

a branded world

PODCAST

with
Luiza Campos



027 | FROM LEADER TO MENTOR WITH IAN
CHISHOLM

EPISODE TRANSCRIPT

marca strategy

A BRANDED WORLD PODCAST – 027 | FROM LEADER TO MENTOR WITH IAN CHISHOLM

- Luiza Campos: [00:00](#) You're listening to a branded world podcast, episode number 27.
- Announcer: [00:08](#) Welcome to a branded world podcast where we explore a great brands and give you tips, tools, hacks, and guides to create brands that captivate clients and drive growth in revenue. And now your host, Luiza Campos.
- Luiza Campos: [00:29](#) Hello everyone, and welcome to another episode of a branded world of branded world is a member of the Alberta podcast network powered by ATB and talking about atb atb has a new digital bank account that the best part is that there's basically no fees as long as you're doing most of your banking digitally and if you're anything like me, you're already doing that. You also earn interest on higher balances, so make sure to check this out at ATB. Com. I am very excited to share today's episode with you today. I am talking to one of the wisest people I know and just a great guy all around and that's Ian Chisholm. Ian is the co-founder of the Roy Group and he has extensive experience. In fact, he started developing leaders at the age of 27 when he became a ceo at that age and was responsible to develop young leaders and since then he has continued to do work in development of leadership and he's doing that through his company now, the Roy group.
- Luiza Campos: [01:41](#) So Ian comes with extensive experience on what it takes to develop a true leader, a leader that becomes a mentor, a leader that drives and knows how to build and nourish the right culture, how to strengthen the brand, how to drive and strive to achieve the brand purpose, and of course build a remarkable branding the process. So this episode, if you are the leader of your organization for profit or not, or you are in the leadership team or management team. This episode is for you. Even though a brand doesn't sit in just one place within the organization. And by that I mean everyone within the organization plays a role in either strengthening or we can in your brand. Leadership plays a critical role in establishing the right tone and setting the example by how they conduct themselves. To establish the right culture. For the organization and in this episode [inaudible] shares with us some key principles, some

really important questions that you should be thinking about in order to become that amazing leader and in order to be able to drive your organization to achieve brand purpose and become a remarkable organization. As always, please make sure to check the show notes where we have additional information on this episode and you can do that at a branded world podcast episodes. Show notes is the right groups own brand persona which they've developed and of course help them define the brand and establish their vision. So make sure to check that out. And here we are with Ian Chisholm.

- Luiza Campos: [03:31](#) Hi Ian, how are you?
- Ian Chisholm: [03:33](#) Hi Luiza. It's great to hear.
- Luiza Campos: [03:34](#) It's great to talk to you. I am so excited to hear your perspective on branding and the role that leadership plays in building and strengthening a brand and you have tons of experience with leaders and leadership. So I'm really excited to hear your, your take on that. So before we start, I would just love if you could share with us a little bit about your background and how you ended up where you are now.
- Ian Chisholm: [04:03](#) Uh, well, it's all very accidental, which I'm sure when people look back on any career, it kind of makes sense in retrospect, but at the time that it was happening, it felt pretty jacket.
- Luiza Campos: [04:16](#) Yeah.
- Ian Chisholm: [04:17](#) I, uh, I mean it really starts. I failed to get into medical school. That was my dream. It's the only thing that I had ever kind of daydreamed dreamed of doing.
- Luiza Campos: [04:31](#) Oh yeah.
- Ian Chisholm: [04:32](#) Yeah. I, it was a one track mind and I thought that was a good thing to have such a clear focus until I found out that I was a, not a very scientific mind and science has a lot to do with medicine. So a huge disappointment ended up, uh, taking on an internship for a company in New York that I had worked for in Canada in the summer. They found out I was a free agent and said, you know, maybe you want to come and work for us for a year and apply again, which wasn't going to change

anything because my chemistry marks, we're not going to change. Um, and so I did it as kind of a diversion and ended up, um, working for the American Management Association in New York. Uh, first of all being the, a, a director of programs for something called Operation Enterprise, which was a management development program for high school and college students that still exists today.

Ian Chisholm: [05:32](#) Uh, from there, uh, you know, just kind of finding week by week kind of realizing that I was good at certain things and not good at other things, which is life is good at doing that for us. And, uh, ended up, uh, the transformational opportunity came when I was contacted by a very special project based on the isle of Skye in Scotland, which was a purpose built a community and leadership center built specifically for a, working with the leadership potential of young people from tough socio economic realities of which Scotland has no shortage. And so that was a kind of, threw me into the world of social enterprise and a community based endeavor, uh, in a land far, far away in a culture that was very different than anything I'd ever been. And I was 27 years old and, uh, the CEO of that make or break project.

Ian Chisholm: [06:37](#) And, uh, the great news is, is that, uh, uh, I, I did my job, uh, in the first chapter and there's been a nice line of ceos since me who have made it better and better and bigger. And uh, yeah, that organization is, is a thriving with offshoots in Australia and South Africa now and making a big difference in the lives of a lot of young people and now a lot of executives and a lot of educators. And it's, yeah, it's a wonderful story to have been a part of. And then, uh, yeah, I guess when my kids were getting ready to start school, I had a real paying to come back to Canada and, uh, rather than take a jog, it made sense to make a job. And so my wife and I started a re group in [inaudible], which unbelievably is coming up to being 14 years old.

Ian Chisholm: [07:34](#) And uh, yeah, we started our own leadership development practice that works now in three major sectors. Uh, we do a lot with schools. That's always been a theme that's kind of been throughout my story. We do a lot with small giant companies, a private sector owner operated companies, a lot of tech startups where people really want their company to be great, not just big. And uh, lastly, we've really found a niche inside the public

sector where people are kind of taking a much longer term look at things and it seems that our leadership development stuff works well there. So yeah, that's kind of the critical path in reverse.

Luiza Campos: [08:19](#) That's awesome. So you do such amazing work and I was lucky enough to, to partaking in some of those classes that you provide. You mentioned a couple of things when you were talking about some of the companies that you work with. Can you tell me what you mean by when you said small giant companies?

Ian Chisholm: [08:41](#) It was a great, it was a wonderful book actually given to me by a good friend named Ted Curry, who's in your business of marketing a. It was a book written a, I think maybe seven years ago, a guy named Bo Burlingham and much like good to great as a matter of fact. I think Jim Collins rights the rights to the introduction to it. Um, yeah. Bo Burlingham took a look at these very special kinds of companies that have an appetite to be a great, uh, to be a great company, not just big. They really want their culture to be strong. They wanted there to be lots of resilience. They want the relationships to be a super-close with employees, with partners, with clients. And I think he defines a small giant company is anywhere from one to a hundred and 50 people or something. And there's some, there's some criteria of what it means to be a small giant company. But it was a, I think it was the first and only business book that kind of moved me to tears more than once a because I realized reading it that that is the kind of company I wanted to create and it's also the kind of people that I wanted to do stuff with and it was often when something becomes clear, it's a huge source of relief because you know how you want to go forward. So No, I would recommend it to anybody that wants to think about what it means to be a small giant.

Luiza Campos: [10:12](#) I love it. And I'll put the link on the show notes for the, for the book, for this grant. That's exactly. And as soon as you said it as well as the great nights, just big. And that's exactly. I think when in the podcast and with my clients, that's exactly what we try to do is focusing on that purpose on what you want your company to become your organization to become rather than just focusing on growth or profit. So in your work of course is with companies that have such interest and with leaders within that company. So can you tell us a little bit about

what are, what are some of the work that you do with these leaders?

- Ian Chisholm: [10:55](#) Yeah, I would say that um, the over 14 years, the focus of our work has come, come to be a quite distilled. So we're in a few different markets, but the work we do is, is pretty focused and it's kind of about a two big themes. The first having done the leaders discipline, you will know that our focus is really around conduct and that the way a leader chooses to conduct themselves, creates an atmosphere inside other people. Those people will then, you know, interpret or make sense or convert that atmosphere that, that sensation they have inside that can't really be shaped or control. That just is, which is why I call it atmosphere. They make that atmosphere. Whatever it is means something about themselves. And so it's a bit of responsibility for leaders to realize that the way that they conduct themselves all the time is being noticed.
- Ian Chisholm: [11:59](#) And B is actually effecting what other people in that moment I believe about themselves. And a lot of our work is about helping leaders realize that conduct is where everything inside them and that whole world meets everything outside them. And it's kind of a last outpost of sovereignty where they have control, uh, you know, our conduct is kind of where we meet the world. And so it's the last chance we have to design or tailor our interactions and influence those interactions for the better. And what's really exciting is that leaders can learn, uh, how to use their conduct in a way that positions other people for higher levels of performance and higher levels of learning and higher levels of engagement. The ultimate, the second focus that's really centered our work, uh, in the last 10 years has been around the threshold from leader to mentor.
- Ian Chisholm: [13:05](#) And we just have some ridiculously strong opinions about what that word means. The Word Mentor, uh, we never use it as a verb. So we never talk about mentoring because I have no idea what that looks like. We only talk about it as a noun. And we also talk about it as a gift word that it's a word that you have to earn a, I can't call myself a mentor. Other people have to kind of use that word to describe the role that I have played in their life. So really an amazingly simple focus that's kind of at the intersection between personal and professional and yeah, helping leaders become more aware and more discerning about the way they conduct themselves,

which obviously is where, you know, I kind of met you and crashed into the world of brand.

Luiza Campos: [13:59](#) That's right. And I love this because it's not just about leadership is not just about the decisions that you make or how you say things, but your whole yes. The, the, the whole way you conduct yourself and you make others feel have a huge impact of course on the entire atmosphere in the entire culture of an organization. And I'd love to get into into this culture because of course organization's culture is a huge part of their brand. So your brand has to be the foundation or your values and of course the personality traits, which are the ways you act, the behaviors that you promote within an organization. So you know, you're living by those values. Right? So that's the, the, the culture in your opinion, you know, how does a leader the right examples to follow in terms of culture?

Ian Chisholm: [14:56](#) You know, I, I, uh, I just think the answer's Yes

Ian Chisholm: [15:07](#) I know that makes for a short conversation, but I just think that leaders have to fully embrace the connection between their conduct, the culture around them. And we talk a lot about culture gets talked about as this massive factor in an organization. You know, there's the work that the organization does is the organization itself, how it gets talked about as if it's a corporate attribute, what it feels like to be within 20 feet of implications of that. That means that the culture of an organization, it's a sum of what it feels like for people outside the company and people inside the company to be around each other. And as you pointed out, what are the behaviors and what are the, what are the norms, what's accepted, what's not, what gets confronted, what, what doesn't. Um, it's just kind of this big experiment, but that I'm convinced is a sum of its parts. And so, you know, personal development all of a sudden gets linked to leadership development which gets linked to culture development, which actually is your brand regardless of what your website says or what color your logo is.

Luiza Campos: [16:34](#) That's right.

Ian Chisholm: [16:36](#) If all of those things can be aligned, I think you've got some explosive potential on your hands

- Ian Chisholm: [16:45](#) if they're not aligned. People I think are becoming pretty shrewd to kind of sense the mismatch and you probably lose some credibility with your clients and also your employees because one of the biggest trends in the last 20 years has been this idea that we are actually, um, you know, creating a brand regardless of anyone who pays for our goods or services were actually need to create a strong brand to attract people that want to work for us. And that is a kind of internal marketing pitch that is happening every hour of every day of every week.
- Luiza Campos: [17:24](#) That's right. That's right. You know, whether you would like to. Exactly. It's a matter of how are you able to actually manage what is, what your brand is, your reputation is. And of course leaders as we were talking about play a huge role in this in how does the leadership make this culture become authentic, you know, not a forced culture, not something that people feel they are, they have to act, but, but it just becomes a natural way of being within the organization to. Do you have any, you know, any sort of examples or any guides that, that you can share with us about that?
- Ian Chisholm: [18:14](#) I mean that's the Holy Grail, right? That it would be natural, that it would be authentic, that it would be kind of integrated, meaning it's the same inside as it is outside. So people feel really true coming to work everyday. I have a few glimpses that, if that makes sense.
- Luiza Campos: [19:02](#) That makes perfect sense. It's like, it's, it's always becoming,
- Ian Chisholm: [19:09](#) shaping the people within it who in turn are, and you kind of have to fully accept both sides of that. There was a wonderful insight in the small giant spoke about how in a small giant the organization is the vehicle for the people within it to become the people that they want to be in the world. It's like the highest purpose of organizations and it's actually the reason why we work. Uh, I'm convinced that the reason we work is, is not for status. It's not for money even though you know you have to, you have to make a living. But what really pulls people to work that they love is the fact that they're becoming who they want to be and the only way that humans can do that is through endeavor. And so work provides us with all of these challenges and opportunities and aspirations and things that kind of shape us and then the people that were becoming shape that culture.

- Ian Chisholm: [20:14](#) So, um, yeah, one of our clients that comes to mind is in Alberta based company called Pomeroy. They own several hotel properties across BC. And Alberta, a, they've just bought the, uh, well, now the pomeroy can ask us down in the rockies, outside Calgary, which if you haven't been to, you have to go, um, I guess Ryan Pomeroy, who is the CEO, is just so honest about how much he's learning from the work that the company is doing and there's no question that, that he himself, uh, him and his family, but, but really him as the president now, uh, that his example, his conduct is shaping what's acceptable inside that culture and what doesn't fit. And there's just kind of this really lovely open dialog about how he's learning and stretching and aspiring to line up with the values that they have, which gives permission to everybody else to reach and stretch and try to become more and more of these things every day than they were yesterday. And, uh, yeah, that, that virtuous cycle is shaping some remarkable leaders. Uh, they've branded themselves as fiercely invested,
- Ian Chisholm: [21:43](#) which if you're choosing a hotel, I think I want to be around people who are fiercely invested, right? They, yeah. It's shaping some incredible leaders that I'm sure will go throughout western Canada and make some awesome stories happening and then in turn, those leaders are creating a really remarkable company, so that's a. that's a fresh example in my mind of that kind of cycle that we just admit that this thing is changing. It's evolving. It's becoming what it needs to be in the face of the challenges that face the organization and the organization is shaping the people and the people are then shaping the culture.
- Luiza Campos: [22:27](#) I agree with you. It's you set your values and you, you should strive every day to achieve them and that you never. You know, I always say this to my clients, like organizations should be like human beings. Like you don't wake up one day and say, OK, I'm, I'm as good as I'm ever going to get, and that's it. I don't have to work on anything anymore. Rights organizations is the same way. You have to always be striving to be better and to be more line with those values and to truly, as you said, evolve, right and be changing with the needs of your audience. And trying to always respect and live by those values. So I love, I love that and I love the title of fiercely invested because that sort of speaks to the level of commitment that these leaders have a knot in, in profits,

not in the bottom line, butting in actually building this purpose, organization, purpose driven organization. At least I interpreted that way

Ian Chisholm: [23:34](#)

that uh, the profits will follow that kind of energy.

Luiza Campos: [23:39](#)

Yes, exactly. And I mean, this may be a good example for that, but if you have other, other examples, please do share that with us. But how do leaders ensure consistency in this culture and behaviors, particularly for organizations that are bigger than the example you gave us that have multiple locations? Because I know it can be quite difficult to, especially because the leader is not present, you know, in all these different locations all the time. So can you share with us some ideas or tips or, or examples that you've seen on how leaders achieve some consistency in larger organizations? Or as I said, with the different geographical locations,

Ian Chisholm: [24:25](#)

I want to be careful with those because I don't want it to sound like leaders do things to create a story that will travel, but I think leaders are aware of the fact that sometimes even the little things that they do have that travels in a positive way or a negative way. And so regardless of whether we work in the same location ever since, you know, somebody painted a transferable between people. So I think a leader is highly aware of the wake of stories that they leave. I'm trying to think of a good example. Uh, one of our clients as a university down in Texas and the chancellor of the university is a very energetic, very curious, very affable guy and uh, you know, they've spent millions and millions and millions of dollars a with a very long term plan for their campus to build a really beautiful place of learning.

Ian Chisholm: [25:36](#)

They use all the same stone for their buildings. I mean, in terms of organizational brand, they've definitely put the work and the planning and the money in. And when you walk from one building to another with the chancellor, if there's a piece of garbage on the ground, he picks it up and find the garbage. Canada is unapologetic about how beautiful he finds the campus, how, how captivated he is and how invested he is in lining up with that, that that's been a big endeavor for them. And um, they've also gone through a wonderful kind of transition, a of, of creating marketing that is honest rather than positive. And I, for 1:00 AM really excited about a trend, maybe going to get your podcast and trouble Louisa, but I, I, for years now

have been a little bit concerned about some of the unintended consequences of the positive psychology movement where we teach our kids that they should find something good in every situation and that they should appreciate what's working and ignore what's not working. And with the hopes that what's working well, just displace what's not working. And I look around the world and realize that people need honesty more than they need positivity all the time.

- Luiza Campos: [27:06](#) I would agree with you. I don't think you're getting quite gassy.
- Ian Chisholm: [27:10](#) I just think that has huge implications on a leadership conduct on culture of organizations and, and, and finally, which is probably the order that it's going to happen in terms of brand a, of brands being known for being really true and credible and respectable and flawed. You know, that we make mistakes and we talk about those. And um,
- Luiza Campos: [27:37](#) yeah,
- Ian Chisholm: [27:38](#) yeah, I feel so strongly about this, that a recently with a good friend of mine named Jim Hayhurst, we've started a chapter of something out here in Victoria called fuckup nights.
- Ian Chisholm: [27:52](#) And basically what happens is that three entrepreneurs, uh, get up on stage. They have 10 slides and seven minutes to tell the story of their most colossal mistake and the brand of those individuals, the brand of their companies, you know, the brand of the networks that they hang out with are hugely strengthened because they drop their guard and stop acting like a business is this polished, perfect, totally planned out thing where we talk about systems of success and what works. And we finally kind of recognize it. It's brutal and it's flawed and it, ah, it's human. It's the most human thing in the world. So yeah, I'm really, uh, I guess I've seen leaders that walk the talk, but more than that, brands that are a little bit more honest about what they are and what they're not.
- Luiza Campos: [28:50](#) I couldn't agree with you more. And I, I love this fuckup nights. I would love to actually pretend one of those because I, I, I love it because I think brands need to be completely genuine and honest. And, and hence my question of how you make this is not a forced culture because if it is forced, if it's not totally authentic and

genuine, people can see that and we don't know audience. No customer is a full. Like we can see through things like that. And I completely agree with you. For me, remarkable brands are brands that are very honest and I love this concept of being honest rather than positive. I mean if you, if you had a win, share that, but if you mess up, you've made a mistake. You need to be honest about that. And I think people relate to this because as you said, it's just, you know, it's, it's human nature, it's who we are and accepting your mistakes and acknowledging them. I think it's, it's one of the, it's what strengthens the brand depending on how you react to it. So I love that concept.

Ian Chisholm: [30:01](#)

Just to get back to your original question about, you know, how do you get consistency? We did kind of a fun thing with our own little company and I need to caveat that this is a very small company. There's about five of us that work surrounded by a group of associates to meet projects. But, uh, I think it was about maybe a year we had a conversation about how America, regardless of who people are, metaphor for that is actually to create a character. And he's our chairman now and some of them are covered by the official secrets act.

Luiza Campos: [31:43](#)

OK.

Ian Chisholm: [31:44](#)

And uh, you know, we kinda now it's all distilled down into a one pager. And this one pager is just the description of this. He happens to be a gentlemen, a description of this person. And by the end of the page, you really know what it feels like to spend time with Roy McGregor and a lot of our decisions about which facilities we should use, who are partners should be, what kind of clients we want to go after. A Roy kind of always has the last word and we kind of kid each other by asking, you know, what's Roy's vote on this? And usually it swings the decision. So that's kind of fun to have created a person who now is involved with our decisions. And it also separated my wife and I as founders of the organization that we are not the brand. And I think, I think that's kind of dangerous when a real person in the organization becomes the brand of the organization because I just think it sets up some, uh, I think it sets up some, some potentially problematic cycles going forward both inside that person that they can never leave the organization because it would like, it would be like the soul of the organization is exiting the building or a, it doesn't really leave room for anybody else.

- Ian Chisholm: [33:16](#) And, uh, I think all of a sudden an organization would suffer. So I think we've sidestep that a pitfall by creating a separate third party character, uh, that is aspirational for all of us. I mean, the key is that Roy Mcgregor is cooler than any of us.
- Luiza Campos: [33:36](#) Yeah.
- Ian Chisholm: [33:36](#) So we still have to kind of, you know, feel like we deserve to be part of Roy's company every day. Um,
- Luiza Campos: [33:47](#) that makes sense.
- Ian Chisholm: [33:49](#) That's been a huge, uh, that's been super fun and I can even send you the pdf of that and you're welcome to post it as an example of the guy we created.
- Luiza Campos: [34:00](#) I was actually going to ask you if you would share that with us. I love that you've done that because, uh, you know what that does and as you mentioned, it gets into really what that person is like, what the personality of the organization is like, what it should feel like internally and externally and how you should act to be able to really then embody that feeling and be able to have others around you share that. So I love that you've done that. That's, that's great. And you also mentioned that it needs to be aspirational and that's exactly what every brand needs to have that aspiration aspect to it. And that's part of what makes us work towards becoming that great brand because there's always that aspect of we're not quite there yet, right? We always try to aspire to be that.
- Ian Chisholm: [34:53](#) Yeah. And I think, uh, I mean, the thing about the brand is that it's not so strong that it takes up all the space. And what I noticed about a really lovely brands, uh, that are at work is that there's room for me to have my own personal brand as part of the tribal brand. It's kind of a, it's an exchange, you know, it's a negotiation that I get to really become the person that I want to be in this, in this organization. And there are certain expectations that kind of letting me be part of this tribe and I have to meet those. I really love the brands that aren't insecure, know they don't need everybody to exactly the same. They need you to be you. And they need me to be me and the brand. And the idea and the concept is big enough that it can hold all of us.

- Luiza Campos: [35:46](#) I love that. And in fact, when I interviewed Richard Martin from Westjet, that's one of the things that we talked about because with thousands of employees and going back to my question of, you know, how to you build this consistency with larger organizations, what is really key is that people understand, you know, what the brand is like, what the organization is like, we want to become as part of their organization and they know how to use their own personality and their own style in making that happen. And that's, that's key because you can't just force people to, you know, you'll feel really contrived to have people memorize certain words or certain behaviors, you know, it would just feel contrived and wouldn't be authentic or genuine and they wouldn't be able to adapt to the different situations that may not be prescribed, you know, and how to act in different situations.
- Luiza Campos: [36:46](#) That, uh, is anyone deals with the public, but they will know they will happen that are unforeseen. So it is really important for people to know that they can be themselves, but no, what is that brand, what is that experience and how to express it and how to embody that. So I completely agree with you. Can you, I would love to, if you have some examples, you know, you've already given us some examples of some brands that you think are doing some great work and leaders that are doing some great work. If you were to talk to some smaller businesses, what are some most basic or most important tips that you would give a young entrepreneur, for instance, or owner of a, of a small business?
- Ian Chisholm: [37:34](#) I mean certainly if they're the, if they're an owner, if you know the vehicle is one that they have created and are continuing to create a, you know, one of the great payoffs of starting your own company is that you really get to become the person that you want to be in the world. To me, it's the biggest perk of being an entrepreneur or a business owner because I don't necessarily think that all business owners are entrepreneurial and I, and I say that I myself, I wouldn't say that I'm the hungriest entrepreneur, but I love, I love owning my own business because it helps me become who I want to become. So you know, questions that go from the market, uh, to the culture inside, to actually the person themselves to say I'm interested in kind of who you want to be in the world because I think it's at least worth a consideration that this, the, the brand of this

company is going to help you become that. So I don't see a lot of boundaries in those conversations in that way. The marketing conversation needs to become a deeply personal one.

Luiza Campos: [38:48](#)

I love that.

Ian Chisholm: [38:48](#)

I. And to balance that out, it has to, uh, uh, it's a really big thing for me lately have, uh, you don't, you don't create a brand or a culture. To me, they're almost interchangeable. You don't create it in isolation. It has to be connected to what the world needs. What is the nature of the challenge that we face and therefore what kind of a team do we need to be therefore, what kind of culture do we need inside? And therefore the brand, what we tell the world we are and how it feels to be around us is pretty much decided at that point, uh, you know, I don't get to create a company in isolation. It needs to, you know, meet some need that the world has and there's, there's a certain negotiation there about the kind of team and culture that we need to be. So yeah, I want things to be deeply personal and I want them to be rooted in the reality of the moment because that, that is going to decide whether this thing is strong going forward or not.

Luiza Campos: [39:59](#)

I love that and I couldn't agree more. It is so important too because when you ask a leader, you know, who do you want to be? That question really evoke some deep thought in terms of values, in terms of legacy, you know, in terms of conduct. So those are things that everyone really needs to think about when they are building a brand, when you're building an organization that is purpose driven, that has important values that they want to live by. So I think that's a great question to ask and leader. But as you mentioned, keeping that rooted in a way with the reality of your audience and the needs and desires of that audience and what is the true value that they add audience gets from engaging with you, which goes well beyond just the product or service you provide, but it's the actual value that the audience will receive. So I loved that by thinking of, of those two questions, the personal and the external, what the audience needs. I think you, you'll have the basics to really build a profoundly strong brand.

Ian Chisholm: [41:13](#)

Well, it's part of the. Yeah, it's Kinda the meaning of life. What I mean by that, a couple years ago I had a, a, you

know, a big professional disappointment. There was a job that I wanted and uh, I was prepared to kind of step out of right group to go and take it. And, uh, I didn't get it and it was a surprise to that I didn't get it, uh, because partly because in the same way, right back to the beginning, it was a surprise to me when I didn't get into med school just because I wanted it so badly. It was kind of a situation like that and it sent me into a bit of a dip and it's probably not surprising, but it's kind of in the middle of my life. It was maybe that dip. And, uh, the thing that I found coming out of that was, was a book that comes out of a company called strategic coach.

Ian Chisholm: [42:02](#)

And the book is called unique ability. And in essence, what it talked about was that life gives you a great chance to be jostled this way and that. And they'd be put into all kinds of situations, some of which, you know, uh, you do well. And some of which you don't do well. And some of those moments in life, you kind of reach out and you have an ability in that situation that floors people. Everybody stands back and goes, oh my gosh, where did you know Louisa learn how to do that, and you get energy from using it. You are hungry to even become better at it, even though by most measures he would be off the charts. Excellent. And the first half of the book basically helps people articulate what their unique ability is in life. You know, what is it? If you've got 30 years of experience living, you've probably got enough data to find the cluster to say, this is the kind of situations where I am exquisite.

Ian Chisholm: [43:08](#)

A, you can't humble out. You have to kind of recognize, wow, these are the scenes in my life where I kill it in the second half of the book is how do you organize your life so that you're using your unique ability more and more and more of the time. When I think of an organizational equivalent to that process, I just think, uh, you know, the meaning of life is to know your gift and to be able to give it away. And that's it. So when you hit that patch where you're like, what's this all about? Why am I here? Uh, I thought I was on a special path, but now I'm feeling pretty mediocre, which I think I know I felt as an individual and I think organizations hit that patch to, I think it's time to go right back to the evidence of their existence to date and really go to town on what w, what are we uniquely gifted at and how could we offer that to the world kind of generously everyday brand becomes a hugely important part of wrapping that with a bow and

aligning it with the feeling that people have when they're around an organization or a person who's using their, their unique gifts.

- Luiza Campos: [44:24](#) So beautifully put you in it. And I love it. And again, I will put the link to the book in the show notes because yeah, I mean you saw right, it, once you find that thing that is your unique ability and I think 99 percent of the time it's also what you most enjoy doing and you're able to really share that with the rest of the world. It is, you know, it's so fulfilling and it is something that really makes you feel like you're becoming that person that you want to be and that's exactly the. And that's true personally as well as for in your organization. So if you can find personally and if you can find for organization, what is that unique ability that you have to make a difference in someone's life to do something that you're really good at, um, and wrap that around and make that, make that your purpose. That's the ideal scenario.
- Ian Chisholm: [45:21](#) Yes.
- Luiza Campos: [45:22](#) That's awesome. That's awesome. Any final thoughts?
- Ian Chisholm: [45:27](#) Yeah, it's interesting to me. Uh, I think the whole realm of brand is going to continue to take on. I mean almost, it's almost going to take on like a, it's going to take on the fulfillment of a spiritual need that sounds pretty strong, but the world is, is, is pretty complicated and it's pretty daunting. And so for people to find organizations that they know or you know, human but that they trust and they're credible and that story is told and they know what it feels like to be around organizations that you trust, you trust that they're not going to ruin the planet, they're not going to abuse some people to create their products. They're not going to. I just think a combination of transparency and the fact that the world has become a pretty complicated place. I just think this idea of brand as reputation for companies is going to be increasingly important. So the work you do is, is really important on a lot of levels.
- Luiza Campos: [46:39](#) Thank you. And of course I couldn't agree with you more and I think the world is complex and people have more and more choice on where to spend their dollars and they are looking for, as you mentioned, for organizations that are honest, they are a genuine about their purpose and have a purpose then are beyond just the product and

service that they have or making a buck. You know that people want to work. And by the way, what's the find an organization that they trust that they believe are doing good for, for the people that work for them, for the environment, and who is honest about their purpose. That's how you get loyalty, right? That's how you get people that keep coming back and keep and will support you even when you mess up, even when you make a mistake and you're honest about it, of course.

Luiza Campos: [47:33](#)

And if not, then you will just have transactions and you're not. You won't become meaningful. You won't become relevant to, to anyone's a life. And I, so I couldn't agree with you more, you know, for me, I try to work and I try to make sure that leaders as, as you do as well understand that businesses and the role that business or non-profits play of course, but the role that businesses play in society has to be a lot deeper than just the surface and products that they provide. You know, nowadays that that's just table-stakes, that's just the price of admission. Having a good product or a good service. But if you really want to become a trusted, you know, and build a loyal audience space, you need to be much more than that.

Ian Chisholm: [48:31](#)

Um, I heard him on a panel discussion last year talking about how he's gotten to the point of his life where he really just wants to spend time with people and creating a brand, creating an endeavor. Uh, there's lots of choices out there. That's really what we've tried to do. Sometimes we succeed and sometimes there's moments of our lives.

Luiza Campos: [49:38](#)

It all goes back to, you know, we have more and more choices and less and less time. So we'll have you. One is becoming more and more careful on how we spend time and who we spend that time with and who support with our wallets. You know, it's. And that, that's where brand is so important. And being able to work with organizations or support organizations that share our values that we believe are doing good. People are willing to do that and they want to do that. Even if that means paying more. But you know that you are, as you mentioned, you are spending time and you are helping or contributing to an organization that you feel shares the same values you do and tell us a little bit, you know, how this been so great and you've shared some amazing tips with as an I, I want the listeners to be able to find out more about you and how they can engage and learn more from you guys.

And, and as I said, having personally experienced this, I can tell everyone that this is an amazing experience and I just hope and wish that everybody could, uh, could experience working with you and the boy groups. So how can people find out more about you?

Ian Chisholm: [50:56](#)

Our website, which is right group.net is a great way to find us. And the other thing is to have a phone call, a eight, eight, eight, six, five.

Luiza Campos: [51:21](#)

We may have to do this again. It's exactly. You guys are doing such amazing work in and you work with amazing companies and leaders. So thank you for the work you do and thank you for sharing this time with us today.

Ian Chisholm: [51:40](#)

Hey, thanks.

Luiza Campos: [51:43](#)

I hope you enjoy today's episode and do you feel like the podcast, please consider leaving us a review on itunes. As doing so, help others find podcasts like this one, and if you have a comment or a topic that you would like to see covered in an upcoming episode, please go to A Branded World podcast.com and you can leave a message for us right there. Thank you so much. And until next time.

New Speaker: [52:11](#)

thank you for listening to a branded world podcast
brandon world podcast.