

Non-linear Career Accelerator Framework: An Assessment of Your Current Brand

The purpose of this tool is to assess where your brand is today. What you are being asked to do. A simple brand mapping tool with a difference. I'm going to ask you to assess your brand across multiple criteria. Which we will use later when we look at strengthening your brand and network towards what you want to do next.

Most people: a) Only brand map in their head and b) don't assess their brand across so many criteria

As we scramble to minimize, then eliminate extractive growth, it is inevitable that there will be increased tension across the system. We don't know how that tension will play out. How quickly the demand for those who can scale regenerative businesses will outstrip the demand for those who are experts in making the current system less extractive. For this reason, we would recommend making this a working document, which will change overtime.

The completed grid on page 2 is an example of a Personal Brand Assessment of a Chief Sustainability Officer/Strategy Officer at an FMCG with a strong reputation for sustainability. Their current organisation is relatively honest internally and externally on the tension and complexity of transition from a core business which is currently net extractive. i.e. when revenues and profits go up so does the harm to the planet.

Their current salary is €300,000. They are happy to decrease this salary slightly for Stage 3/4 impact if that's necessary.

This brand assessment is completed before our first Session, based on your initial thoughts on what you might look to do next, but before we really started to look at that in a much more comprehensive way. So, it's simply be a base level assessment. Ultimately when we've agreed on your sweet spot, we will revisit this document to fully analyse the gap between your brand today and where it needs to be to align with what you want to do next.

Key:

Industry/Sector	What type of business and is the core business broadly an extractive business?
Which stage of Journey from Extractive to Regenerative Stage 1 – Stage 6	Stage 1 – Growth Roles – No differentiation between Extractive and Regenerative, individuals who are experts in growth. – 99% of all executives. Stage 2 – Experts in making the core business less extractive – Most Chief Sustainability Officer (CSO) type roles Stage 3 – Hybrid roles 50% Retrofitting the old/50% scaling the new – Maximises options, probably Optimum for the CSO title Stage 4 – Scaling Regenerative Division of an Extractive Business – When you drop the CSO title Stage 5 – Scaling Regenerative Business Back by Traditional Capital – Currently seen as the optimum in the capitalist system – profit maximisers over the short-term Stage 6 – Scaling Regenerative Business Backed by more Regenerative, complex capital – profit optimizing over the medium term
System	Business, Government, Assent Manager, Think Tank, Civil Society, Academia, – How Non-Linear is your brand
Ownership Model	Only applicable for Business – PLC, Family Owned, Family Office, Sovereign Wealth Fund, Non-linear Hybrid, Social Enterprise, Next Generation Co-operative. – Appetite for complexity, long-term horizons
Source Of Opportunity	Headhunter, network recommendation, network introduction, direct approach by you, direct approach from organisation, an internal role you've created. The breadth and flexibility of your brand – Something to consider in Brand and Network Gap Analysis
HQ/Geography	Both where you will live, but also the geographical focus of the role
Income change	What income are you being offered versus current salary – before we consider maximum impact/optimum income
Interview process and result	Were you able to build more complexity in the role or more interest in your experiences and road maps
Type	Employee, Advisor, Investor or all three – Something to consider at next Brand Gap Analysis depending on what you want to do next

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	External 1	External 2	External 3	Internal 1
Industry/Sector	Legacy FMCG (white goods)	Legacy Food Manufacturer	Legacy Car Business	Current Employer - Legacy FMCG
Where on Extractive to Regenerative Journey	Stage 2- Initial JD was 100% accelerate decoupling from extractive growth	Stage 2 - elements of Stage 3 80% accelerate decoupling, from extractive Growth - 20% scale the new	Stage 4 - Commercial role scaling electric vehicle/car share	Stage 4- Creating a role in the regenerative division/s within the company.
System	Business	Business	Business	Business
Ownership Model	PLC	Family	Asset Management Sovereign Wealth Hybrid	Family
Source of Opportunity	Network recommendation	Headhunter	Network Introduction on your request	You pitched role to CEO/board
HQ/Geography	Europe	US	Europe	Europe
Income change	+40%	+50%	0%	0%
Interview Process and Result	Tried to use interview process to build more Stage 3 elements removed myself from process after meeting 2	Didn't proceed to interview	Didn't progress after first meeting, Client felt I lacked Stage 4 experience	Board considering, in process, expect them to suggest Stage 3 - Hybrid
Employee/Advisor/Investor/All three	Employee	Employee	Employee	Employee

Brand Analysis by Role:

External 1 – Salary increase, new sector, experience different ownership model, product range closer to human need. Lack of ambition/naivety on scale of challenge, still mainly focused on making core business less bad rather than scaling the new models/products. Their ambition doesn't match my current role, retrospective step.

External 2 – Salary Increase, Food and Ag critical to shift from extractive to regenerative, so very interesting. However, with no food and Ag experience I felt slightly out of comfort zone. Very familiar with pros and cons of family ownership dynamic. Mix of retrofit and scale, similar to current role, but starting further back, some terminology on JD and Headhunters inability to answer questions concerned me. Decided not to proceed.

External 3 – Opportunity to shift my brand to scaling the new in one go avoid Stage 3. My sponsor was very positive about me but had underplayed my experience in scaling the new. I couldn't overcome that in the interview process. Could potentially revisit once reworked personal brand and network.

Internal 4 – Gives me the opportunity to develop new set of skills, focus fully on scaling the new. Board trying to dilute my vision, stating both lack of commercial credibility in eyes of board and that they are very happy with what I'm doing in core business. So, expect they will suggest more of a 60/40 hybrid role. I will take that if offered, but I have long term questions on whether they will be bold enough to disrupt core business enough to phase out, high demand/ high profitable but broadly extractive core business lines.

Overall brand Analysis

I'm getting calls showing that I have an external profile and I am being offered an uplift in salary.

Potentially opens up the option to dramatically increase income for perhaps 3 years before transitioning to impact.

Good breadth of approaches- Headhunters, direct approaches from companies and recommendations from others, suggests strong brand recognition, unfortunately my current brand doesn't quite align with what I want to do next.

Typically receiving calls to replicate current success, in similar sectors

Roles still primarily focused on shifting the core business (making it less bad). Not enough emphasis on scaling the new.

No approaches from market to scale regenerative businesses or divisions for titles like CEO, Strategy, Commercial.

Either from the regenerative divisions of more extractive businesses, or standalone more regenerative businesses.

No calls from Asset Managers/Sovereign Wealth/Next generation co-operative. Which would align with lack of calls to scale the new

Session 1

AJ analysis of my initial Where and What document.

AJ analysis of my brand assessment.

Initial discussion on where the biggest brand gaps might be and how to close those.

Initial discussion on potential brand position you are comfortable with. Brand Strategy 1 - 4

Introduction to Session 2, Reading Materials, exercise