

## Leadership Marketing

The Premise: Successful leaders communicate clearly and frequently to their people. But contemporary business requires more than just informing a workforce about what the leader hopes to accomplish. Today, with the diversity of staffs and their desire for collaborative management, it is often necessary for leaders to *proactively persuade* their people of the wisdom of a company's strategies, not just keep them informed.

In that sense – and because every company must adopt a service mentality internally as well as externally – an organization's people become its most important “customers.”

The Opportunity: This evolving relationship presents an opportunity to internally employ strategic marketing disciplines. These strategies and tactics help to engage employees and encourage them to rally around the company's central goals and values because of the benefits delivered. Note that this must never become a cynical form of “selling at” the people of the company. As is the case with the best external marketing, it is most effective when it is truly authentic, and seen as coming from management with the best of intentions.

Best Practices: Some of the most effective corporate leaders in the past twenty years have been intuitive “marketers” to their own people, even though most were never trained as marketers. Bob Iger (Disney), Herb Kelleher (Southwest Air), Yvon Chouinard (Patagonia), Ingvar Kamprad (Ikea), and Howard Schultz (Starbucks) are just some examples of these types of persuasive leaders.

Sophisticated Marketing: Strategic marketing offers leaders important tools that are routinely employed in external marketing programs, but that traditional corporate communications may lack:

- A proven analytical approach to auditing the current “state of leadership” in the company.
- A comprehensive strategic framework on which to build effective leadership programs, including helpful segmenting of the employee-customers, positioning based on “drivers of choice”, and establishing an employee value proposition.
- A thorough roadmap for tactical action based on time-tested marketing methodologies.
- A disciplined metrics and measurement system for tracking leadership accomplishments and opportunities for improvement.

By using the strategies and tactics of sophisticated marketing, leaders can both engage and persuade their people, resulting in a workforce that is even more motivated to help achieve the initiatives established by those leaders.

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