

# **THE 12 POWERS OF A MARKETING LEADER**

## **WORKBOOK**

(For use with the main book)

## **Doing Marketing Isn't the Same as Leading Marketing**

Being a marketing leader is all about serving the customer *and* about influencing the organization to improve the end-to-end customer experience. It's about mobilizing your boss, your colleagues, your team, and yourself to maximize the overlap between customers' needs and the company's needs.

This workbook summarizes the questions from each chapter of *The 12 Powers of a Marketing Leader*. We hope you'll find it useful as you set your leadership priorities (you'll only be able to use this workbook together with the main book).

You can find additional insights on [www.marketingleader.org](http://www.marketingleader.org).

Keen to take your marketing leadership skills to a new level? Please consider the Marketing Leadership Masterclass. [marketingleadershipmasterclass.com](http://marketingleadershipmasterclass.com)

## **SUMMARY – THE 12 POWERS OF A MARKETING LEADER**

### **MOBILIZE YOUR BOSS**

#### **Power #1: Tackle Only Big Issues**

Make sure that what you work on is inside the V-Zone: it matters for both customers and the company (as judged by the CEO). And put a price tag on your work, so people see why what you're doing matters.

#### **Power #2: Deliver Returns, No Matter What**

Financial returns should be your priority. Being seen as an effective investor will also help your standing at the top and, ultimately, make more resources available to you.

#### **Power #3: Surround Yourself with the Best**

Mobilizing your boss is easier if you work with the best external people who will deliver great work. (This is the weakest of the 12 Powers but helpful at the margin).

### **MOBILIZE YOUR COLLEAGUES**

#### **Power #4: Hit the Head and the Heart**

You can't mobilize colleagues if they don't listen to you. Tell them a real-life story that others hope; get into their hearts as well as their heads.

#### **Power #5: Walk the Halls**

As a marketer, you won't change the world by sitting at your desk. You have to go out and engage people to make things happen. This is one of the most important of the 12 Powers.

**Power #6: You Go First**

Aim to lead from the front. Be the change you want to see. Act as a role model for others.

**MOBILIZE YOUR TEAM****Power #7: Get the Mix Right**

You need the right mix of team skills, styles, and personalities (including yours). To build a powerful tribe, align the team closely around a common goal.

**Power #8: Cover Them in Trust**

Love it or hate it: as team leader, you are also the judge. You must set the standards, weigh performance, and ensure consequences when needed.

**Power #9: Let the Outcomes Speak**

Love it or hate it: as team leader, you are also the judge. You must set the standards, weigh performance, and ensure consequences when needed.

**MOBILIZE YOURSELF****Power #10: Fall in Love with Your World**

This is another really important Power. As a marketing leader, you need to know your stuff (customers, products, and industry). This knowledge can also inspire you and others.

**Power #11: Know How You Inspire**

Inspiration is a marketing leader's biggest weapon. The more you understand why and how you inspire people today, the more you can use these abilities to mobilize others.

**Power #12: Aim Higher**

The road ahead will sometimes be bumpy. Successful marketing leaders aim high and hang on to their dream to make big things happen—even against the odds.

## The 12 Powers of Marketing Leaders— Where Am I Today?

For each question, ask yourself how well the statement applies to you. Be as honest as possible. Write your score next to each statement:

5	- Applies completely
4	- Applies somewhat
3	- It depends
2	- Doesn't really apply
1	- Doesn't apply at all
___	1. In my team, I have built a high level of trust and confidence.
___	2. Others can see that my actions help achieve our business goals.
___	3. My activities create high returns for the business.
___	4. I always mobilize people in the organization with my vision.
___	5. I know myself and my impact on others.
___	6. I always inspire people with my customer vision or story.
___	7. In my team, people take accountability very seriously.
___	8. I have a clear vision of what I want to achieve in my life.
___	9. My priorities are fully aligned with those of the top team.
___	10. I have built a team with the right skills and a clear direction, to solve our biggest business issues.
___	11. I'm a true expert when it comes to my customers, products, and industry.
___	12. I always work with the best external people.

How to read your scores for each of the four areas, assuming you've been neither too tough nor too lenient on yourself:

13-15: You are already mastering these Powers of marketing leadership very well.

9-12: You're mastering some of these Powers, but you aren't using them as much as you could.

3-8: You aren't yet showing many of these Powers.

**You can take a more complete online version of this test here:**

**<https://thomasbarta.com/marketing-leadership-test/>**



- e. How can you prove that the big issue is big, using a price tag based on credible data?
  
- f. How can you ask to lead the effort to tackle the big issue?
  
- Are you zooming in and zooming out enough to lead the digital strategy debate in your company?



## **Power #2. Deliver Returns, No Matter What**

### **Critical Questions You Must Answer**

Delivering returns is a key driver for your business impact. It will also help your career.

- a. Have you made clear to people in your organization how marketing works? What can and can't they expect of marketing?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- b. How can you open marketing's books to help people understand the returns you create?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- c. Are you working on the most important marketing instruments for the V-Zone—and how could you increase your influence on key revenue drivers?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- d. How well adjusted is the customer surplus your company is offering? Are you prioritizing the things that, relative to the cost of providing them, create the most value for the most customers?

- e. Do you have high-ROI opportunities for your current budget, or should you give some of it back?
  
  
  
  
  
  
  
  
  
  
- f. Are there high-ROI opportunities that would justify a higher budget, and have you explored this?
  
  
  
  
  
  
  
  
  
  
- g. Could you find significantly more effective ways to spend your budget (and perhaps even cut it in order to try)?
  
  
  
  
  
  
  
  
  
  
- h. Are you focusing on a few high-impact marketing activities rather than on many that are small?



## **Power #4. Hit the Head and the Heart**

### **Critical Questions You Must Answer**

Mobilizing your colleagues begins with an inspiring customer story. Finding such a story is an important driver of marketers' career success and also contributes to their business impact.

- a. What's an inspiring customer story that will capture your colleagues' hearts and minds and help them understand how they can support the movement to increase the V-Zone?

- b. Are you using customer language when you communicate internally?  
Are you a true voice of the c

## **Power #5. Walk the Halls**

### **Critical Questions You Must Answer**

To mobilize your colleagues to expand the V-Zone, walking the halls is an essential power. It's an important driver of both business impact and career success. It's also an area where most marketers can take a leap forward. What about you? Try these questions:

- a. Do you share a simple, consistent customer story repeatedly, so that enough colleagues recall it?
  
  
  
  
  
  
  
  
  
  
- b. Are you walking the hallways—listening, deciding, and communicating (LDC)?
  
  
  
  
  
  
  
  
  
  
- c. Are you fully involving other functions in your projects?
  
  
  
  
  
  
  
  
  
  
- d. Have you named the elephants that hinder your company's success?

- e. Do you have a “bulldozer” to remove obstacles if your important customer projects get blocked or bogged down?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- f. Confronted with GMOOT, do you politely ask for evidence of relevance and effectiveness?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- g. Are you sharing praise with others, and are you doing so publicly and often?

## **Power #6. You Go First**

### **Critical Questions You Must Answer**

Talk is good—action that visibly drives the business is better; especially for your career. To mobilize your colleagues, find ways to demonstrate that your actions enlarge the V-Zone. That often means going first and showing what’s possible.

- a. How can you start a movement in your organization by going first and by finding those important first followers?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- b. Are you creating some quick wins to prove your case?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- c. Are you visible at the front line and in ways that create immediate impact?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- d. Are you using the language of action (as opposed to the language of concepts and theories)?

## **Power #7. Get the Mix Right**

### **Critical Questions You Must Answer**

Building a skilled team focused on the V-Zone is a big, big driver of senior marketers' business impact and, to a lesser extent, career success. Getting the team mix right means you must skillfully answer these questions:

### **Team Skills & Structure**

- a. Does your team have the right mix of creative and analytical skills to enlarge the V-Zone?
  
  
  
  
  
  
  
  
  
  
- b. In recruiting people, especially leaders, do you consider their network and their networking skills?
  
  
  
  
  
  
  
  
  
  
- c. Are the people you're recruiting sufficiently diverse?
  
  
  
  
  
  
  
  
  
  
- d. Are you "building" and "buying" the right skills in the right order?



- e. To gain experience and expand networks, do you enable team members to rotate with other functions?
  
  
  
  
  
  
  
  
  
  
- f. Are you, the leader, building your own marketing leadership skills too?
  
  
  
  
  
  
  
  
  
  
- g. Does your team have a proper skills development plan?

**Team Direction**

- a. Can the leaders on your team give a consistent answer to the question “Why do we exist?”
  
  
  
  
  
  
  
  
  
  
- b. Do you often remind them why the team exists?

- c. Does your team have a mission that its leaders subscribe to wholeheartedly?
  
- d. Is your team's chief focus internal or external?
  
- e. Have you and your leaders agreed upon what "not to do" as a team?

## **Power #8. Cover Them in Trust**

### **Critical Questions You Must Answer**

High-performing marketing leaders build their tribes' trust and confidence.

Ask yourself these questions:

#### Team Trust

- a. Are you leading from the front as a professional role model for your team? Are you punctual and reliable? Do you strictly follow the company's rules?
- b. Have you created a climate of intimacy in your team, so that people can openly talk about problems and issues? Have you made the switch from *I* to *you*?
- c. Do you manage your ego in a way that it doesn't erode trust?



f. Are you developing “good enough” relationships with people you don’t like?

g. Are you an effective chief mood officer for your team?

## **Power #9. Let the Outcomes Speak**

### **Critical Questions You Must Answer**

As a marketing leader, assuming the role of team judge, who lets the outcomes speak and who holds people accountable, may not always be comfortable. But if you want to seriously increase your company's V-Zone—the overlap between customer and company needs—you must also keep and check performance standards. Creating a performance culture and enforcing accountability matters a lot for the growth of your leaders—and for your own success. Think about these questions:

### **Team Performance**

- a. Are you consistently setting task deadlines?
  
  
  
  
  
  
  
  
  
  
- b. Are you consistently doing deadline follow-up?
  
  
  
  
  
  
  
  
  
  
- c. Do you record and follow up on actions agreed at meetings, rather than keeping “meeting minutes”?

d. Have you agreed how your direct reports will roughly allocate their time?

e. Do you celebrate team successes frequently and publicly?

### **Team Accountability**

a. Do you assess your team regularly without exception?

b. Are your team's performance assessments based on facts and results?

c. Are leaders from other departments helping you with your team assessment, so the judgments are more objective?

d. Have you created a team development map that's regularly reviewed?

e. Are your team's rewards directly linked to success and failure?

f. If a team member persistently fails to perform, will you bite the bullet and, if necessary, let them go?



## **Power #10. Fall in Love with Your World**

### **Critical Questions You Must Answer**

Knowledge is a powerful source of inspiration for marketing leaders—and hence a key lever if you want to expand the V-Zone. Knowing customers, the market, and your products contributes more than any other single power to senior marketers' business impact. Conversely, product knowledge is an important driver of career success.

### **Customers**

- a. How can you spend more time directly interacting with customers?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- b. Can you co-create with your customers in developing insights and better offers?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- c. How can you turn data into insights? Are you really getting value from your existing market research? Could you reallocate funds to create better insights?

d. What's your strategy to exploit "big data" insights?

**Market**

a. How can you run regular competitive assessments to understand the market dynamics and trends and competitors' strategies?

b. Are you getting to the most important industry gatherings?

c. Are you taking time out (maybe once a year) to reflect on where you stand versus the competition, and to adjust your plans?

## **Power #11. Know How You Inspire**

### **Critical Questions You Must Answer**

As a marketing leader, knowing yourself and your impact on others is a big career driver and also reinforces your business impact. To expand your influence and your company's V-Zone, you must understand which aspects of your personality inspire other people, so you can better mobilize your team.

Ask Yourself:

- a. What makes you tick (in a way that inspires both you and others)? In particular:
  - a. What drove the big decision(s) that got you to become a marketing leader?
  
  
  
  
  
  
  
  
  
  
  - b. What were the happiest moments in your marketing career?"
  
  
  
  
  
  
  
  
  
  
  - c. What most excites and engages you in my current role?"

b. How might you inspire others today?

c. How could you double up on the things that inspire others most in you?

d. What negative behaviors should you try to stop, or at least explain to those around you?

e. What's your most effective authentic marketing leadership style?

## **Power #12. Aim Higher**

### **Critical Question You Must Answer**

A vision that connects your professional marketing goals with your personal goals will help you inspire and mobilize others, and, through this, expand the V-Zone.

a. What's your inspiring vision?

b. What's your Marketing Leadership Manifesto?

## It's Time for Your Launch

You've gotten to where you are because of what you're good at. Build on that—don't try to change everything. Instead, at least for now, work on just a few of the areas we've covered—ideally, those that will give you the biggest bang for the buck. Don't try too much too fast. Go for smaller changes—but give them attention. Look back through the book and list the ideas you find most powerful. Then ask yourself, *Which of the leadership behaviors I listed will have the biggest impact on my success as a marketing leader? Which behaviors can I realistically implement in the next six to twelve months?*

Pick a maximum of three—your *Big Three*. Think of these as the three mission critical leadership efforts you'll make, even when things get tough. Be specific and add a deadline wherever you can (without the rigidity of a Soviet-era five-year plan).

### My Big Three

**1.**

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**2.**

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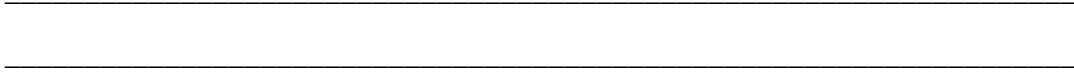
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**3.**

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**Good Luck!**

**Thomas & Patrick**

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## MY NOTES

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