

# Leading with purpose

**Toolkit 1:** How we can lead with bravery





# About Six

For over 25 years, Six has been woven into the fabric of some of the UK's biggest organisations. We build purpose-driven brands and bring them to life through meaningful customer and employee experiences, and we create digital platforms that transform behaviour.

We're set apart because we consider both sides of the brand coin. Internal and external. Consumer and employee. So we can tell your brand story in a more engaging, compelling and authentic way.

We bring culture and human experience into our creative and digital strategy. This helps our clients navigate through constant change, identify and articulate their purpose, transform their culture and align their internal and external comms.

We're an independent agency of more than 40 experts. Working as strategic partners for our clients where we are trusted to always go above and beyond.

We work with marketing leaders and senior leadership teams across both the public and private sectors, in B2B and B2C settings. Our clients tell us they value our creativity, integrity, focus – and our foundation of open and collaborative working relationships.

## Ruth Clarke Deputy Managing Director

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Ruth is a qualified member of the CIPD and CIM, and combines her strategic marketing 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. Strategic and multi-channel, Ruth became part of the early leadership team at Six to drive growth and help businesses with their communications challenges.

# About tml Partners

With a team of highly experienced recruitment consultants, we provide specialist marketing expertise that is unrivalled by generalist head hunters and in-house resourcing teams. We network extensively in this community, continually adding value with thought-provoking events and publications to help facilitate the agenda for the marketing leaders of tomorrow.

Finding the right marketing talent is far from obvious and ineffective hiring is high risk. Working in partnership with leadership teams across a variety of industries, tml Partners mitigate this risk with a truly dynamic perspective on hiring the best marketing talent. We're trusted and connected networkers in the senior marketing community and spend a lot of time understanding the motivations of and building meaningful relationships with the best, hard to find, passive talent.

tml Partners have spoken to their network of senior leaders across a number of sectors to draw upon real-life experiences of their leadership journeys. In addition they've shared thoughts around purpose, behaviours and styles as well as reflecting on how to continually strive for improvement and growth.

## Simon Bassett Managing Director

[simon.bassett@tmlpartners.com](mailto:simon.bassett@tmlpartners.com)



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.

# 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.

## *Future toolkits in this series:*

### **Leading with a growth mindset**

Connecting with your people

### **Leading at a distance**

Purpose in action

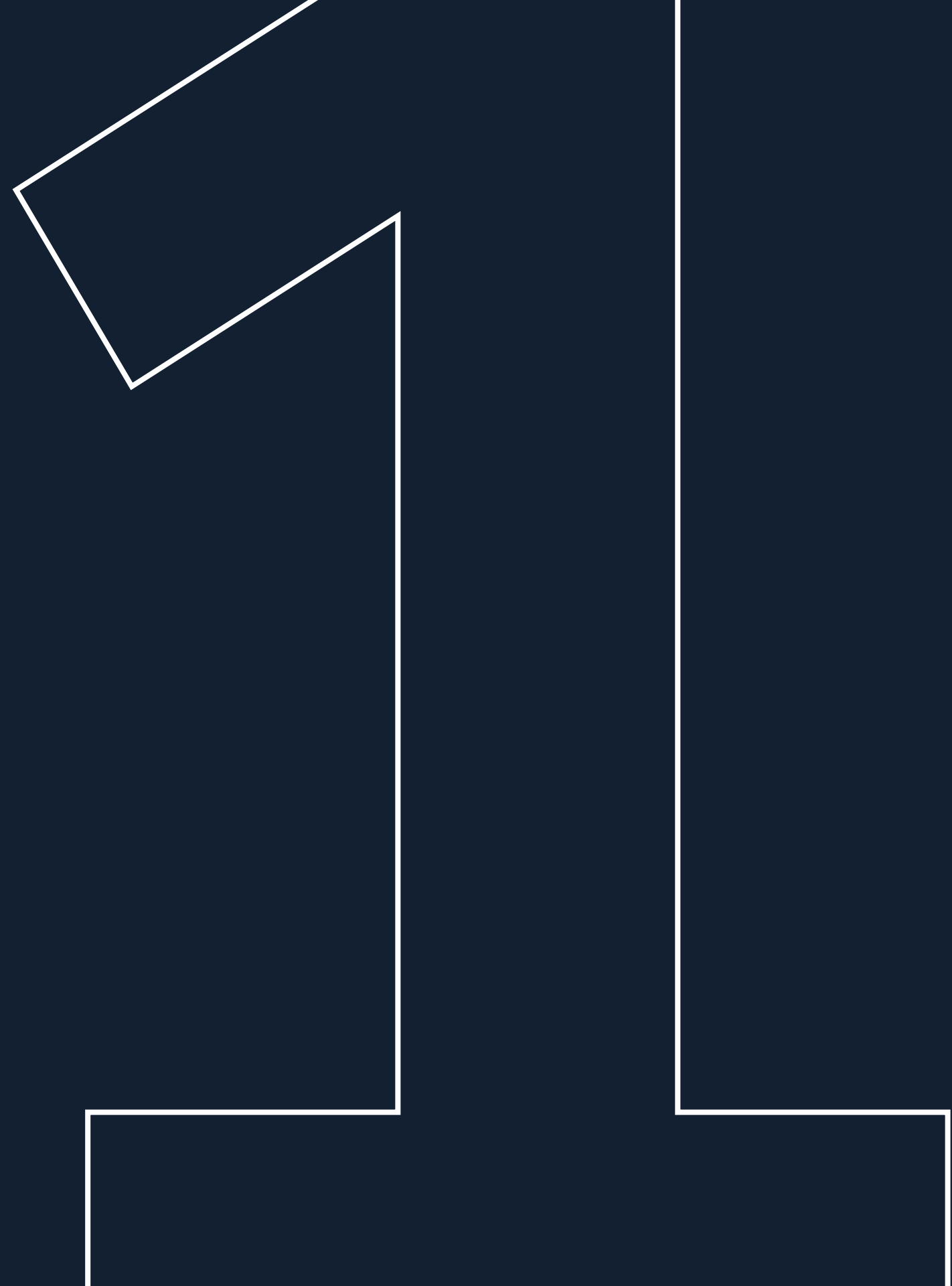
A big thank you to all of our marketing contributors for sharing their experiences and thoughts first-hand on developing their own leadership styles.

# Contents

We hope you find this toolkit empowering and a useful first step in your journey of self-reflection.

- 05** Leadership ingredients
- 17** Finding your purpose
- 25** Mapping your opportunities

# 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.

## *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

## *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

## *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

## *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

## *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

## *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*

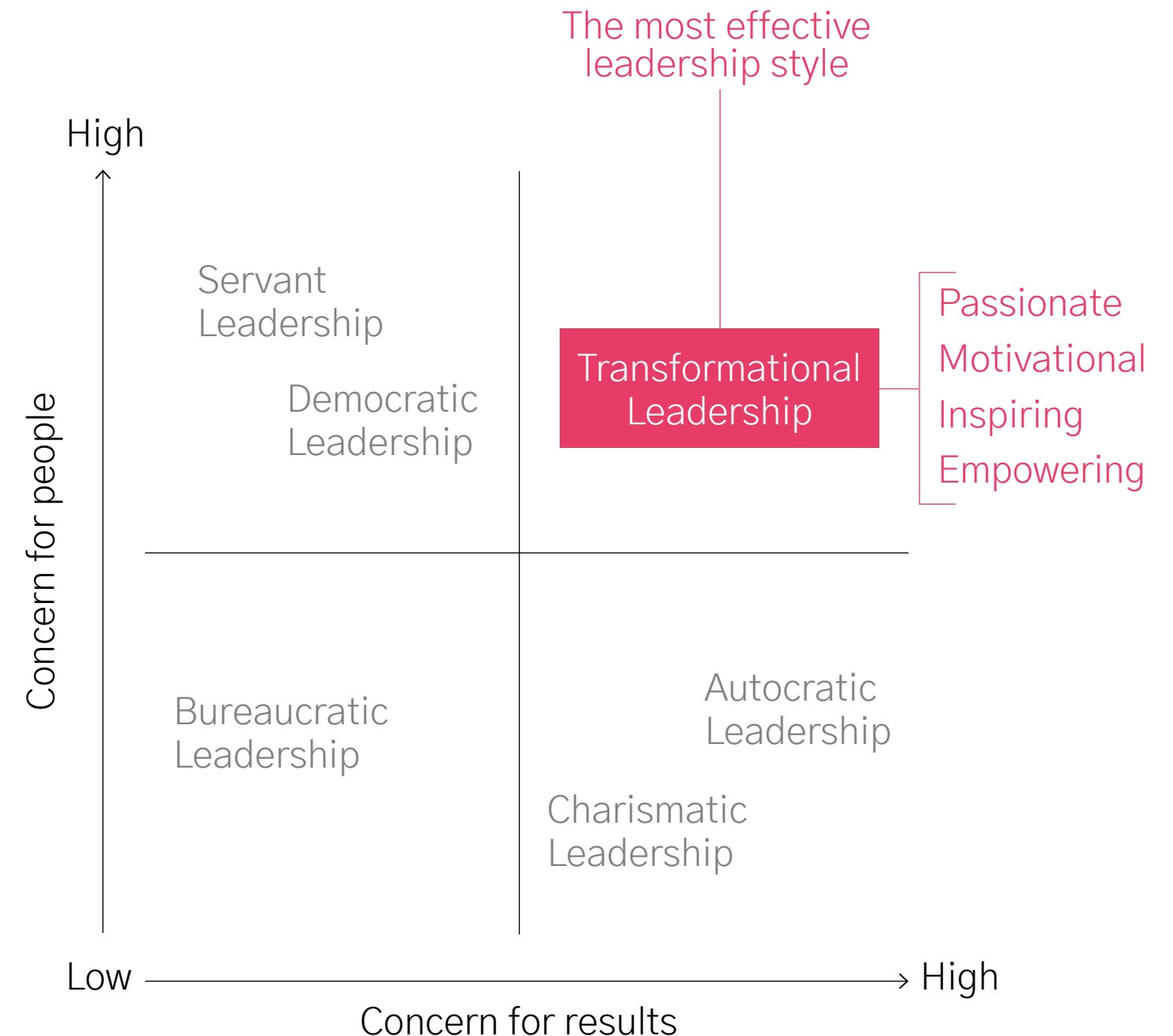
This is the degree to which a leader emphasises concrete objectives, organisational efficiency and high productivity when deciding how best to accomplish a task.

## 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
- Provides support and recognition
- Stirs the emotions of the people
- Gets people to look beyond their self-interest
- Inspires people to reach for the improbable





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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.

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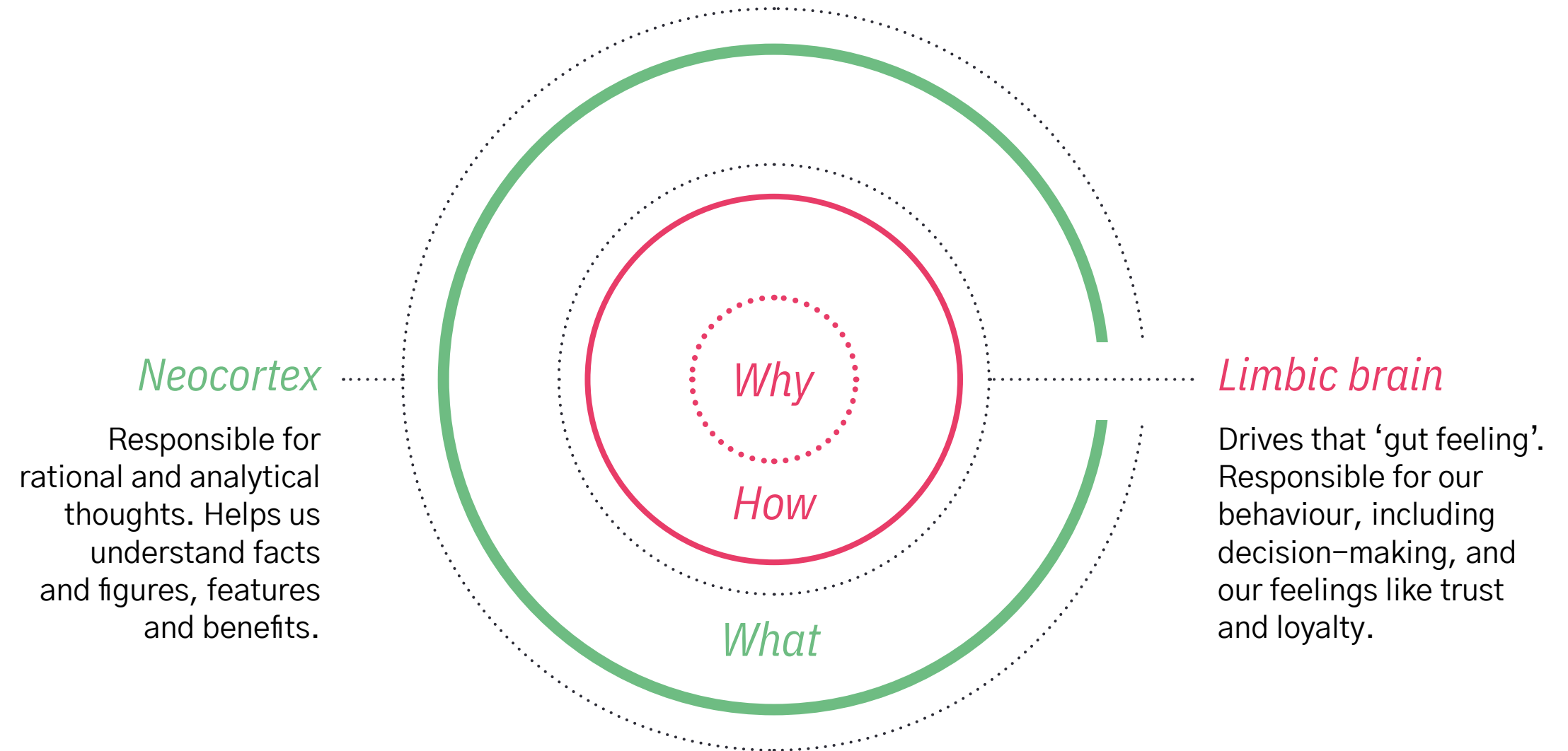
Ask yourself, ‘what do you need in order to be at your best right now, so that others can get the best out of you?’ One of the most valuable things you can offer is your time. Be generous.”

***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: [https://www.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)



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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.

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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*

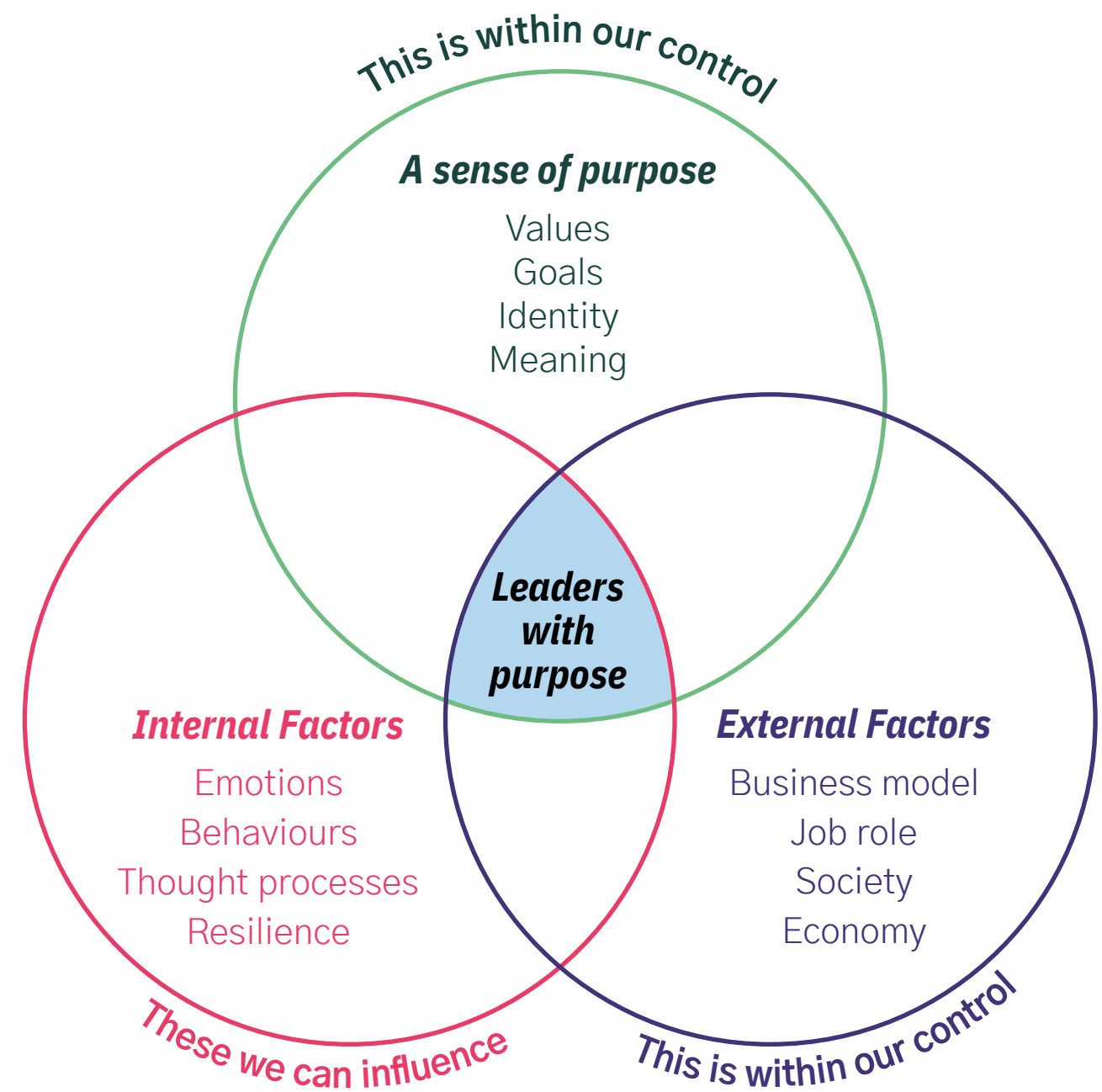


# How to lead with purpose

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.**



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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.

# Finding your purpose





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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 01

# 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?

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Why do you value it?

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

## What kind of legacy do you want to leave behind?

What do you believe in most strongly?

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What do you want to be remembered for?

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

 Exercise 02

# 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

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

 Exercise 03

# 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 of 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 04

# 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.

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## 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.

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## 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.

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# Feedback

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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.



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.

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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.*

 Exercise 06: Setting your goals

**What have I learnt about my leadership style since lockdown in 2020 began?**

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

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

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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?**

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

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**How can I develop my talents and purpose further?**

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Efforts and courage are  
not enough without

*purpose and direction*

*John F. Kennedy*



Need to talk about  
purpose and how we  
can help leadership  
teams align with their  
brand and culture?



To find out more about Six  
visit [www.six.agency](http://www.six.agency)

Give us a call on **0117 915 0066**

Or get in touch with our  
Brand and HR consultant  
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