

NANCY FREDERICKS REPORTS . . .

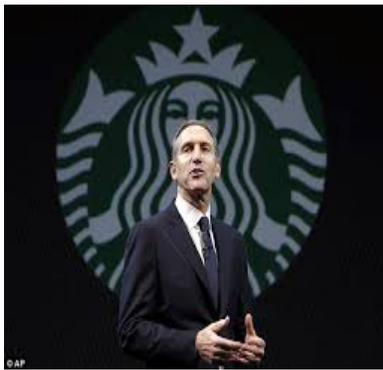
“BRANDING YOURSELF”....

**Raise Your Influence,
and Create a Meaningful
Impact in Your Workplace**



“Branding Yourself” Raise Your Influence and Create a Meaningful Impact in Your Workplace...

FOR WOMEN ONLY



“In this ever-changing society, the most powerful and enduring brands are built from the heart. They are real and sustainable. Their foundations are stronger because they are built with the strength of the human spirit, not an ad campaign. The companies that are lasting are those that are authentic.”

– Howard Schultz, CEO of Starbucks

And as Nancy says: *“This is equally true for executives as well.”*

Why is it so important... when done right?

In all probability, every leadership development program you’ve attended and a significant number of the articles you’ve read state how impactful “Branding

Yourself” is in today’s marketplace. All of those sources are accurate—branding provides leverage from which to launch a powerful career.

I believe business guru, Tom Peters, identified as the creator of the “Brand You” concept says it better than I ever could,

“The labor market worldwide is becoming astonishingly competitive and you can no longer expect to survive by being essentially an anonymous bureaucrat in a purchasing department or logistics department or engineering department, but you really have to stand for something.” He goes on to say, “Come hell or high water from the beginning of your career you need to think about your areas of distinction.”¹

Have you taken the time to create one for yourself? If you have already recognized the potential for branding and written one, congratulations, you’re ahead of the pack! A survey on branding reveals less than “15 percent of people have truly defined their personal brand.”²

The pivotal question now is: “How has it been working for you?” Not quite as life-changing as you’d hoped? Well, you are not alone, “less than 5 percent are living it consistently at work—each and every day.”³ Moreover, what’s even scarier to me “is that 70 percent of professionals believe they have defined their personal brand and 50 percent believe they are living it. But when you ‘peel-back-the-onion,’ you realize that their focus was centered on self-promotion rather than a commitment to advance themselves by serving others.”⁴ Or even serving their company!

I intend to offer tips that address the reasons “Branding Yourself” may not have worked for you or your co-workers in the past and identify how to successfully design your brand moving forward—even if you’ve failed before or this is your first endeavor.

What do I mean by “Branding Yourself?”

Do you believe you’ve demonstrated competence in your career yet feel like you’re slogging through wet sand all day long? No recognition has come your way. No promotion. You’re still part of the large, often indistinguishable, amorphous mid-level pack of producing executives. Yet, deep in your heart-of-hearts, you believe you have something to offer, and you know something has to shift. In the back of your mind, you think perhaps branding may be the answer. And you just may be right!

“Branding Yourself” isn’t easy. It is not merely taking a *selfie* and then, loudly exclaiming “Ta-Da!” It is more complicated than that.

“Branding Yourself” is a shortcut for others to realize who you are and what you’re contributing to the organization. It is impactful, brief, snappy, and yet compelling as it represents you. Underneath the elegant brand identity design is real effort as well as the real you.



Before beginning the process of “Branding Yourself,” verify that you’ve positioned yourself to advance your career mightily. It doesn’t take a rocket scientist to understand that unless you build your brand on a solid foundation—one that is both in sync with your organization and authentic to who you are—you will harm yourself long-term.

After all, what value would a brand be if your work is rife with incomplete projects, little to no critical thinking, missed deadlines, and overrun with mistakes?

Well, you’d have a brand all right, just not one you’d want attached to your name.

Your brand represents the entirety of your current *competencies*, and *distinctiveness*. However, it also takes into account less finite measurements such as your heart’s purpose (what energizes you), defining values (what you stand for), and activating vision (where you’re driving your career toward) should offer a powerful hint of all your untapped potential. It includes every single one of your winning qualities. And *it is not* merely a replication of your job description. It is more robust.

They are unreliable and not the be-all-and-end-all when it comes to determining who is a high-potential, successor and who isn’t. A People IQ survey found that *87 percent of both managers and employees believe annual reviews are ineffective and not useful.*⁵ So, even though you may be *one* of the employees receiving top performance marks, there is no guarantee you will be on the list to move up the corporate ladder.

Executive leaders in your organization have to believe you are right not only for this job but also for future work with more substantial responsibility as well.

So, ask yourself: “Am I performing my job with excellence?” The reality is that even if you rate yourself high, it isn’t you opening doors to your future—it is your manager. Ask your boss: “If I’m performing my job 100%, what would you expect from me?”

Your boss is the driver for your career success (that is other than yourself!). If you're interested in generating a compelling future; then, it is imperative that you become crystal-clear concerning your boss's expectations and evaluation of your contribution.

If you believe you already know the answer because your performance appraisals have been outstanding year-after-year, you’re short-sighted.

You may believe it is enough to do a good job. It isn't. That's merely the entrance fee. Your executive presence must also speak leadership now or, at a minimum, potential leader!

After the conversation, you now know what your boss and the organization consider critical. “How do you measure up against the list?”



If you have a winning smile on your face after exploring what you bring to the table, you are ready to move into “Branding Yourself.” If not, work on cleaning up the basics of your position before designing a grandiose brand built on a shaky foundation.

The truth is that a brand will enable you to distinguish yourself, but only when you create it from frankness and authenticity. “Branding Yourself” requires an accurate, compelling, in-depth exploration of self with no holding back. It is a careful self-analysis at a level perhaps you’ve rarely explored.

It is next to impossible to "Brand Yourself" where the essence of you sticks in the mind of others without first identifying and acknowledging what makes you unique. Building your brand won't occur unless you are confident about who you are now, what you bring to the table, and where you're going. Ultimately, it must include a taste of what you intend to accomplish in your career. Being proactive is the key component of "Branding Yourself." You don't have a choice if you want to influence those around you on the journey to achieving upward mobility.

Your brand not only represents you, but it also emerges out of both your *words* and *deeds*. Think about it as an investment for the long haul in your career synonymous with your reputation, expertise, and singular qualities. It doesn't only represent where you are in your career “*Today*,” it also whispers hints of your dreams for the future, and positions you for “*Tomorrow*.”

Why am I talking about this future concept in the same breath as Branding? Think about it.... You'll never produce a dynamic brand for your future when you only respond to projects assigned to you. Strategically direct your career's forward momentum by holding the reins of your career with an ownership attitude. To exclusively relying on others, whether a boss or a human resource professional, is a surefire formula to limit your future.



Why would you allow someone other than yourself to create your career destiny, when?

- 69 percent of human resource experts don't believe they are developing their workforce to meet today's needs.
- Research reveals that today's workforce doesn't feel any more confident about progressing their careers.
- The majority do not feel they have the education and training to get ahead, and 46 percent of those employed believe the same.
- Only 27 percent of those working say they are adequately prepared for the kind of job they want.



You can see why it is so critical that you set the direction for your future. If you don't do this, you'll never be able to distance yourself from the rest of your peers; and you'll always be a part of the nebulous mass competently stuck at mid-level jobs, yet dreaming of so much more.

The unfortunate fact is that when you don't choose your brand, it is selected for you—often by someone who doesn't have the same skin in the game as you. Every day, as you move through your work life, you are creating your brand (which in part constitutes your reputation). The question is, does it reflect the powerful, positive side of your business persona, or are you becoming better known by the unconscious insecurities you express with those around you?

You see, you are always generating a brand—even if it is without thought. It just may not represent the entirety of all you stand for and all the possibilities you bring to your organization. Why create a brand if you don’t intend to do it right or leave a lasting impression?

How would you prefer your brand to be devised without intention or deliberately through personal design? Which style of “Branding Yourself” do you believe will be most impactful for your career “*today*” and into the future?

How do I wrap my arms around Branding myself?

Clarity is the beginning. Your brand highlights your strengths, unique attributes, and added-value abilities.

As Gallup’s research attests: “*People who use their strengths every day are six times more likely to be engaged on the job.*”⁶ Meaning, they’re excited and energized about what they do and look forward to coming into work every day performing at a heightened level. A worthy jumping-off place for your Branding journey!

I am often asked by clients, “How do I identify my strengths?” It is far easier than you may imagine. Take a deep breath and access your memory banks.... Reflect on the last time you were working on a project where it felt as though three minutes ticked by, and yet the clock revealed hours had passed. Think about the occasions you were energized and work lit you up. Or remember the times you were in “the zone” and the amazement you experienced by how much you’d accomplished.

This unconscious, mental escape from time constraints is you leaning into your areas of strength.



The more you're able to employ your natural and developed strengths throughout the day, the happier you'll feel, the more satisfied, the more productive, and the bigger impact you will have on your organization. And by the way, it will be far easier to identify the essential elements for “Branding Yourself.” Oh, and a great bi-product of this exercise according to Gallup is that merely by learning what your strengths are you become *7.8 percent more productive!*⁷

These strengths include your unique expertise, all the intangible qualities that makeup you, and all *you* bring to your career. These are what you build your “*today*” and “*tomorrow's*” career on, and most certainly, these are the aspects that you'll want to include when “Branding Yourself.”



An effective brand becomes your passport into a new land. It provides an instant feedback loop to test how your message is received and if it aligns with how the organization perceives you. It is a visual grade card for you to answer the questions: “Am I seen as someone who is contributing at a high level?” “Do I need to re-shift a bit to add value to the organization?”

When you bring more of these branding distinctions into your daily work life, you will discover a new attitude overflowing with energy and satisfaction—not to mention a heightened level of recognition by your organization.

So, what is it you'd like to be known for in the organization? Hone in on the fundamental distinctions you bring to the job. Start paying attention to the unique voice and mindset that completes the incomplete in the room, which is you.

What is my roadblock to creating a powerful Brand?

Your toughest barrier to developing a powerful brand is something as big and as small an issue as confidence. Yes, confidence is a critical factor as studies reveal that women have a tendency to feel uncomfortable highlighting their achievements, which is not surprising when you review research on the topic. In a *U.S. study on conformity to feminine norms, researchers recently listed the most important attributes associated with 'being feminine' [in part] showing modesty by not calling attention to one's talents or abilities.*⁸ Can you imagine such nonsense? More importantly, are you unconsciously harming your career prospects by wearing the mantle of this *feminine mindset*?

Additionally, an eight-year global study by Wiebke Bleidorn, Ph.D., from the University of California reveals that *regardless of culture or country, men have higher self-esteem than women.... The gap between how little women think of themselves compared to how highly men do grows in the more developed, egalitarian, countries—the very ones one might expect it to be the least.*⁹

Can you see how unfair societal expectations are putting the internal knot in your stomach? This gender restraint could be the very issue holding back the future

of women executives as a whole but your future as well!? Put a stop to it, move past the knot to design your big, bold, grand, unique brand.

Catalyst, a leading nonprofit organization for women reveals the success attitude: *“There was one particular skill that makes a difference to a career. It is making their achievements known to their supervisor. Women, who employed that strategy, advance further, were more satisfied with their careers, and had greater compensation growth.”*

If you’re still arguing in your mind that some people have confidence and others don’t, you would be wrong. The truth is that confidence is a skill that grows with awareness, practice, and you fortify it from within. The outcome is that your authentic self-esteem emerges to play a dynamic role in your career.

How is your confidence quotient? Is it robust enough to boost your career or not? This dialogue is not frivolous. It is a far more vital factor than you probably imagine as a study by Ohio State University found evidence that an individual’s career path is influenced by their level of self-confidence more than their skills.

Now, do you understand why your lack of confidence just may be limiting you from creating a living, breathing vibrant “Branding Yourself?” What are you going to do about it?

How can I put pen to paper courageously to design my powerful “Branding Yourself?”

Start the process by responding to these clarifying questions, which will help you “Brand Yourself” in a compelling way.



Assess your career today, remembering not to respond from that humble self who says: *I don't do anything exceptional* instead answer from *your confident self the one who is emerging*.

- In what areas do I have something unique to say or produce?
- What do I do better than others?
- What do people recognize me for and/or praise me about at work?
- What sets me apart from my peers?
- What am I passionate about?
- What energizes me?

- What do I do differently than my counterparts in a good way?
- What aspects of my current job do I enjoy, and am excellent at?
- What is special about me and how I am at work?
- What services or expertise do I offer that others do not?
- What areas of my job would I do for free—not that I’m telling anyone!?
- What do I do that stands out from others?
- What of my accomplishments am I most proud about?
- If you asked leaders, co-workers, and friends to identify my “sweet spot,” what would they list?
- What are the significant contributions I’ve made in my organization? Alternatively, in outside endeavors?
- What expertise and attributes do I bring to my position that adds value to my company’s bottom line?
- In what areas am I considered the go-to person?
- What do my customers—either internally or externally—say about my efforts on their behalf?
- What do those who respect and know me well say about me?
- If I left my company today, what would my organization miss? What would be the gap I’ve left behind?
- What talents and abilities do I have that I’d like my corporation to recognize and tap into right now?

Let’s look at some valuable opportunities to rebrand yourself, but only if you are willing to explore the possibly not so terrific perception about yourself, and then transform those negative perceptions around:

- How do people perceive me? Is it good news or not so great?
- Can I be counted on to complete what I promise to do or do I consistently offer *a reason* for missing the deadline?
- Where have I received negative blow-back on projects, or actions that I’ve taken?
- When do I feel overwhelmed working in or leading?
- Am I considered a team player or as a lone wolf barrier to progress?
- Do I have excellent relations with senior leaders (including my boss)? Or do I have rocky interactions with one or more? What caused the rift? What piece of it do I own?

Don’t forget to add your “You of *Tomorrow*” ideas:

- What do I want to do differently in my future?
- What do I want to achieve?
- What do I want to be known for not solely for “*today*,” but into the future?
- What am I known for “*today*,” but don’t want to carry with me into the future?
- What traits or attributes are “bubbling up” now that I want to expand?



Once you’ve answered these questions, it’s time to begin crafting your brand.

How do I craft a Brand that is larger than who I am today?



Although “Branding Yourself” does boost your career, it isn’t exclusively what it is all about. As part of your brand, you will want to include a focus on issues and outcomes that have been instrumental to the greater good of your organization.

It is critical to link your actions, expertise, innovating, producing to the company’s bottom line. As much as we may deny it, the more closely you tie your brand to the company’s future, the faster you progress. Align your brand with their values (or business strategies) magnifies the impact, you will realize.

Exploring answers to these questions provides a great deal of information to distill into developing a “Branding Yourself” statement. Marinate on your responses. When ideas emerge—even just glimmers—it is time to begin crafting your brand. Start by writing down what resonates with you from this exercise. The more insights you gain, the more potent a brand you will create for your career. Don’t expect your first effort to be your final one because it rarely is. Almost everyone finds it far harder to write about themselves than it is to write compelling proposals for your company. Honestly, though, it will be worth it in the end. Moreover, don’t stop until you can own everything you say in “Branding Yourself.”

Why should I spend time crafting my Brand when I'm so busy?

If you've taken the time, you have identified the space you own, what your hopes and dreams are for your future. It is you recognizing where you are today and where you can make the most substantial impact on your company's profitability. You may even have uncovered areas you want to give up or transform moving forward. You've come to appreciate the rebranding opportunities at a deeper level.



There is one caveat. Taking the time to “Brand Yourself” will be a wasted effort if it rests on a foundation that's not the truth or if others perceive you as not genuine, so this must be an honest process. Why would you want to project something that you are not or never can be?

Be fearless in being yourself. If you can't own it, can you own a part of it? Do you need to go back to the drawing board? Perhaps you need to pay attention to boosting your confidence meter before launching your brand because if you don't believe in yourself, no one else will.

As Oscar Wilde says: *“Be yourself because everyone else is already taken!”*

How do I embed my Brand into my career?

Write out your brand from the questions you’ve explored, and the insights gained. Tape it to your bathroom mirror and then, every morning, spend five minutes reading your statement; envision yourself living it, see your brand impacting your daily work and those around you. You get to choose. And you decide to be your brand every day as you walk in the front door of your company.

By vividly dwelling on your brand—even if only in your mind—your brain is truly interacting and relating to it as though real. As Stephen Covey, author of *The 7 Habits of Highly Effective Leaders*, was fond of saying, “*All things are created twice. There’s a mental or first creation, and a physical or second creation to all things.*” What bold, stimulating future career actualities are you interested in inventing and establishing as your second creation through “Branding Yourself?”

It is essential to keep in mind that your brand represents your career journey past, present, and future, so it is never static. Revise it as often as new, more powerful concepts are known to you. Development and growth are all about being open. If a brand doesn't expand to meet the potential bigness of your future, it isn't going to be a very comfortable fit for you.... Will it?

If you think that by determining your brand, you are through with the exercise, and the company will view you differently, you’d be wrong. This limited strategy is where so many executives miss out. Yes, there is an internal force in “Branding



Yourself,” yet the actual power comes from how you manifest your brand day in and day out interactions with others.

It is time to take your brand on the road. Are you ready to walk your talk?

How can I introduce my Brand?

Your next step may stretch your comfort zone a bit, but as you’ve dug deep, you now see yourself in a new light—a confident light! “Branding Yourself” depends on you initiating some movement toward your future. Let’s review a few actions you can take that will spread the word about who you are as well as the promise of who you can be.

1. Narrative/Story Telling:

You have rich content to start *water-dropping* your brand through narratives or storytelling. I’m particularly partial to the “water drop” concept because it permits you to reveal information without being emotionally attached to it. Envision a water faucet as one drop of water falls to the ground. The tap gives up



control over where the drop lands the moment it’s released. This is the technique that will be helpful in building your brand.

Water-Dropping is an effective, though gradual, method for introducing your brand to others. These idea drops are merely sprinkled naturally throughout the organization during interactions. With time, these *water drop* brand ideas often take root, find common ground, and spring up as an entirely viable, supported reputation within the organization.

It is this attitude that I’m asking you to take on as you reveal your brand. No clutched hands. No fear. Changed perception doesn’t take place in one singular contact. Rather it has a cumulative impact, so keep on telling your stories one *water-drop* after another.

Prepare several incidents that demonstrate your brand and share them when the time is suitable. No self-aggrandizement. It is you sharing a bit about a project you successfully worked on that made a difference to the company, or naturally chuckling over an instance when one wise word from you changed the tone in the room, or graciously complimenting an employee who quickly gained expertise through your mentoring. Your narrative is centered on the organization’s greater good while disclosing your brand in action.

No bragging. It doesn’t work for women rather genially conveying a story that connects with the brand you’ve created. Finding your *brand* voice is vital to your



identity, taking root throughout the organization.

If, as you “water drop” your “Branding Yourself” stories, the recipient looks like a deer startled, frozen in the headlights, you’ll need to reassess. First, ask, “Does the brand I created authentically represent me? Second explore, “Do my stories correspond to the essence of my brand?”

2. Elevator Speech:

It is a concise, powerful sentence or two about who you are—not solely your position. It emerges out of your branding. Your elevator speech answers the question in the minds of the executives before they ask, such as: “What do you stand for?” “What do you want to be known for?”

You reach your hand out, introduce yourself, and then bring up a bit of vibrancy you gleaned from your branding research. You may even consider adding a comment regarding your career vision that correlates directly to the long-term strategy of the company or is particularly pertinent to the interest of the executive you are meeting. Your elevator speech introduces the value you add and separates you from the rest of the crowd in the mind of the leader.

3. Resume:

Heck, yes, it had better include our brand! You know your resume represents you. Although this report doesn't intend to cover resumes, you will want to insert your brand right at the very top and liberally sprinkle it throughout your resume. Suddenly bland comes alive with this addition of your individuality.



4. Join a Non-Profit or Professional or Trade Industry Association:

There is no better way to practice your brand than at a nonprofit or professional trade/industry association. They are always begging for competent, committed volunteers, and it often provides fertile soil to expand into areas of interest identified in your research. In fact, it is often seen as a training ground. According to Deloitte, *91 percent of Fortune 500 HR managers said that “volunteering knowledge and expertise to a nonprofit can be an effective way to cultivate critical business and leadership skills.”*¹⁰ And it is a non-threatening way to rehearse “Branding Yourself” in real-life circumstances.

5. Social Media Presence:

Big time if you are serious about “Branding Yourself.” I hope that any of you, who have decided to establish a social media presence, considered your future “Branding Yourself” identity before registering online or typing in your first word on any site.

I’m sure all of you know by now, companies are viewing your social media presence well before they ever meet you.



Kevin O’Leary of SharkTank says:

“Every time I look at hiring somebody, I go and gather their digital footprint from every source I can get. Most companies now, mine included, employ people who specialize in just watching what’s happening on all the platforms.”¹¹

We all know the horror stories of some highly skilled, competent candidates who never got called in for an interview because of their *less than stellar postings*. I hope you are not one of the up-and-comers who shot themselves in the foot.



If you still believe social media isn't for you, I encourage you to rethink your position. We're in a global work environment where *all CEOs of the Fortune 500 are on LinkedIn and leveraging social media for their own Executive Branding efforts.*¹²

Let's just look at Michael Dell, Chairman and CEO of Dell as an example. He's...

*“taken the virtue of LinkedIn and used them to propel forward. His own extensive network (around 20,000 first level connections) allows him to stay connected with partners and clients around the world. He can update them instantly and simultaneously with statuses, access crucial information at the drop of a hat, and organize meetings based on travel schedules with ease.”*¹³

I judge if LinkedIn works for Michael Dell, you ought to think about jumping in yourself.

Social media is simply too powerful and ubiquitous to employ or play with lightly. The upside is that social media is the perfect environment to introduce your brand. The downside is that it can also be the destruction of a career.... You decide whether it reinforces or damages your career by how you choose to use it strategically.

As you post to Facebook, LinkedIn, Google+, Snapchat, IM, or make comments on Twitter or any of the other mobile social media sites popping up, think.... “Does this represent my brand in the highest light?” It is that important for your career.

Just think about it. Top leaders hire social media experts to post comments and manage their social media presence—not to mention their corporations. If leaders and their companies all believe paying someone big bucks to elevate their social media is the price of doing business, isn’t it worth putting some time and strategy into it as well. It is almost irresponsible not to do so!

I can’t tell you
actively updat
Actually, a joir
all jobs are fill
social media to



utives when laid off, who came to regret not
profile as well as building their connections.
Lou Adler and LinkedIn reveals: *85 percent of*
here is no question companies today are using
and high potential employees in minutes. Just

look at the results from a recent LinkedIn research report which shows *94 percent of recruiters use LinkedIn to vet candidates.*¹⁵

Well, you have developed your brand. Start using it by introducing it in the social media arena through posting comments, thoughts, and content that characterize you. You will be touching far more people than you do in your face-to-face encounters.

How can I verify my Branding is authentic?

Consider your brand. Is it working for you in every area of your career?

Imagine creating a “spirit level” or as carpenters more often refer to it as a “bubble level” for your brand. Carpenters, stonemasons, and surveyors use this instrument to verify the accuracy of the foundation they just created. This thought-process ensures the building will stand the test of time and not crumble because of any imprecise underpinning.



By translating this “leveling” concept into your workday, you will forge a “brand” that stands the test of time. Examine: “Where does my ‘brand bubble’ fall

on this posting and picture, or corporate project, or presentation, or customer meeting, or a conversation with my boss?” “Is my “brand bubble” smack dab between the two lines of awareness—*too little* and *too much*?” “Am I in the space I created for myself through branding?” “Have I tied my brand to the strategy and bottom line of the organization?” Erring on the side of caution never hurts in the long run.

The only way you can get it right is by making fine-tuning adjustments to your statement that fit you and your organization. No one can travel the “hero’s path” alone. Your brand and career prosper as others believe in you.



So, leap into “Branding Yourself” and create the dynamic career you have always longed to generate!

As you “Brand Yourself”, you will discover something magical occurring. Your career will gain momentum as your organization identifies you as a high-potential executive. You will be more sought after, and you will have more influence.... and much, much more.

Success and enjoy always,

Nancy Fredericks

Who is Nancy Fredericks?

She is a preeminent **business executive strategist, author, and thought leader**. Corporations like Johnson & Johnson, PepsiCo, Adobe, and Transamerica have retained her to optimize individual and organizational performance through her strategic coaching, developmental programs, keynote speeches and insightful business writings.



For the last thirty years, she’s been a gifted coach who partners with executives to produce sustainable, powerful results. Nancy’s speeches and developmental programs are interactive, content-rich, powerful, and provocative as she draws on her extensive consulting background with Fortune 500 companies as well as years of leading developmental programs for organizations around the country. As one client said, *Nancy generates lightning throughout the room.*

¹ Tom Peters—More on Brand You—Introduction to Brand You Concept

<https://www.youtube.com/watch?v=m4G9EkblwIw>

² Article: Personal Branding Is A Leadership Requirement, Not a Self-Promotion Campaign, by Glenn Liopis, Forbes, April 8, 2013, <http://www.forbes.com/sites/glennliopis/2013/04/08/personal-branding-is-a-leadership-requirement-not-a-self-promotion-campaign/>

³ Article: Personal Branding Is A Leadership Requirement, Not a Self-Promotion Campaign, by Glenn Liopis, Forbes, April 8, 2013, <http://www.forbes.com/sites/glennliopis/2013/04/08/personal-branding-is-a-leadership-requirement-not-a-self-promotion-campaign/>

⁴ Article: Personal Branding Is A Leadership Requirement, Not a Self-Promotion Campaign, by Glenn Liopis, Forbes, April 8, 2013, <http://www.forbes.com/sites/glennliopis/2013/04/08/personal-branding-is-a-leadership-requirement-not-a-self-promotion-campaign/>

⁵ <https://blog.bonus.ly/6-research-backed-reasons-rethink-annual-employee-evaluation>

⁶ Gallup, State of the American Workplace, 2013, page 46.

⁷ Gallup, State of the American Workplace, 2013, page 48.

⁸ *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent and Lead* by Brene Brown, Kindle Edition, Page 89.

⁹⁹ <https://www.forbes.com/sites/margiewarrell/2016/01/20/gender-confidence-gap/#382c90181efa>

¹⁰ Article: *Why Volunteering is Good for Your Business*, Michael Haberman

¹¹ ABC's 20/20, March 27, 2015

¹² Article: *What is Executive Branding*, J.T. O'Donnell

¹³ Article: *Connect with Business Leaders: LinkedIn is the Fortune 500 Exception*, Lori Ruff

¹⁴ <https://www.linkedin.com/pulse/new-survey-reveals-85-all-jobs-filled-via-networking-lou-adler>

¹⁵ <http://expandedramblings.com/index.php/linkedin-job-statistics/>