and finally accomplishing the goals by aligning their actions and energies effectively. Leadership emphasizes the “we” rather than the “I.” In case of a failure, the leader takes

full responsibility and demonstrates his/her accountability. In case of success, the leader says we have succeeded because of the people behind me. Succinctly, the leader spreads the fame during success and takes the blame during failure. There are several theories and various types and styles of leadership. We shall analyze 28 leadership styles



Professor M.S.Rao,
Ph.D.

“Just as a product or service brand creates value over generic products or services for its owners, we believe that a corporate brand is sustained and enhanced by that organization’s leadership brand. Leadership brand represents the identity and reputation of leaders throughout a company. Leaders demonstrate a brand when they think and act in ways congruent with the desired product or firm brand.”

—Dave Ulrich

and types succinctly, highlighting the salient characteristics and allowing the reader to more readily adopt a certain leadership brand.

Autocratic Leadership: Autocratic leadership provides a scenario where leaders make decisions without consulting others. They render decisions that initially sound beneficial. It supports a puppet-like work environment rather than a creative one. It usually prevails in military organizations where the superiors should not be challenged by subordinates. It is justified when time is restricted and there is an element of secrecy involved in the decision-making process.

Democratic Leadership: Unlike autocratic leadership, democratic leadership presents a bottom-to-top approach where the ideas of the lower-rung people are garnered and respected. Democratic leaders move the group toward its goals while the autocratic leaders move the group towards their goals. It believes in sharing responsibility, encourages creative thinking as there is freedom for the employees, and it minimizes organizational politics and friction among the people. In a nutshell, democratic leadership embraces free discussions and deliberations to help formulate decisions within organizations. It believes in respecting others' views and opinions. It helps to promote the free flow of ideas in order to choose the best one.

Charismatic Leadership: Charismatic leaders are perceived as possessing inherent supernatural powers and abilities by their followers. They are astute with body language and communication skills. They impress people through the usage of eye contact and hand movements. Robert J. House contributed to the theory and definition of charismatic leadership. *Charisma* is a Greek word meaning "divinely inspired gift." Charismatic personalities are charming and colorful. They have magnetic personalities which appeal to their followers. They know the pulse of their people. These are basically traits (e.g., communication skills and domain knowledge) which others can acquire and hone.

Strategic Leadership: When strategy becomes the bedrock of leadership, it is known as *strategic leadership*. It is often presupposed that every leader works with strategy. While that assumption is correct, true strategic leaders do not concern themselves much with short-term gains and myopic perspectives. They don't have limited mindsets. Rather, they fix their goals firmly on the desired target with a long-term perspective.

Strategic leadership is all about the ability to position and prepare strategically for achieving organizational goals and objectives. It involves planning, long-term perceptions, and precise decision-making. It connects planning with execution. It blends both strategy and leadership. It provides a mental picture to help determine where and how to reach specific goals. It stresses the role of the leaders rather than of specific strategies as juxtaposed to strategic management where the opposite is true. Succinctly, strategic leadership is the process of setting direction, providing inspiration, respecting short-term failures, and maintaining long-term perspectives in reaching organizational goals and objectives.

Visionary Leadership: Any leadership starts with a vision followed by mission and execution. Therefore, vision becomes the bedrock of leadership. It is the first pillar that sets things in motion. In fact, leadership alone focuses on *vision* whereas management emphasizes *mission*.

A person's vision comes from his or her convictions. It emanates from the passion, values, ethics, and etiquette of that individual. Vision makes things easier and clearer for others. It clears the clutter and makes the path free from obstacles.

Visionary leadership is not conventional leadership. It is different and unique from normal leadership. The primary focus of visionary leadership is first on passion and vision and subsequently on mission followed by execution for achieving organizational goals and objectives. It links the present to the future.

Empathetic Leadership: Although there are a number of definitions about leadership, there are very few concerning *empathetic* leadership. The current world is undergoing substantial changes and challenges due to technological advancement. Although people are blessed with comforts and luxuries, they are beset with problems as well. This is where empathy and empathetic leadership are needed to address all these issues.

While building a team, it is essential to assign all members roles and responsibilities based on their strengths, competencies, skills, and abilities. Leadership which does not empathize with the followers during role allocation leads to adverse effects where the followers do not enjoy what they do because they are not capable of doing their duties. The leader must acknowledge the pros and cons of assigning roles to the followers — whether the person is really capable of delivering the goods as assigned. Empathetic leadership requires understanding, appreciating, and empathizing with people. Succinctly, empathetic leadership can be defined as the process of visioning, missioning, team-building, influencing, motivating, and aligning individuals through attentive and active listening with emotional intelligence.

Situational Leadership: Situational leadership adapts to the needs of the followers depending on their maturity, intelligence, competence, and level of commitment. It blends directing and supporting behaviors to followers in conformity with the situation. As Dr. Paul Hersey rightly summarized, "In one sentence, situational leadership is matching your leader behaviors to the performance needs of individuals."

Potential Leadership: All businesses want to grow aggressively to outsmart others. The key to aggressive growth is to have potential employees and leaders who can take the organizations to greater heights. But how to spot, motivate, retain, and train potential leaders represents challenging tasks for all businesses. The 21st century calls for potential leadership to take on corporate battles in alignment with changing times and technologies. Marshall Goldsmith, identifies and outlines key characteristics and needs of high potential employees which include a general desire to be treated as partners as opposed to subordinates, to have full transparency in all organizational decisions and actions, and by having all self-interests exposed and neutralized for the mutual benefit of all stakeholders.

Innovative Leadership: There are three kinds of people — the first focuses on individuals; the second on issues; and the third on ideas. The third kind is comprised of innovative leaders who emphasize creativity and the generation of ideas rather than brooding over petty issues and spending unnecessary time on individuals. These leaders are also known as "*eureka leaders*."

Innovative leadership is all about encouraging people who have new ideas and insights to motivate others to experiment and explore the same to minimize failures and maximize success. It also involves respecting their failures and guiding them to try and test their ideas. It calls for extraordinary intrinsic feelings and ethereal intuition on the part of these leaders.

Innovative leadership should not be confused with creative leadership as creative leadership involves fashioning new ideas and insights. However, innovative leadership involves the implementation and commercialization of ideas. Additionally, it adds value to existing ideas.

Versatile Leadership: Versatile leadership involves the ability to adapt communication in alignment with the needs of others. It is different from situational leadership where leaders have to adopt the strategies to the situation. In versatile leadership, the leaders have to demonstrate the skills and abilities by appealing to various kinds of people and situations broadly. It requires substantial flexibility, maturity, and emotional intelligence on the part of the leaders to balance various kinds and aspects of people. It is also requires expertise and experience in multiple areas.

Leadership is about managing complexities and diversities. At times, leaders must lose something to gain something. However, versatile leadership helps to maintain and retain. It balances and manages diversified people with varied opinions and views, thus keeping the people together. Benjamin Franklin is an apt example of one who displayed his versatile leadership by venturing into various facets of life in his lifetime.

Principle-Centered Leadership: Principle-centered leadership is all about leading people with values and principles representing the core and centre of leadership. These principles help leaders build bridges with their followers in an attempt to achieve the desired results.

Stephen R. Covey emphasizes that leaders should be guided and governed by principles. They must elevate the way they conduct their personal lives by serving as examples of principled living. They should become sources of assistance rather merely supervising. Covey's "Eight Touchstones" of principle-centered leaders are:

- 1) They Are Continually Learning
- 2) They Are Service-Oriented
- 3) They Radiate Positive Energy
- 4) They Believe In Other People
- 5) They Lead Balanced Lives
- 6) They See Life As An Adventure
- 7) They Are Synergistic
- 8) They Exercise For Self-Renewal

Thought Leadership: Thought leadership is the sharing of new ideas and insights for the benefit of others. It calls for creativity and innovation — irrespective of the areas of interest.

Thought leadership should not be confused with opinion leadership. Opinion leadership believes in expressing only views and opinions. However, thought leadership is beyond

expressing one's opinions. Thought leaders are the people who have authority in a specific domain. They have command over the subject and people accept them as leaders in their respective fields. They share their ideas and encourage the propagation and dissemination of others' ideas as well. They are the champions of novel ideas and insights.

Authentic Leadership: Authentic leadership is the ability to lead from the front with values and principles as well as through fairness, trust, and transparency. This leadership not only appears to be authentic at the surface level, but also at the core. Truth, honesty, courage, convictions, and humility are the hallmarks of authentic leadership. It calls for complete synchronization between words and deeds.

Diversity Leadership: The leaders who successfully lead the diversified team do so by recognizing, respecting, and appreciating the cultural, racial, ethnic, gender, and other backgrounds at the workplace and by connecting them with a common thread are known as diversity leaders. To put it precisely, diversity leadership is the process of setting the vision, influencing the people, building teams with diversified workforce, motivating them through trust and confidence with a global mindset, and aligning their energies and efforts towards organizational goals and objectives.

Flexible Leadership: Flexible leadership is all about being malleable with respect to the adoption and analysis of styles, attitudes, and approaches when addressing demanding situations. It is all about use of a particular set of strategies, programs, and behaviors. Organizations often cannot afford to have different leaders oversee different stages of a product's life cycle. If only one leader supervised a particular area of the product's life cycle, he or she would come to understand the needs at each stage right from introduction to decline and would be better equipped to adopt the style as per the changing scenario. Therefore, flexible leadership necessitates donning different hats at each stage.

Servant Leadership: Leadership is generally defined as the relationship between leaders and followers. *Servant* leadership, however, portends to the relation between leaders and collaborators where leaders behave like servants in order to serve others. For instance, doctors, engineers, and teachers are servants. In addition, all professions that administer to others sincerely can be called servant professions and the professionals who serve others sincerely are known as servant leaders.

Serving the customers is a kind of servant leadership. Servant leadership should not be confused with a free service. Whatever you do must involve empathy, commitment, concern and an attitude to help others. Firms can benefit a lot if they learn and adopt servant leadership. When all employees have the attitude of servant hood then there will be all-round productivity and performance resulting into organizational excellence and effectiveness.

Global Leadership: Global leadership is the ability to unify all forces and factors under one platform to achieve universal goals and objectives such as saving the environment, maintaining peace and security, and ensuring all-round prosperity for mankind. It calls for unique traits and qualities essential to influence the behaviors of others. These individuals must be equipped with the competencies, tools, and techniques needed to

excel as global leaders. Therefore, global leadership can be defined as the ability to motivate global enterprises to achieve their organizational goals by managing diversity in workplace.

Great Leadership: Great leadership calls for staying focused and remaining unperturbed despite external threats. It involves accepting the fact that people are the real assets and it helps in uncorking their hidden potential. These leaders play an instrumental role in revolutionizing the world. For instance, examples of such notable leaders include Alexander the Great, Napoleon Bonaparte, George Washington, and Winston Churchill.

Smart Leadership: Smart leadership requires certain highly-developed, unique qualities such as attitude, knowledge, skills, talents, and habits. These leaders display entrepreneurial skills, flexibility, adaptability, believe in innovation and creativity, blend both soft and hard skills, demonstrate exemplary team-building, governance, presentation, cross-cultural, and communication skills, and exude empathy and humility. Succinctly, they excel in people skills rather than technical skills.

Quiet Leadership: David Rock contributed towards the classification of *quiet* leadership. He explains that the quiet leader's job is not to think *what* followers think, but to think *the* way followers think. He suggests several ways to acknowledge the "positives" of subordinates: appreciation, validation, recognition, affirmation, confirmation, and thanking. He coined the phrase, "listening for potential,"¹ which is closely connected with quiet leadership.

Quiet leaders are active and attentive listeners with an intention to unleash the potential of people. They are thinkers. They question their followers often and extract the best results through empathic listening and coordination. They encourage their people to think through the issues and come out with ideas. They stimulate the thought processes of their people and stretch the processing skills of their followers in the way Jack Welch² used to "stretch goals" in order to produce the best from their followers.

The quiet leadership theory helps in leadership training of employees as it emphasizes the development and enhancement of thinking and listening skills. It helps to change people rather than to process them. It is basically a brain-based approach that improves the performance of individuals.

Talent Leadership: Research reveals³ that a CEO's tenure is shrinking from a typical period of a decade to between four and five years. In some sectors, CEOs hold an average period of two to three years. This amplifies the emerging leadership crisis and the need for emphasizing leadership talent and talent leadership.

Talent leadership not only involves training existing leaders in the traditional manner, but also invites potential leadership talent to join the organizational pool. It should not be confused with a leadership pipeline. It includes various aspects of recruitment, training, and development, as well as succession planning and management.

¹ See, <https://www.conferences.uillinois.edu/UserFiles/Servers/Server1630/File/2013UIUCBBusinessConference/TheBrainatWork/TheBrainatWork.pdf>.

² See, <http://www.trainingmag.com/four-types-leaders>.

³ See, <http://chiefexecutive.net/what-is-wrong-with-ceo-succession>.

Talent leadership pertains to the process of spotting and recruiting potential talent with the right attitude as well as developing and grooming their talents, skills, competencies, and capabilities in tune with changing times and technologies. This, in turn, helps to ensure a seamless supply of talent and to pass on the leadership baton to successors for taking leadership challenges within the corporate world. It includes training, grooming, and molding leadership material as per the organizational culture, climate, values, and principles. It enhances organizational excellence and effectiveness.

The major constituents of talent leadership include:

- **Recruitment;**
- **Spotting the leadership material;**
- **Training and grooming;**
- **Seamless succession planning and management;**
- **Leadership pipeline; and**
- **Passing on the leadership baton to successors successfully.**

Change Leadership: The problem with people is that they assume that whatever goes is fine. Many are cynical about change as change involves uncertainty and complexity. Even though current circumstances may not be sound, many people still prefer the status quo as they think that a known devil is better than an unknown angel. This is where change leaders are needed; they help build confidence among people and educate them about the merits of embracing the new and shedding what is not good for the organization. Therefore, change leadership refers to the process of effecting change successfully by neutralizing the anti-change forces and persuading the people to align with furthering the prosperity of both the people and the organization. It calls for allaying the apprehensions of the people who have reservations about change and for eliminating those who are resistant to change due to their vested interests.

Knowledge Leadership: Knowledge leadership is essential for the successful implementation of a knowledge management system. Knowledge leadership existed in the past, is present now, and will exist in future. It provides a new perspective for one who has specialized knowledge in a specific domain and also for that individual who champions knowledge management.

The leaders who have an extra edge over workers in terms of communicating vision and influencing the development of team-building, motivational, and leadership skills become the knowledge leaders. These leaders know what really inspires the knowledge workers. Therefore, they can manage and lead them successfully to achieve the goals and objectives of their organizations.

Knowledge leaders pave the way for the successful acquisition, creation, generation, dissemination, and retention of knowledge for organizational survival and success.

Machiavellian Leadership: Before we define Machiavellian leadership, it is essential to know what the doctrine of Machiavellianism is. It is the political doctrine of Italy's Machiavelli, which denies the relevance of morality in political affairs and holds that craft and deceit are justified in pursuing and maintaining political power. Machiavellian leadership is the process of influencing people to accomplish one's personal objectives

rather than collective interests. It is all about achieving success and remaining in power by any means and at any cost.

Entrepreneurial Leadership: Entrepreneurial leadership is neither leadership nor entrepreneurship alone. It is a blend of both disciplines and taking the best of both worlds and disciplines to take an idea forward from inception to reality. This breed of leaders is rarely found.

Entrepreneurial leadership is more of idea generation and implementation unlike conventional leadership that focuses on mere influencing, setting direction, pace, and motivation. It is all about having a vision, setting goals, influencing people with their ideas, building successful teams, motivating them to pursue and stick to the set goals, and aligning their energies and efforts for achieving entrepreneurial goals and objectives. It involves treading into unfamiliar areas, product differentiation, uncertainty, risk reduction, participative decision-making, and charting unconventional paths in entrepreneurial journey. Succinctly, entrepreneurial leaders are experts at spotting opportunities, developing strategies, acquiring requisite resources, and implementing the plans effectively.

Tough Leadership: When the sailing is smooth any Tom, Dick, and Harry can become a hero or a star or a leader. However, when the sailing becomes rough, it calls for real leaders who can take on the challenges and changes squarely. This is truly tough leadership. In fact, the real leaders emerge when the ship is sailing through the storm to take it to the shore smoothly.

Tough times call for tough leaders who have the guts and vision to handle the crisis. In fact, storms bring out the real stars, heroes, and leaders. Problems are the blessing in disguise for those leaders who have significant potential.

Women Leadership: Frances Hesselbein, Indira Gandhi, Sung San Suu Kyi, Mary Kay Ash, Sarah Beeny, Indra Nooyi, Hillary Clinton, Wendi Deng, Julia Gillard, Louise Hay, Jackie Huggins, Helen Keller, Michelle Obama, Anita Roddick, Martha Stewart, Meg Whitman, and Oprah Winfrey are well-known women leaders who have left deep imprints and are source of inspiration for future leaders.

Historically, women played key roles in leadership positions and the same is gaining momentum with an increasingly higher number of women attaining instrumental roles in leadership positions in all sectors. However, the percentage of women leaders is still low when compared with male leaders. The reasons are obvious. Gender bias, cultural and religious stereotypes, and disparate laws and policies have grossly impeded gender equity in positions of leadership. Despite these limitations and constraints, women are proving their credentials and capabilities on par with men.

Merely celebrating International Day for Women is devoid of any meaning unless women are authentically treated equally and are guaranteed unfettered access to leadership opportunities. Equality prevails only in law and in paper. However, women suffer several gender disparities by way of promotions or career advancement within the workplace. There is a myth that women cannot perform certain roles in military organizations. The truth is that they, too, have the same capabilities, determination, and ambition to excel of

their male counterparts. Finally, women are exemplary in embracing commitment and pursuing excellence with flexibility and compromise.

It will take significant efforts to defeat negative stereotypes and cultural misrepresentations to pave the way for both genders to succeed. From a strictly human perspective, both men and women should be judged by their competencies and qualifications and positions assigned purely on merit. Women must be allowed to occupy once male-dominated positions with respect and dignity from their subordinates. Men and women should be tested without disparity and each *be encouraged to try and to test, as well as to fail and fall, and subsequently bounce back from such failures with tenacity newfound determination.*

Value-Based Leadership: Value-based leadership attempts to highlight *what* is right and wrong not *who* is right and wrong. Its emphasis is on *means*, not *ends*. For instance, Mahatma Gandhi led India's freedom struggle through non-violence means. Martin Luther King, Jr. fought for equality of blacks with whites. He led the American Civil Rights Movement through non-violent activism. Although vilified by many during his life, he is still revered globally. Nelson Mandela fought against Apartheid in South Africa and is a living legend. Leaders who divide countries based on religion, languages, ethnicity, and geography are never appreciated in history. However, the people who fought for equality and human dignity have been historically revered and respected globally.

"Truth alone triumphs at the end" is the hallmark of value-based leadership. It is the values that count. It is the journey that matters — not the destination. How *long* one lives is not important as is how *well* one lives. It is not the material but the principles, values, and morals that count for these leaders.

When leaders put profits before values and elevate their interests above others, their businesses are bound to collapse. Companies such as Enron, Arthur Andersen, and Lehman Brothers failed completely due to lack of value-based leadership at the top.

Value-based leadership is the key to survival and success in 21st century. Leading a life that is purposeful and meaningful makes life interesting and exciting. Money and material possessions come and go. What remains at the end of your life are the values, morals, and legacy you leave to your future generations.

Norm Smallwood's Leadership Code Linking 28 Leadership Styles: When Norm Smallwood and Dave and Kate Sweetman interviewed the top global leaders in leadership and asked them two questions:

1. ***How much do we know about what makes an effective leader on a scale of 1-100?***
2. ***What are the principles of leadership that are common to any leader regardless of industry?***

The median score on the first question indicates that we know 60-70% of what there is to know about what makes an effective leader. Approximately 30-40% is unique to the circumstances of the individual leader. But 60-70% is a lot to know about effective leadership because if we can develop these traits, we have the majority of our work done. These leadership fundamentals constitute the *Leadership Code* and are comprised of five fundamental rules for effective leadership:

1. **Strategist Leaders** must have a point of view about the future and bring the outside perspective inside the organization.
2. **Executor Leaders** must be able to get things done through others.
3. **Talent Manager Leaders** must be able to keep people committed and engaged while they do their work.
4. **Human Capital Developer Leaders** must look to the future and develop key people for future roles that may not exist today.
5. **Personal Proficiency Leaders** must be strong physically, intellectually, socially, emotionally, and spiritually so that they can manage the stresses inherent in leadership.

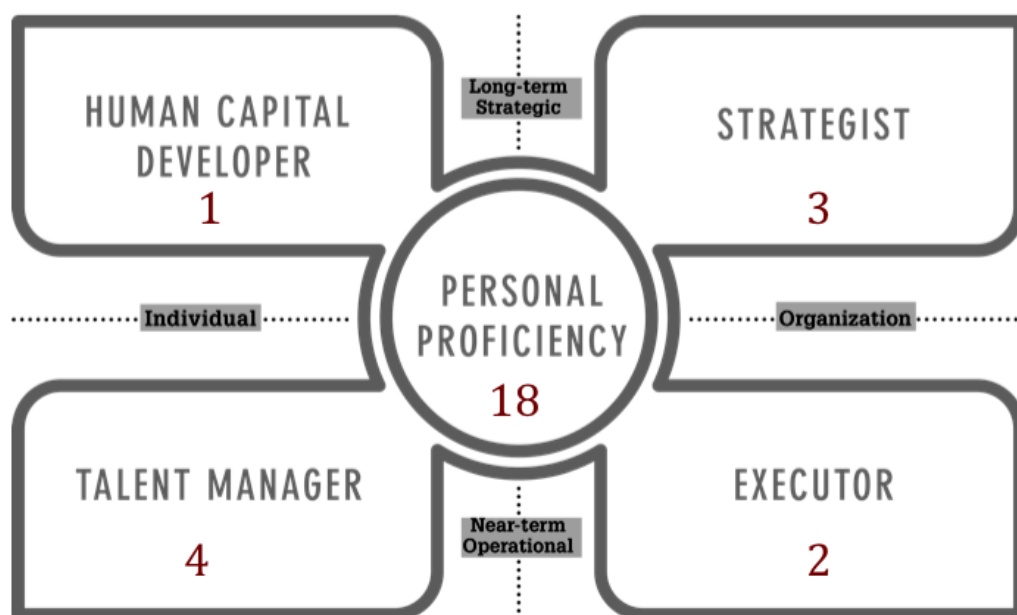
Given these five dimensions of being an effective leader, Norm Smallwood mapped this author's twenty-eight leadership styles:

Style	Code Dimension
<i>Autocratic Leadership</i>	Personal Proficiency
<i>Democratic Leadership</i>	Personal Proficiency
<i>Charismatic Leadership</i>	Personal Proficiency
<i>Strategic Leadership</i>	Strategist
<i>Visionary Leadership</i>	Strategist
<i>Empathetic Leadership</i>	Personal Proficiency
<i>Situational Leadership</i>	Personal Proficiency
<i>Potential Leadership</i>	Talent Manager
<i>Innovative Leadership</i>	Strategist
<i>Versatile Leadership</i>	Executor
<i>Principle Centered Leadership</i>	Personal Proficiency
<i>Thought Leadership</i>	Personal Proficiency
<i>Authentic Leadership</i>	Personal Proficiency
<i>Diversity Leadership</i>	Talent Manager
<i>Flexible Leadership</i>	Personal Proficiency
<i>Servant Leadership</i>	Personal Proficiency
<i>Global Leadership</i>	Human Capital Developer
<i>Great Leadership</i>	Personal Proficiency
<i>Smart Leadership</i>	Personal Proficiency
<i>Quiet Leadership</i>	Personal Proficiency
<i>Talent Leadership</i>	Talent Manager
<i>Change Leadership</i>	Executor
<i>Knowledge Leadership</i>	Personal Proficiency
<i>Machiavellian Leadership</i>	Personal Proficiency
<i>Entrepreneurial Leadership</i>	Personal Proficiency
<i>Tough Leadership</i>	Personal Proficiency
<i>Women Leadership</i>	Talent Manager
<i>Value-Based Leadership</i>	Personal Proficiency

Implications: 64% of this author’s delineated styles relate to one of the five leadership fundamentals — *Personal Proficiency*. There are two explanations for this: either Personal Proficiency is overwhelmingly important or leadership writers have focused increased attention on this one aspect of leadership. Norm Smallwood presupposes the latter explanation.

The next most frequent style described is *Talent Manager* at 14% of the total. Smallwood has endorsed how this author differentiates between *Talent Management* and *Talent*

28 Styles of Leadership Mapped to Code



Leadership. It’s a subtle but important distinction.

The only other dimension Norm Smallwood has commented on is the Human Capital Developer. The author presents 28 styles and challenges you to pick the style that best suit who you are and what you want to accomplish as a leader. It will be interesting to see how these styles change over the next ten years.

Build Your Leadership Brand: As products have branding, corporate leaders brand often themselves. This is akin to *personal branding* wherein one brands individually and personally but it is professional and emanates from an organizational perspective. Besides, developing leaders is different from developing a leadership brand.

Leadership branding is all about extricating and highlighting the salient aspects of one’s character in order to get noticed for positive reasons. A leadership brand is more than an aspiration; it is born from, and is accompanied by, inspiration and passion. If an individual becomes proficient and is passionate about a particular area or field of concentration, then leadership naturally results. When one pursues and perseveres in a chosen field, he or she can build a leadership brand. This process requires substantial energy and commitment to craft a cognizable leadership brand. It is an investment, not an expense. It

adds value to one's personality profile and bestows a sense of unique authority in this chosen field.

Advantages: The advantages of leadership branding are endless. Firstly, it builds confidence among the stakeholders such as employees, customers, suppliers, shareholders, governmental organizations, and other affected affiliates. It provides a sense of satisfaction and security to the concerned constituents and enhances a leader's energy, enthusiasm, and level of commitment. As Scott Talgo⁴ rightly said, "A brand that captures your mind gains behavior. A brand that captures your heart gains commitment." It helps in memory recall and allows others to perceive you easily from a specific perspective. Above all, leadership branding enhances the authenticity of the organization.

As individuals build their brands, their respective organizations must build their own brands. This process facilitates more widespread recognition as a distinct and different type of organization. If organizations craft their leadership brands successfully, they will secure the best and most desired talent, investors, shareholders, and stakeholders thereby reinforcing the organizational brand even further. This author offers the following personal branding tips:

- *Be passionate in whatever you do.*
- *Be a risk-taker and seize the opportunities available to you.*
- *Focus on your core competencies and values.*
- *Follow the road less traveled.*
- *Choose a domain that is promising with bright future. Align your passion towards it and aspire to be a specialist in a particular niche.*
- *Become a knowledge leader as that creates a unique leadership brand.*
- *Demonstrate your passion, energy, enthusiasm, excitement, and commitment to your present and anticipated stakeholders.*
- *Always be ethical to differentiate from others. Never compromise your ethics and principles as they are the cornerstones of leadership branding.*
- *Be in continuous touch with your stakeholders.*
- *Share something and make a difference in the lives of others.*
- *Reinvent yourself constantly and continuously.*
- *Incrementally add value to yourself.*
- *Don't take success for granted.*
- *Above all, have humility.*

Crafting Your Leadership Brand: In building a leadership brand, individual leaders must learn the necessary ingredients required to craft successful leadership branding. Expertise is essential to gain a foothold in leadership branding. Discover and identify your core competencies and qualifications and start exploring to build a base for yourself. Over a period of time, you will be recognized and branded as a leader in that domain.

This process is not easy, however, and requires continuous learning, application, and the sharing of knowledge related to your domain. There are branding consultants who are

⁴ <http://www.blackcoffee.com/brand-related/branding-quotes/557>.

available to help promote your leadership branding and the often *de minimus* expense may surprisingly translate into unexpected rewards.

There are various breeds in leadership such as thought leadership, innovative leadership, visionary leadership, entrepreneurial leadership, versatile leadership, strategic leadership, and servant leadership. Branding one's leadership based on one or more of these classifications may help to provide the organizational differentiation coveted. For instance, when a specific leadership style is contemplated, a particular person typically comes to mind. This is a consequence of championing a particular style of leadership. We recall Robert K. Greenleaf when *servant leadership* is discussed and examined. Additionally, many think of Kenneth Blanchard for *situational leadership*, Daniel Goleman for *primal leadership*, Rob Goffee for *authentic leadership*, Jim Collins for "level 5 leadership," Warren G. Bennis for *transformative leadership*, Stephen R. Covey for *principle-centered leadership*, David Rock for *quiet leadership*, Graham Winter for *high-performance leadership*, and Herb Baum for *transparent leadership*. Ostensibly, the mere mention of *innovative leadership* conjures up Apple Computer and Steve Jobs. That is how they built their brand. Apple created new products and services like iPods, Macs, and the iPhone as it followed the road less traveled. Similarly, GE branded successfully under the leadership of Jack Welch.

To craft one's own leadership brand, set SMART goals that are specific, measurable, achievable, realistic, and trackable. Employ self-discipline and integrity and additionally share something meaningful with the world. Love and serve people. Regularly contribute your time, talent, and or possessions and take stock at the end of the day before you go to bed as to what contributions and differences you have made to and in the world that day. Execute activities related to your area of specialization regularly to be accepted and acknowledged as an authority in your field of interest. For instance, there are leaders who have been branded as "turnaround heroes" as they have crafted their brands in an expeditious and highly effective manner. It was possible for them to achieve this stature through their unwavering and sustained energies and efforts.

Investment in building leadership brand is essential for individuals and institutions. The current crisis in the global financial market is an indication of failure in leadership at the top. If companies and people fail to prosper, it is probably because they failed to brand themselves. To avoid this, one must create his or her own vision and mission that is unique and distinguishable. There should not be any conflict between individual branding and institutional branding; both must be synchronized successfully.

A leadership brand must reveal something special that others cannot offer or deliver. It takes its own time and is the evolution of an ordinary person into a leader who then developing his or her own leadership branding. Distinction is only achievable through the right leadership branding. Oprah Winfrey, for example, has successfully built her own unique brand. Similarly, one can develop a unique leadership brand. In summary, your brand value is your identity and the reflection of your authenticity. Create and build your brand through credible strategies and ensure that you commit throughout your life to live like a legend, leaving a legacy for others.

Conclusion

After having analyzed various leadership types and learned the techniques of building leadership brand, it is time to reinvent and adopt a new leadership style that helps to face key global challenges currently. Therefore, there is need for direction that can be called 21st century leadership wherein leaders are expected to have unique qualities. Those traits include: character, commitment, compassion, communication, servant attitude, setting example, influential, thinking innovatively, soft and hard skill competencies, visionary, cultural competency with a global mindset, radiating energy and enthusiasm, risk-taking, appreciating similarities but not differences, empathizing with others, being passionate, optimistic, and confident, demonstrating flexibility and adaptability to various challenges arising out of changing times and technologies, grooming others as leaders, and above all, channeling passion to make real change for others. These are the touchstones of the world's 21st century leaders.

Gone are the days where leaders think that they derive authority from hierarchical positions. These days, people look to leaders who demonstrate personal power rather than positional power. 21st century leaders must take that aspect seriously and mould themselves accordingly in order to excel as effective leaders.

The current century calls for leaders, not bosses. It calls for leaders with managerial skills and abilities who may be called managerial leaders. It calls for leaders who can don multiple hats as per the situation with flexibility. 21st century leadership is not “*old wine in a new bottle*,” but leadership that weds the best and sheds the worst. It calls for leaders who are authentic and who can walk their talk. It calls for leaders who have a deep sense of purpose and commitment and who stand by their convictions and values. And above all, it calls for leaders who lead by example to make a difference in the lives of others.

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Acknowledgements

The author personally thanks Norm Smallwood who kindly wrote the foreword to the published book entitled *Spot Your Leadership Style-Build Your Leadership Brand* and who created a leadership code by linking all 28 leadership styles, thus adding value to the book.

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Rao serves as an advisor and judge for several international organizations including Global Leadership Awards, Malaysia. In 2013, he received the *International Coach of the Year* designation from Comprehensive Coaching U, Inc., USA. Additionally, he coined the innovative teaching tool, *Meka’s Method*, as well as the leadership training tools, *11E Leadership Grid* and *Soft Leadership Grid*.

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