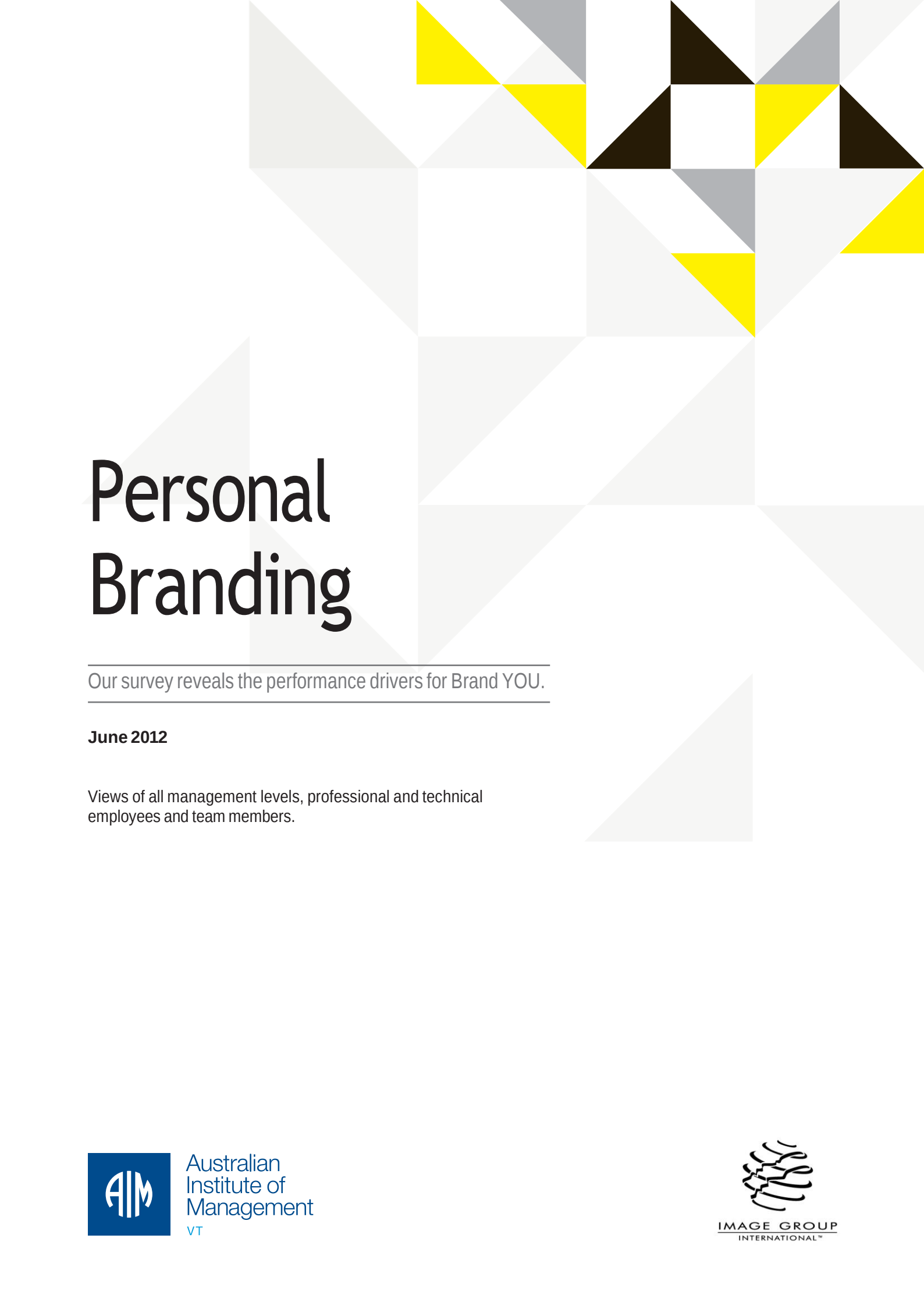




Personal Branding

Our survey reveals the performance drivers for Brand YOU.

June 2012

Views of all management levels, professional and technical employees and team members.



Australian
Institute of
Management
VT



IMAGE GROUP
INTERNATIONAL™

Methodology

Branding can be applied to almost anything: large corporations; small business; not for profits; cities; regions; products; services; and even individuals. In an increasingly competitive business environment, we can expect personal branding to assume more importance as managers and leaders seek to build their individual performance traits.

The insights gained through this survey will assist our members and stakeholders gain a better understanding about the scope and influence of personal branding.

AIM worked in conjunction with Image Group International (IGI) in framing the survey questions and analysing the results of this survey. Responses to this questionnaire closed in the first quarter of 2011.

In total 1,023 responses were used for comparing and analysing survey results. The sample included team members, professionals and all management levels. Only completed surveys have been used for our survey analysis.

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Prepared in conjunction with Image Group International.

Image Group International (IGI) is Australia's leading personal brand image advisory and coaching organisation that supports individuals and organisations to grow and monetise their personal and corporate brand in order to maximise their business, career and personal success. The CEO and founder of IGI is Jon Michail. "In the first five seconds your image influences the people you meet," he says.

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Executive Summary



The clear finding from our Personal Branding survey is that if you are not focused on improving the skills set underpinning your personal brand, you are disadvantaging your career prospects.

Ninety three per cent of the more than 1,000 business professionals we surveyed say personal branding skills are necessary to be an effective manager. Support for the importance of personal branding skills is highest among CEOs and Board Directors and lowest among team members and professional and technical staff.

When we asked survey participants how much time they spend developing their personal brand, team members are the ones most likely to spend 'Very little time' doing so (24% compared to just 2% of CEOs and 9% of senior managers).

In the survey we highlighted 12 skills that underpin personal branding:

- Negotiation skills
- Networking
- Leadership development
- Presentation
- Creative thinking and problem solving
- General communication
- Self Leadership
- Assertiveness techniques
- Business etiquette
- Dress and grooming
- Time management
- Sales and customer service.

The survey response data shows that 'Negotiation skills' is the number one personal branding skill set that business professionals believe they require to advance their careers. Exactly 60% of participants selected this option, just ahead of 'Networking' skills at 59%. Completing the top five selected options are 'Leadership development' and 'Presentation skills' (both 53%) and 'Creative thinking and problem solving' (52%).

These nominated skill sets point to the development needs of Australian organisations intent on equipping their managers and leaders with the capabilities necessary to build performance in a global marketplace. In that regard, of concern is that 'Sales and customer service' is ranked the least important personal branding skill to advantage the careers of those who participated in our survey. Just 23% of people selected this option. Such a finding will reinforce the perception that Australian organisations are not sufficiently focused on customer service.

Despite the strong belief of survey respondents that personal branding is a crucial skill if you are to be an effective manager, the findings show that too many business professionals do not have a high regard for their own personal brand. More than one in three (38%) surveyed describe their personal brand as 'Average' or below. The situation is little better with senior managers – 27% of these high level executives rate their personal brand as 'Average' or below.

The survey data also reveals that almost one third of survey participants (32%) rate their CEO's personal branding skills as 'Average' or below. This alarming finding highlights that many Australian CEOs (or equivalent) are not fully engaging with employees and therefore their leadership and related personal branding skills may need enhancing.

Consistent with previous AIM VT survey findings, we see a significant variation between the views of women and men on personal branding skill sets. When women are asked in the survey to compare their personal branding skills to those of their colleagues, they are much less likely than men to rate their skills as 'Higher than average' (46% compared to 57% for men). Similarly, when asked to rate their personal brand, women are more inclined than men to say it is 'Average' or below (45% compared to 35% for men). These findings are a reminder to organisations intent on attracting and retaining skills to ensure employee development pathways for personnel take account of the capability perception gaps between men and women.

Responses to the final question in the survey highlight just how relevant the concept of personal branding is for today's business professional. When we asked 'how important will personal branding be for your career advancement', 90% answered 'Very important' or 'Important'. That finding is very relevant to the future priorities for training and development in Australian organisations.

A handwritten signature in black ink, reading 'Susan Heron'.

Susan Heron

CEO, Australian Institute of Management - VT

Results

1. How important are your personal branding skills in shaping how you are viewed by work colleagues?

(Please select one response only)

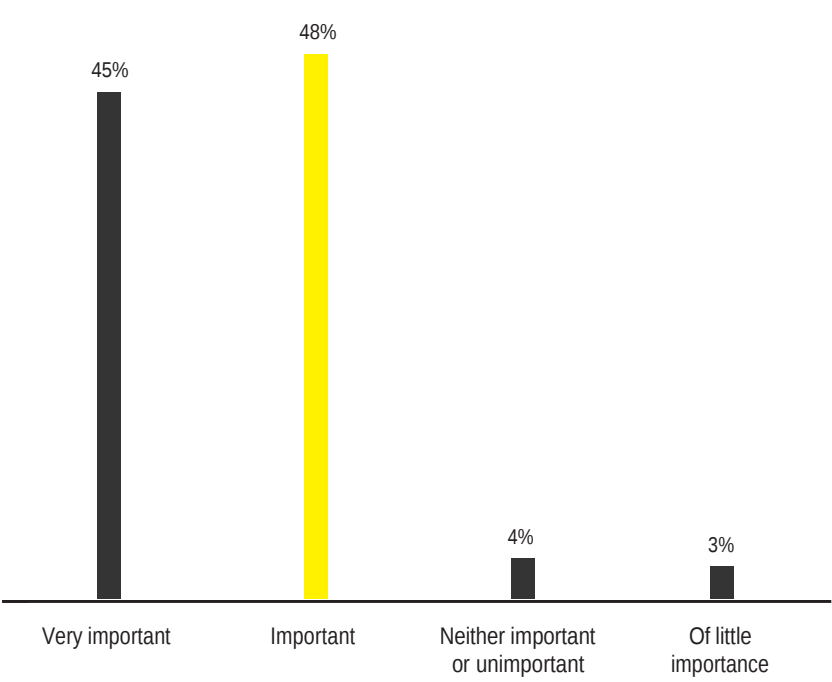


Diagram 1: Importance of personal branding in shaping how you are viewed by work colleagues

	21 - 28	29 - 35	36 - 45	46 - 55	56 - 65	66+
Very important	39%	42%	44%	47%	51%	59%
Important	54%	50%	49%	46%	44%	33%
Neither important or unimportant	7%	3%	6%	4%	3%	0%
Of little importance	0%	5%	1%	3%	2%	8%

Table 1: Importance of personal branding in shaping how you are viewed by work colleagues by age

	Business Owner	CEO	Board Director	Senior Management	Middle Manager	Professional/ Specialist/ Technical	Team Leader/ Supervis	Team Member
Very important	52%	51%	50%	56%	43%	33%	36%	35%
Important	43%	41%	50%	39%	50%	58%	54%	55%
Neither important or unimportant	0%	8%	0%	3%	4%	6%	6%	10%
Of little importance	5%	0%	0%	2%	3%	3%	4%	0%

Table 2: Importance of personal branding in shaping how you are viewed by work colleagues by position

The response data to this question is of fundamental importance to our evaluation of how personal branding is rated in the Australian workplace. The findings tell us that those people who don't rate the significance of personal branding as a key factor in determining the success of their careers are in for a shock. More than 90% of respondents say personal branding is 'Very important' or 'Important' in shaping how they are viewed by their work colleagues. And the older you are, the more likely you are to rate personal branding as highly influential in shaping how others see you. Of those survey participants aged 21-28 years, just 39% say it is 'Very important' in determining how they are viewed by colleagues compared to 51% of those aged 56-65 and 59% of those over 65 years.

When we isolate the response data to this question by management position, we see the lowest rating for 'Very important' came from team members and professional/technical staff (35% and 33% respectively) compared to 51% for CEOs. The employment category with the highest 'Very important' rating for this question is senior management at 56%. This tells us that executives who have made it to senior management ranks believe personal branding has been crucial in helping them get to that level, and equally important - staying there.

It is also relevant to highlight that the responses of men and women to this question are very similar with men (45%) and women (46%) saying it is 'Very important'.

Of interest is that when we analyse the findings to this question in accordance with which organisations respondents work for, we find the lowest rating for 'Very important' comes from those working in the public sector at 40% (highest - Owner manager firms at 59% and Partnerships at 60%).

2. On average, how do you think the level of your personal branding skills compares with that of your work colleagues?

(Please select one response only)

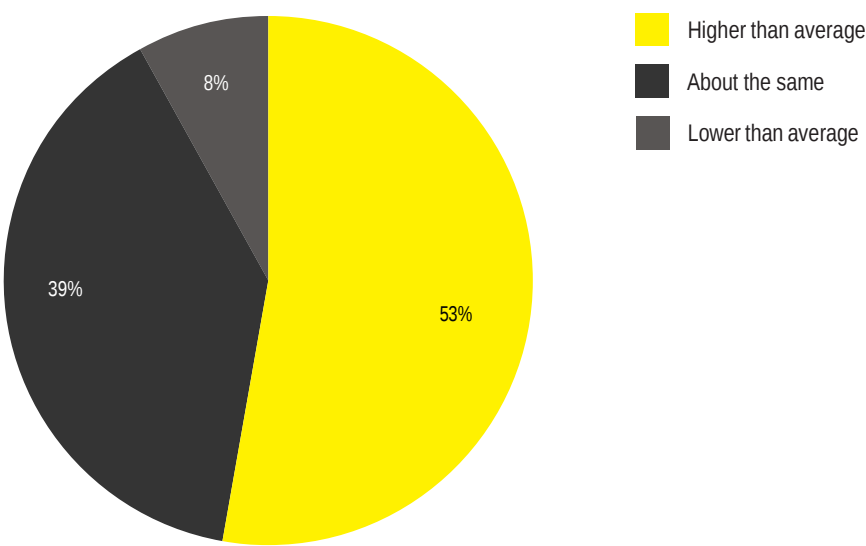


Diagram 2: Personal branding skills compared to work colleagues

	21 - 28	29 - 35	36 - 45	46 - 55	56 - 65	66+
Higher than average	54%	49%	52%	51%	60%	92%
About the same	34%	44%	38%	41%	38%	8%
Lower than average	12%	7%	10%	8%	2%	0%

Table 3: Personal branding skills compared to work colleagues by age

	Business Owner	CEO	Board Director	Senior Management	Middle Manager	Professional/ Specialist/ Technical	Team Leader/ Supervisor	Team Member
Higher than average	57%	75%	67%	61%	52%	37%	45%	31%
About the same	38%	23%	16%	34%	41%	47%	46%	55%
Lower than average	5%	2%	17%	5%	7%	16%	9%	14%

Table 4: Personal branding skills compared to work colleagues by position

	Female	Male
Higher than average	46%	57%
About the same	46%	35%
Lower than average	8%	8%

Table 5: Personal branding skills compared to work colleagues by gender

Our survey findings here show that the more senior you are in management, the more likely you are to rate your personal branding skills as superior to those of your work colleagues. Exactly 75% of CEOs and 61% of senior managers believe their personal branding skills are 'Higher than average' compared to their work colleagues. Just 31% of team members give themselves the 'Higher than average' rating.

When we examine the response data by industry sectors, we discover that people working with public sector organisations are least likely to rate their personal branding skills as better than their work colleagues. Less than half (45%) of public sector respondents say their branding skills are 'Higher than average'. Comparative figures are public company respondents (51%), private company participants (56%) and those with partnership firms (60%).

There is a big gap between men and women on responses to this question. Men are much more inclined to rate their personal branding skills as 'Higher than average' with 57% saying so compared to only 46% of women. This finding points to the need for organisations to place much greater emphasis on developing women's personal branding skills to ensure career pathways are enhanced and that the recruitment /retention of high achiever female executives is maximised. Further, this response data supports the view that women lack the confidence to achieve career goals and do not feel as valued as men in the workplace (implications consistent with findings of AIM VT's Retaining Women in the Workforce survey).



3. Which of the following skills that help build personal branding would advantage your career development?

(Please select all that apply)

Negotiation skills	60%
Networking	59%
Leadership development	53%
Presentation	53%
Creative thinking and problem solving	52%
General communication	49%
Self leadership	48%
Assertiveness techniques	46%
Business etiquette	41%
Dress & grooming	40%
Time management	38%
Sales and customer service	23%

Table 6: Skills that help build personal branding to advantage career development

This response data reveals the negative consequences of Australians seeing themselves as “easy going”. When it comes to building organisational success in the marketplace, being “easy going” does not cut it. In that regard, survey participants show they are clearly concerned about their ability to negotiate business deals to the best advantage of their organisation. When it comes to the crucial question of which personal branding skill do you most need to advantage your career development, most participants say ‘Negotiation skills’ (selected by 60% of respondents ahead of ‘Networking’ at 59%). Consistent with previous AIM VT survey findings, we see that ‘Leadership development’ at 53% is viewed as a significant skills need.

Of interest is that ‘Sales and customer service’ is ranked a clear last at 23% on the list of personal branding skills needed to advantage career development. The low rating given to this skill will add to perceptions that many Australian organisations do not sufficiently value the importance of customer service.

4. Does your organisation provide training and professional development to enhance the skills that help build a manager’s personal brand?

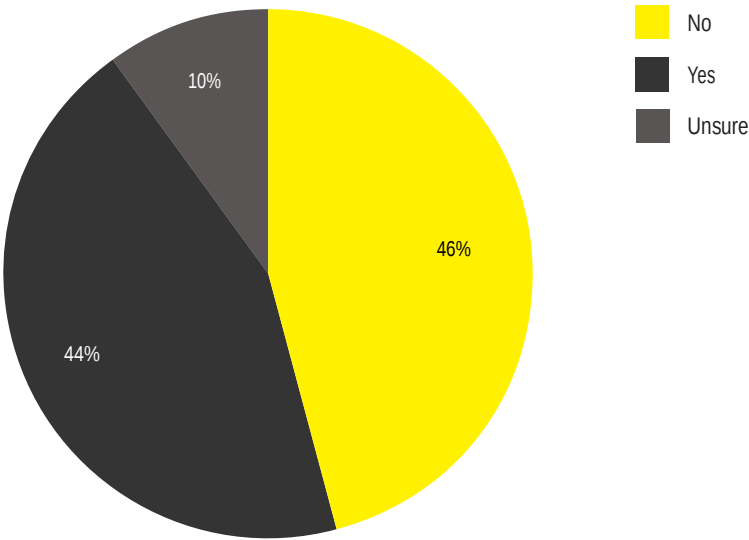


Diagram 3: Organisation providing training and professional development to enhance skills that help build a manager’s personal brand

	Business Owner	CEO	Board Director	Senior Management	Middle Manager	Professional / Specialist/ Technical	Team Leader/ Supervisor	Team Member
Yes	33%	41%	33%	41%	44%	43%	53%	38%
No	57%	57%	67%	50%	46%	46%	39%	34%
Unsure	10%	2%	0%	9%	10%	11%	8%	28%

Table 7: Organisation providing training and professional development to enhance skills that help build a manager’s personal brand by position

Fifty six per cent of respondents do not believe or are ‘Unsure’ about whether their organisation provides training and professional development to enhance the skills that build a manager’s personal brand. This indicates that although people realise the importance of personal branding (as seen in previous responses in this survey), they are not convinced their organisation gives sufficient priority to improving personal branding skills.

Consistent with earlier response data in this survey, we see that women are more concerned about this question than their male colleagues with 60% of women compared to 54% of men answering ‘No’ or ‘Unsure’.

5. To be an effective manager, how important are personal branding skills?

Very important	41%
Important	52%
Neither important or unimportant	6%
Of little importance	1%
Unimportant	0%

Table 8: Importance of personal branding to be an effective manager

Ninety three per cent of respondents believe you need to have personal branding skills to be an effective manager.

When we further dissect the data and look at the position categories which rate personal branding skills as 'Very important' to be an effective manager, we see support is highest among top level management (CEOs at 49% and Board members at 50%) and lowest with team members and professional/technical personnel (both 38%).

This finding is a pointer for human resources and learning and development personnel to take a holistic view of the range of personal branding skills and integrate them into training and personal development programs for employees.



6. How do you rate your own personal brand?

Excellent	5%
Above Average	57%
Average	34%
Below Average	4%
Extremely Poor	0%

Table 9: Respondents rate their personal brand

	Female	Male
Excellent	4%	5%
Above Average	51%	60%
Average	40%	31%
Below Average	4%	3%
Extremely Poor	1%	1%

Table 10: Respondents rate their personal brand by gender

	21 - 28	29 - 35	36 - 45	46 - 55	56 - 65	66+
Excellent	10%	4%	5%	5%	7%	0%
Above Average	54%	55%	55%	55%	66%	75%
Average	34%	38%	35%	35%	25%	25%
Below Average	2%	3%	5%	3%	2%	0%
Extremely Poor	0%	0%	0%	2%	0%	0%

Table 11: Respondents rate their personal brand by age

	Business Owner	CEO	Board Director	Senior Management	Middle Manager	Professional / Specialist / Technical	Team Leader / Supervisor	Team Member
Excellent	10%	13%	17%	4%	4%	6%	4%	7%
Above Average	52%	66%	83%	69%	54%	47%	46%	35%
Average	38%	19%	0%	24%	38%	38%	43%	55%
Below Average	0%	2%	0%	3%	3%	9%	5%	3%
Extremely Poor	0%	0%	0%	0%	1%	0%	2%	0%

Table 12: Respondents rate their personal brand by position

Thirty eight per cent of respondents rate their personal brand as 'Average' or below.

Just 4% of senior managers rate their personal brand as 'Excellent'. More than one in four (27%) senior managers say their personal brand is 'Average' or below.

When we look at responses by age, we find the youngest age group (21-28 years) is the one most enthused about the high standing of their personal brand with 10% rating it as 'Excellent' ahead of the next most positive age group (56-65 years) who score it at 7%.

Again in this survey, we find an alarming contrast between the responses of men and women. Forty-five per cent of women say their personal brand is 'Average' or below compared to just 35% of men.

(Questions 8-10 were only answered by respondents who are Senior Managers, Middle Managers, Professional/Specialist/ Technical Staff, Team Leaders/ Supervisors and Team Members)

8. How important are your personal branding skills in shaping how you are viewed by your manager?

(Please select one response only)

Very important	34%
Important	55%
Neither important or unimportant	8%
Of little importance	1%
Unimportant	1%
Unsure	1%

Table 13: Importance of personal branding skills in shaping how you are viewed by your manager

	Senior Management	Middle Manager	Professional/ Specialist/ Technical	Team Leader/ Supervisor	Team Member
Very important	42%	34%	23%	31%	24%
Important	48%	55%	63%	56%	62%
Neither important or unimportant	8%	8%	13%	9%	7%
Of little importance	1%	1%	0%	2%	3%
Unimportant	0%	1%	0%	0%	0%
Unsure	1%	1%	1%	2%	4%

Table 14: Importance of personal branding skills in shaping how you are viewed by your manager by position

This question was open to Senior Managers; Middle Managers; Professional/Specialist/ Technical Staff; Team Leaders/ Supervisors; and Team Members. Eighty nine per cent of these respondents believe personal branding is 'Very important' or 'important' in shaping how their manager views them.

Further analysis of the survey data shows the higher you are on the management ladder, the more likely you are to answer 'Very important' to this question. Forty two per cent of senior managers say it is 'Very important' compared to 34% of middle managers and

31% of team leaders/supervisors. Lowest ratings for 'Very important' are professional and technical staff (23%) and team members (24%).

In a recurring theme, we see a big divide between the opinions of men and women. Thirty nine per cent of women answered 'Very important' to this question compared to 32% of men.

9. Are your manager's personal branding skills better than yours?

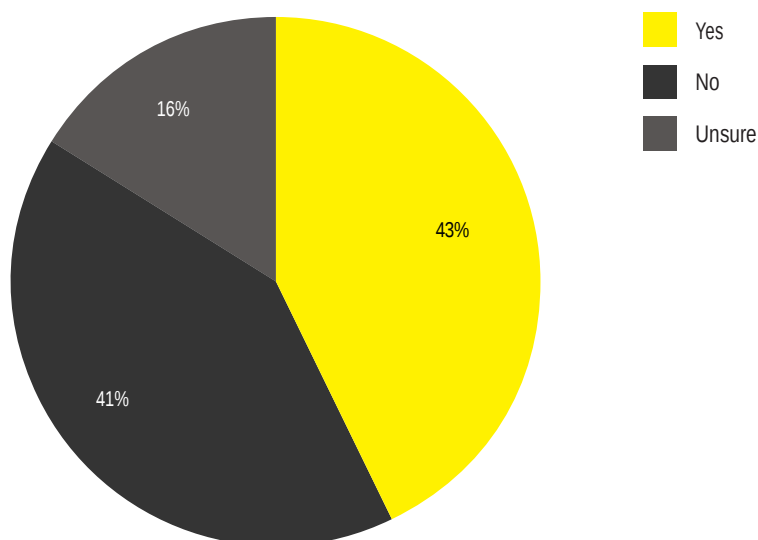


Diagram 4: Manager's personal branding skills better than yours?

	21 - 28	29 - 35	36 - 45	46 - 55	56 - 65	66+
Yes	41%	47%	44%	42%	36%	0%
No	49%	33%	40%	44%	46%	80%
Unsure	10%	20%	16%	14%	18%	20%

Table 15: Manager's personal branding skills better than yours? By age

	Senior Management	Middle Manager	Professional / Specialist/ Technical	Team Leader/ Supervisor	Team Member
Yes	37%	44%	40%	46%	69%
No	47%	41%	40%	35%	17%
Unsure	16%	15%	20%	19%	14%

Table 16: Manager's personal branding skills better than yours? By position

Most respondents support the view that the personal branding skills of their manager are better than theirs – but the verdict is a narrow one: 43% 'Yes' to 41% 'No' with 16% 'Unsure'.

This view is most strongly held by respondents working in owner mgr/ sole trader organisations where the gap between yes and no is 50%

(67% believe their manager's personal branding skills are superior to theirs compared to 17% with opposite view).

Of interest is that men and women's views are aligned on this response (both 41% 'No').

10. How do you rate your CEO’s personal branding skills?

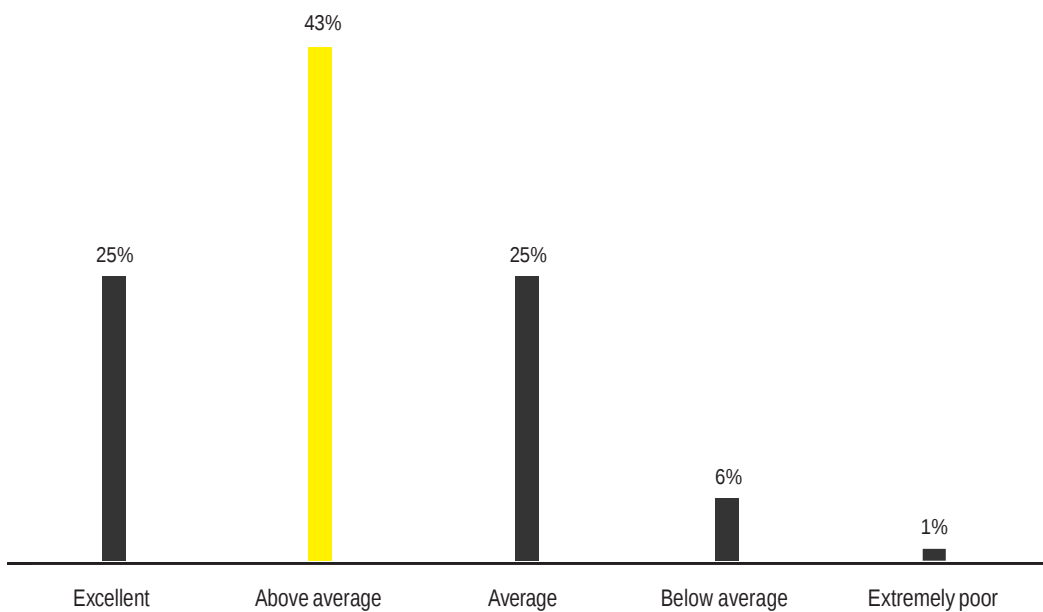


Diagram 5: CEO’s personal branding skills

	Senior Management	Middle Manager	Professional/ Specialist/ Technical	Team Leader/ Supervisor	Team Member
Excellent	22%	28%	25%	21%	24%
Above Average	47%	38%	44%	55%	38%
Average	23%	26%	22%	18%	31%
Below Average	7%	6%	8%	4%	7%
Extremely Poor	1%	2%	1%	2%	0%

Table 17: CEO’s personal branding skills by position

In a most worrying finding, we see that one quarter of respondents say the personal branding skills of their CEO are ‘Average’. A further 7% describe their CEO’s personal branding skills as ‘Below average’ or ‘Extremely poor’.

Team members are the ones most unimpressed with the personal branding skills of their CEO with 31% describing them as ‘Average’ (another 7% of team members rate their CEO’s branding skills as ‘Below average’).

The management level most likely to give their CEO the highest rating of ‘Excellent’ is middle management. Twenty eight per cent of middle managers gave this rating.

Women are more critical than men of their CEO’s branding skills with 27% describing them as ‘Average’ compared to 23% of men. Women are also more likely to say their CEO’s branding skills are ‘Below average’ or ‘Extremely poor’ (9% to men 6%).

11. Thinking about your career to date, how important has the use of personal branding been in achieving your performance objectives?

(Please select one response only)

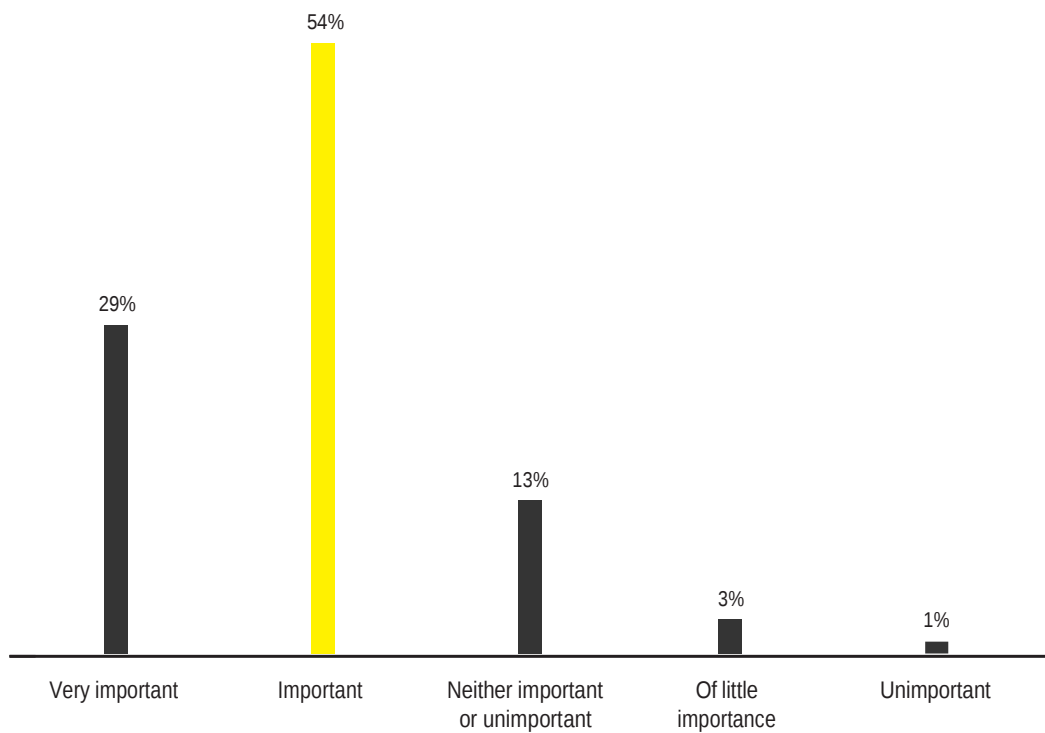


Diagram 6: Importance of personal branding in achieving performance objectives

	21 - 28	29 - 35	36 - 45	46 - 55	56 - 65	66+
Very important	34%	31%	27%	24%	37%	67%
Important	51%	55%	53%	57%	51%	25%
Neither important or unimportant	7%	10%	15%	13%	10%	0%
Of little importance	8%	2%	5%	3%	0%	0%
Unimportant	0%	1%	0%	2%	1%	8%
Unsure	0%	1%	0%	1%	1%	0%

Table 18: Importance of personal branding in achieving performance objectives by age

	Business Owner	CEO	Board Director	Senior Management	Middle Manager	Professional / Specialist/ Technical	Team Leader/ Supervisor	Team Member
Very important	38%	43%	33%	34%	28%	17%	20%	28%
Important	52%	49%	33%	54%	55%	61%	52%	38%
Neither important or unimportant	10%	4%	34%	9%	13%	13%	19%	27%
Of little importance	0%	2%	0%	2%	3%	6%	5%	7%
Unimportant	0%	0%	0%	1%	1%	2%	3%	0%
Unsure	0%	2%	0%	0%	0%	1%	1%	0%

Table 19: Importance of personal branding in achieving performance objectives by position

Eighty three per cent of respondents say personal branding has been 'very important' or 'important' in achieving performance objectives during their careers. The position break-down reveals that 92% of CEOs perceive this, with 43% of them rating it 'Very important'. This is consistent with the views of top level executives about personal branding's importance expressed in answers to Q1 & Q2.

When we further analyse the findings we see there is a major difference of opinion between top level executives and team members about the impact of personal branding in achieving goals during their careers. Twenty seven per cent of team members say it has been 'neither important or unimportant' compared to just 4% of CEOs and 9% of senior managers. This is a pointer that lower level personnel tend to undervalue personal branding's importance in their career development.

In looking at the response data to this question by the respondent's age, we see that executives above 55 years are the ones most likely to rate personal branding's influence as 'Very important' in helping them achieve performance objectives during their careers (56-65 years - 37% and 66 years and above – 67%). The next highest 'Very important' rating is from those aged 21-28 (34%). The finding for those aged 21-28 tells us that this group - relatively new to the workforce – has quickly sensed personal branding's importance as a career development tool.

Analysis of the findings by industry segment reveals that respondents working with public sector organisations are least likely to rate personal branding's influence in achieving goals during their careers. Twenty seven per cent of public sector respondents say personal branding's influence has been 'Neither important or unimportant'/'Of little importance'/'Unimportant'/'Unsure'. This compares to respondents with public companies (17%), private companies (16%), partnerships (20%), owner managers (18%) and not for profit (8%).



12. How much time do you spend in developing your personal brand (thinking about it, planning it, implementing it)?

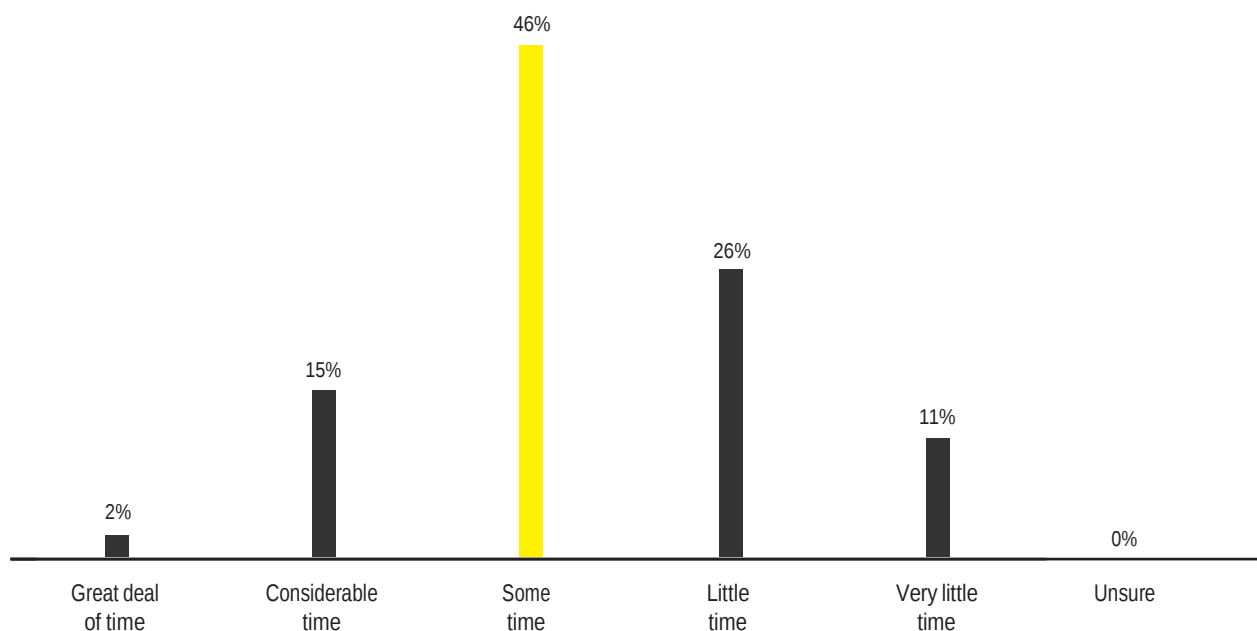


Diagram 7: Time spent on developing personal brand

	Business Owner	CEO	Board Director	Senior Management	Middle Manager	Professional / Specialist/ Technical	Team Leader/ Supervisor	Team Member
Great deal of time	14%	2%	0%	2%	2%	0%	2%	0%
Considerable time	24%	15%	0%	17%	14%	12%	16%	7%
Some time	33%	58%	33%	49%	46%	47%	36%	52%
Little time	19%	23%	50%	23%	26%	29%	33%	14%
Very little time	10%	2%	17%	9%	12%	12%	13%	24%
Unsure	0%	0%	0%	0%	0%	0%	0%	3%

Table 20: Time spent on developing personal brand by position

When we look at the data by position held in the organisation, we see business owners are most likely to select the top two categories for time invested in developing your personal brand ('Great deal of time' or 'Considerable time') at 38%. This compares with CEOs at 17%, senior managers (19%) and team members (7%). Those who are most likely to spend 'Very little time' developing their personal brand are team members at 24%. In contrast, just 2% of CEOs say they spend 'Very little time' developing their personal brand.

Further examination of the findings reveals those who spend 'Very

little time' enhancing their personal brand are most likely to work in the public sector. As many as 17% of public sector respondents selected this option compared to 8% of public company respondents and 11% of private company participants.

We know from previous responses in this survey that participants believe personal branding is a significant contributor to career development. Yet the responses to Q 12 indicate that comparatively few appear to be investing sufficient time to develop their personal brand.

13. How important do you believe improving your personal brand will be in your career advancement?

(Please select one response only)

Very important	34%
Important	56%
Neither important or unimportant	7%
Of little importance	2%
Unimportant	0%
Unsure	1%

Table 21: Importance of improving personal branding for career advancement

	Business Owner	CEO	Board Director	Senior Management	Middle Manager	Professional/ Specialist/ Technical	Team Leader/ Supervisor	Team Member
Very important	38%	36%	33%	33%	36%	31%	34%	24%
Important	57%	58%	50%	59%	53%	60%	55%	66%
Neither important or unimportant	5%	2%	0%	5%	8%	7%	9%	10%
Of little importance	0%	2%	17%	2%	2%	1%	1%	0%
Unimportant	0%	0%	0%	1%	0%	1%	0%	0%
Unsure	0%	2%	0%	0%	1%	0%	1%	0%

Table 22: Importance of improving personal branding for career advancement by position

Ninety per cent of all respondents believe personal branding is 'Very important' or 'important' in advancing their careers. This finding is consistent across all position types. Also, when we isolate the data according to industry segments we see little difference in the combined ratings for 'Very important'/'Important':

- Partnership - 95%
- Not for profit - 92%
- Public sector - 91%
- Private company - 91%
- Public company – 89%
- Owner manager – 88%.

This data reinforces the view that personal branding is seen as vital to get ahead in today's competitive marketplace; a business environment influenced by the power of social media and other online communication tools. The data further implies that although comparatively few participants invest significant time in developing their personal brands (see Q 11), this situation is likely to change.

Demographics

The tables below contain comprehensive demographic data of the respondents who completed the survey.

Gender

Female	39%
Male	61%

Age

21 - 28 years	4%
29 - 35 years	17%
36 - 45 years	35%
46 - 55 years	31%
56 - 65 years	11%
66+	2%

Position

Board Director	1%
Business Owner	2%
CEO	5%
Middle Manager	44%
Professional/Specialist/Technical	10%
Senior management/Director/Executive	25%
Team Leader/Supervisor	10%
Team Member	3%

Sector

Not-for-profit	14%
Owner Managers/Sole Trader	2%
Partnership	2%
Private Limited Company	37%
Public Limited Company	28%
Public Sector	17%

Industry

Advertising/Media	2%
Agriculture/Forestry/Fishing	2%
Banking/Finance/Insurance	13%
Business Services	3%
Construction/ Infrastructure/ Property	5%
Consulting/Professional Services	4%
Cultural/ Recreational Services	1%
Education/Training	5%
Engineering	2%
Environmental/Natural Resources Management	2%
Government	9%
Health/Community or Social Services	9%
IT/Communication Services	6%
Manufacturing/Production	12%
Marketing/Sales	4%
Mining /Oil, Gas, Petroleum and Mineral Resources	2%
Retail/ Services Trade	5%
Science/Pharmaceutical	2%
Tourism/Hospitality/Leisure	2%
Transport/Storage/Distribution and Warehousing	3%
Utilities - Electricity/Water/Gas/Waste Service	4%
Wholesale Trade	3%



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