BUILDING YOUR LEADERSHIP BRAND IN TIMES OF CHANGE

Borough of Manhattan Community College

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Global ICG Campus Recruiting & Program Management Strategy
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Building Your Brand

AGENDA

- Company Brands
- Personal Leadership Brand
- Your Personal Brand
- Your Brand in Times of Change
- Global Culture and Your Brand
- Your Brand Stories
- Attributes Of Successful Leaders
A brand is a promise delivered through every experience a person has with a company.
Maintaining Brand Equity

Our brand has to deliver a consistent experience to:
- Our Customers
- Our Shareholders
- Our Employees

With unprecedented changes in the financial services industry, it is critical to maintain an “emotional” connection to the brand.
## Best Global Brands 2014

### Financial Services Rankings

<table>
<thead>
<tr>
<th>Rank</th>
<th>Previous Rank</th>
<th>Brand</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>23</td>
<td>HSBC</td>
</tr>
<tr>
<td>33</td>
<td>32</td>
<td>J.P. Morgan</td>
</tr>
<tr>
<td>35</td>
<td>33</td>
<td>Santander</td>
</tr>
<tr>
<td>47</td>
<td>44</td>
<td>Citi</td>
</tr>
<tr>
<td>48</td>
<td>48</td>
<td>Morgan Stanley</td>
</tr>
<tr>
<td>53</td>
<td>59</td>
<td>Allianz</td>
</tr>
<tr>
<td>55</td>
<td>63</td>
<td>Allianz</td>
</tr>
<tr>
<td>63</td>
<td>71</td>
<td>Morgan Stanley</td>
</tr>
<tr>
<td>69</td>
<td>74</td>
<td>VISA</td>
</tr>
<tr>
<td>75</td>
<td>84</td>
<td>Santander</td>
</tr>
<tr>
<td>88</td>
<td>97</td>
<td>Credit Suisse</td>
</tr>
<tr>
<td>off</td>
<td>off</td>
<td>Barclays</td>
</tr>
<tr>
<td>off</td>
<td>off</td>
<td>UBS</td>
</tr>
<tr>
<td>off</td>
<td>off</td>
<td>ZURICH</td>
</tr>
</tbody>
</table>

### Brand Value Fluctuations

Brand value fluctuates along with market performance; however, in 2014, Citi’s brand ranking stayed at number 48.

### Change in Brand Value

<table>
<thead>
<tr>
<th>Year</th>
<th>Rank</th>
<th>Brand Value</th>
<th>Change in Brand Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>11</td>
<td>23,442</td>
<td>9%</td>
</tr>
<tr>
<td>2008</td>
<td>19</td>
<td>20,174</td>
<td>-14%</td>
</tr>
<tr>
<td>2009</td>
<td>36</td>
<td>10,254</td>
<td>-49%</td>
</tr>
<tr>
<td>2010</td>
<td>40</td>
<td>8,887</td>
<td>-13%</td>
</tr>
<tr>
<td>2011</td>
<td>42</td>
<td>8,620</td>
<td>-3%</td>
</tr>
<tr>
<td>2012</td>
<td>50</td>
<td>7,570</td>
<td>-12%</td>
</tr>
<tr>
<td>2013</td>
<td>48</td>
<td>7,973</td>
<td>5%</td>
</tr>
<tr>
<td>2014</td>
<td>48</td>
<td>8,758</td>
<td>10%</td>
</tr>
</tbody>
</table>

Between 2007 and 2014, Citi’s Brand Value dropped by 66%.
Citi’s Strategic Focus—Secular Trends Shaping the World

### Globalization
- **Past (1990)**
  - Largest world economies: USA, JPN, DEU
  - 43% world population in cities
  - 9% world population > 60 years old
- **Present**
  - Largest world economies: USA, CHN, JPN
  - 53% world population in cities
  - 11% world population > 60 years old
- **Future**
  - Largest world economies: CHN, USA, IND
  - 70% world population in cities (2050)

### Urbanization
- **Past (1990)**
  - 43% world population in cities
  - 9% world population > 60 years old
- **Present**
  - 53% world population in cities
  - 11% world population > 60 years old
- **Future**
  - 70% world population in cities (2050)

### Digitization
- **Past (1990)**
  - Mobile broadband subscriptions: None
  - Internet users: Nominal
  - Web browser introduced in 1992
- **Present**
  - Mobile broadband subscriptions: 1.5 billion
  - Internet users: 2.7 billion
  - 39% global penetration
- **Future**
  - Mobile broadband subscriptions: 6.5 billion (2018)
  - Internet users: 3.6 billion (2017)
  - 50% global penetration

### Regulation
- **Past (1990)**
  - Major New Regulation passed every 15–20 years
  - 1950-Office of Foreign Asset Control
  - 1970-Bank Secrecy Act
  - 1986-Money Laundering Control Act
- **Present**
  - Increasingly complex banking rules passed at an escalating pace in the past 13 years, with indications that pace will continue...
- **Future**

SO WHAT IS THE BRAND OF…

BMCC?
Personal Leadership Brand

Well known leaders have established their own “personal brand”

- Innovative
- Entrepreneur
- Strongly connected to the Apple brand
- Change leadership
- Turned around the company with the introduction of the iMac, iPod, iPhone, and iPad
Personal Leadership Brand

BEFORE

• Winner
• Perfectionist
• Keeps challenging self to get even better
• Humble

AFTER

• “Overnight Brand Disaster”
  • PR mismanagement
  • Credibility and earnings potential destroyed
• “Living a Lie”
“This is a permanent, ugly black mark, it will never go away. It will tarnish him and will be unforgettable.”

Bill Earley, a former football booster

The Paterno Legacy: Changed Forever?

“The Statue of Paterno outside Beaver Stadium should be removed. They’re going to have football games there and when people see that statue, they’re going to think of the Sandusky stuff.”

Former Florida State Coach, Bobby Bowden
Personal Leadership Brand

Just growing up... 

...or “wrecking” her brand?
“It takes twenty years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently.”

- Warren Buffett
Your Personal Brand

- Your brand is how other people see you.
- Everyone has a personal brand.
- You can manage your brand to affect people’s perceptions in the same way that business uses brands to shape customer expectations.
- Your brand is your personal combination of abilities, style and conduct.
- To build your own brand, first look inside yourself and know yourself.
- Just like a commercial label, your brand should connect on an emotional level.
Your Brand in Times of Change

In times of unprecedented change it is critically important to maintain/enhance your leadership brand

Don'ts:
- Go under the radar
- Get paralyzed
- Lose focus
- Demonstrate impaired judgment
- Drink the Kool-Aid
- Stay “Vertical”

Dos:
- Be proactively visible
- Be balanced
- Stay focused
- Demonstrate organizational courage
- Maintain your brand equity
- Build “Horizontal” capabilities

**Net:** Distinguish yourself by making yourself incrementally valuable
Knowledge of the impact of cultural differences is one of the major keys to enhancing your brand.
Global Cultures and Your Brand

- **Cultural Competency**
  - Take personal responsibility for the way you respond to differences
  - Make attempts to understand different cultures:
    - **Communication styles**: tone of voice, body language, eye contact, etc.
    - **Values**: punctuality, individualism vs. collectivism, hierarchy and respect
    - **Behavior**: assertive vs. reserved
  - Value diversity of background, thought, point of view, etc.
  - Educate yourself on the culture and current events of the country / people you are doing business / collaborating with
  - Be cognizant of country by country differences within regions
## Building My Personal Brand

<table>
<thead>
<tr>
<th>Positive Brand Equity</th>
<th>Negative Brand Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passion &amp; Pride</td>
<td>Passion vs. perceived selling</td>
</tr>
<tr>
<td>Inclusive &amp; Transparent Communication</td>
<td>Thinking by talking</td>
</tr>
<tr>
<td>Anticipatory</td>
<td>Delegate More</td>
</tr>
<tr>
<td>Build relationships at all levels</td>
<td>Hard to Please</td>
</tr>
<tr>
<td></td>
<td>Work life balance</td>
</tr>
</tbody>
</table>
Your Brand Stories?

- How would you describe your Leadership Brand today?

- How has your personal brand been affected in these times of change?
### Overall Attributes of Successful Leaders

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Leaderships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Mindset</td>
<td>Constructive Candor</td>
</tr>
<tr>
<td>Pride &amp; Passion</td>
<td>Value Diversity</td>
</tr>
<tr>
<td>Leadership Accountability</td>
<td>Relationship Skills</td>
</tr>
<tr>
<td>Intellectual Curiosity</td>
<td>Influence without Authority</td>
</tr>
<tr>
<td>Change Agility</td>
<td>Ability to Recover from Setbacks</td>
</tr>
<tr>
<td>Drive and Execution</td>
<td>Integrity &amp; Objectivity</td>
</tr>
<tr>
<td>Organizational Courage</td>
<td></td>
</tr>
</tbody>
</table>
Q & A?

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