



**The Intersection Between  
Transformational Leadership, Corporate  
Communications  
And Cultural Branding – *Closing The Delta***

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# Background to my Research

Expert Delphi study of international brand, advertising and PR managers and academics over 16 months. An iterative process - where over several rounds of questioning, participants arrived at a consensus of thought.

- Nearly 400 years of collective experience
- 185 brands worked on
- Multi lingual, ethnic & cultural





**Bio Data:**  
**Experience**

[1]  
Professional

[2]  
Brands  
worked on

[3]  
Cultural  
Exposure

[4]  
Brand Choices

Years

Positions  
held

Notoriety

Industry  
sector

Number

International/  
Global reach

Social  
Network

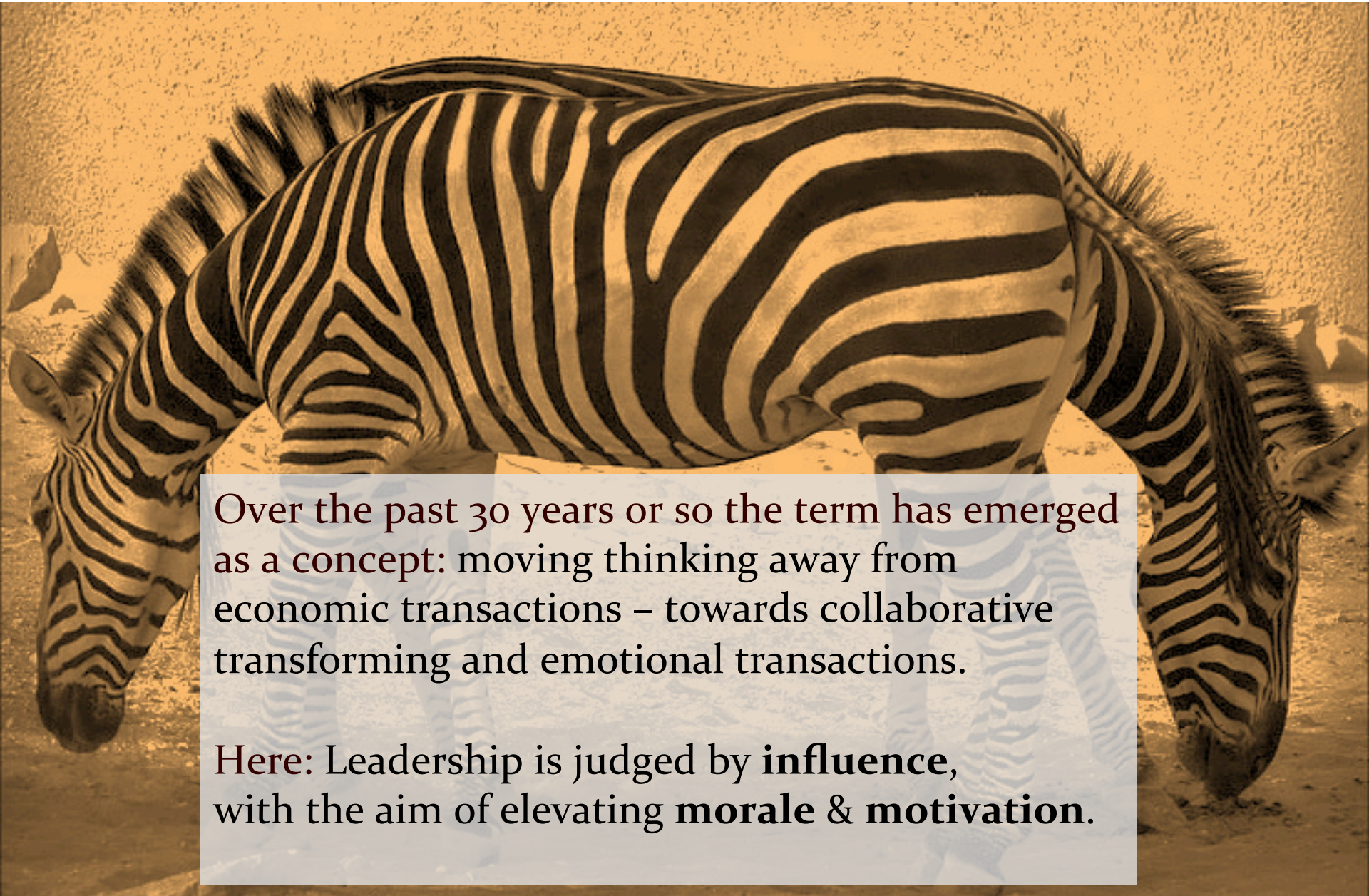
Travel

Languages

Ethnicity/  
Heritage



# Transformational Leadership



Over the past 30 years or so the term has emerged as a concept: moving thinking away from economic transactions – towards collaborative transforming and emotional transactions.

Here: Leadership is judged by **influence**, with the aim of elevating **morale & motivation**.



Still debates continue around whether  
Brands, Reputations & Leaders are born or made?

But, beyond these lofty ideas: how can such  
Transformational Influence & Leadership be  
**engineered?**



The School of Athens (Raphael, 1510-1511)



# The Human Transactional Exchange

## Human Cultural Experience Equation =

$$\begin{aligned} & \text{[(Internal Me) + (External Me)]} \longleftrightarrow \text{[(Internal Them) + (External Them)]} \\ & \text{[(How I see myself) + (How I am seen)]} \longleftrightarrow \text{[(How they see themselves) + (How I see them)]} \end{aligned}$$



### Transactional exchange

**Horizontal:** free exchange, +ve outcomes

**Horizontal:** free exchange, -ve outcomes

**Asymmetric:** +ve (dominant), -ve (harmful)

# The Corporate Brand Universe



**The Delta:** Space, Time & Context

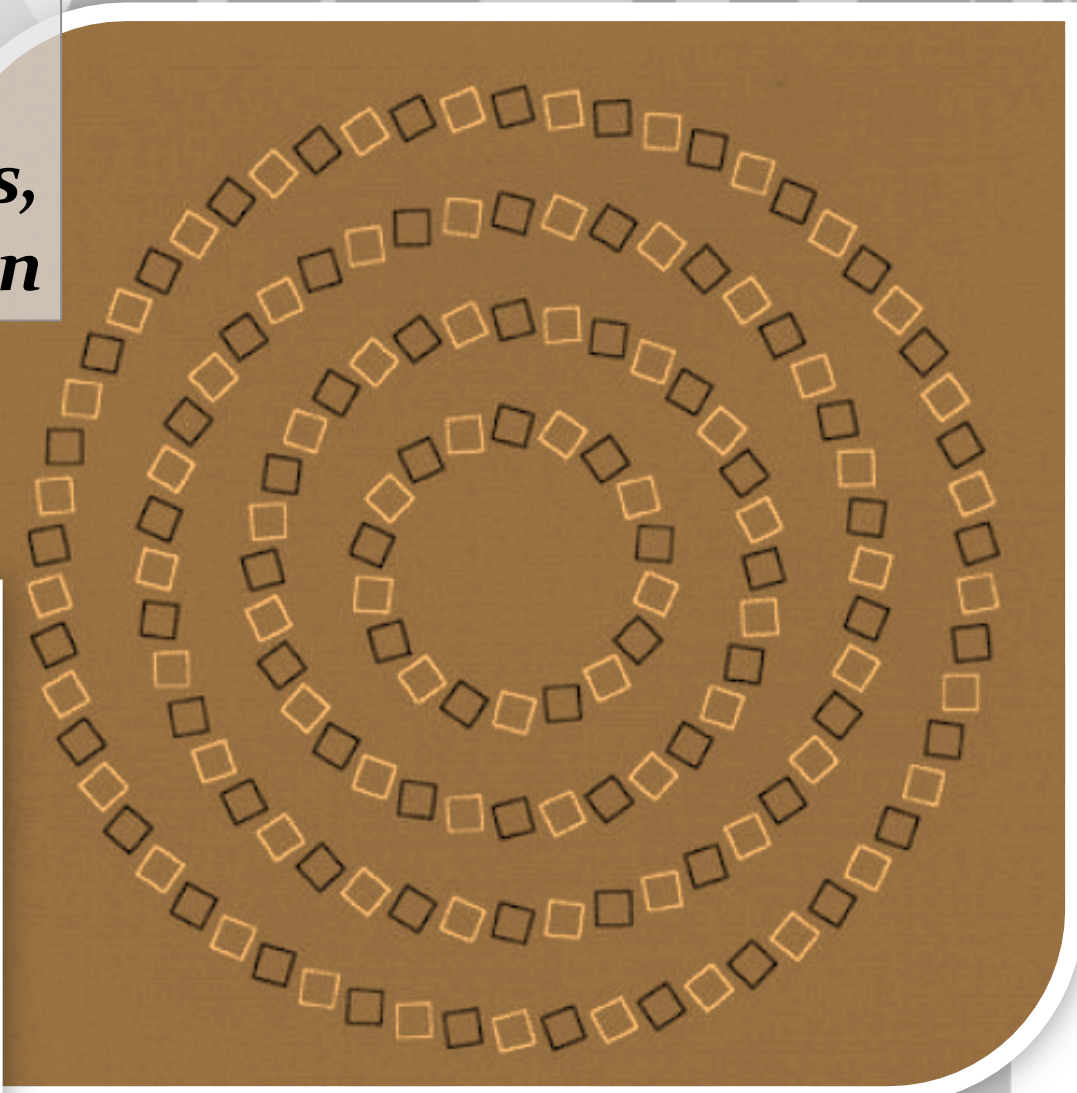


# Emergent influencing Phenomena



**Give rise to the Language and Meaning of:**  
**Urban Cultural Human Brands, which Transcend**

*However, this phenomenon is full of patterns, open to interpretation*





# Brand & Cultural Leadership

## Roadmaps & Crossroads:

A street sign for 'DESTINY WAY' mounted on a pole. The sign is rectangular with a white border and white text on a dark background. It is positioned above another sign.A street sign for 'INSPIRATION DRIVE' mounted on a pole. The sign is rectangular with a white border and white text on a dark background. It is positioned below the 'DESTINY WAY' sign.

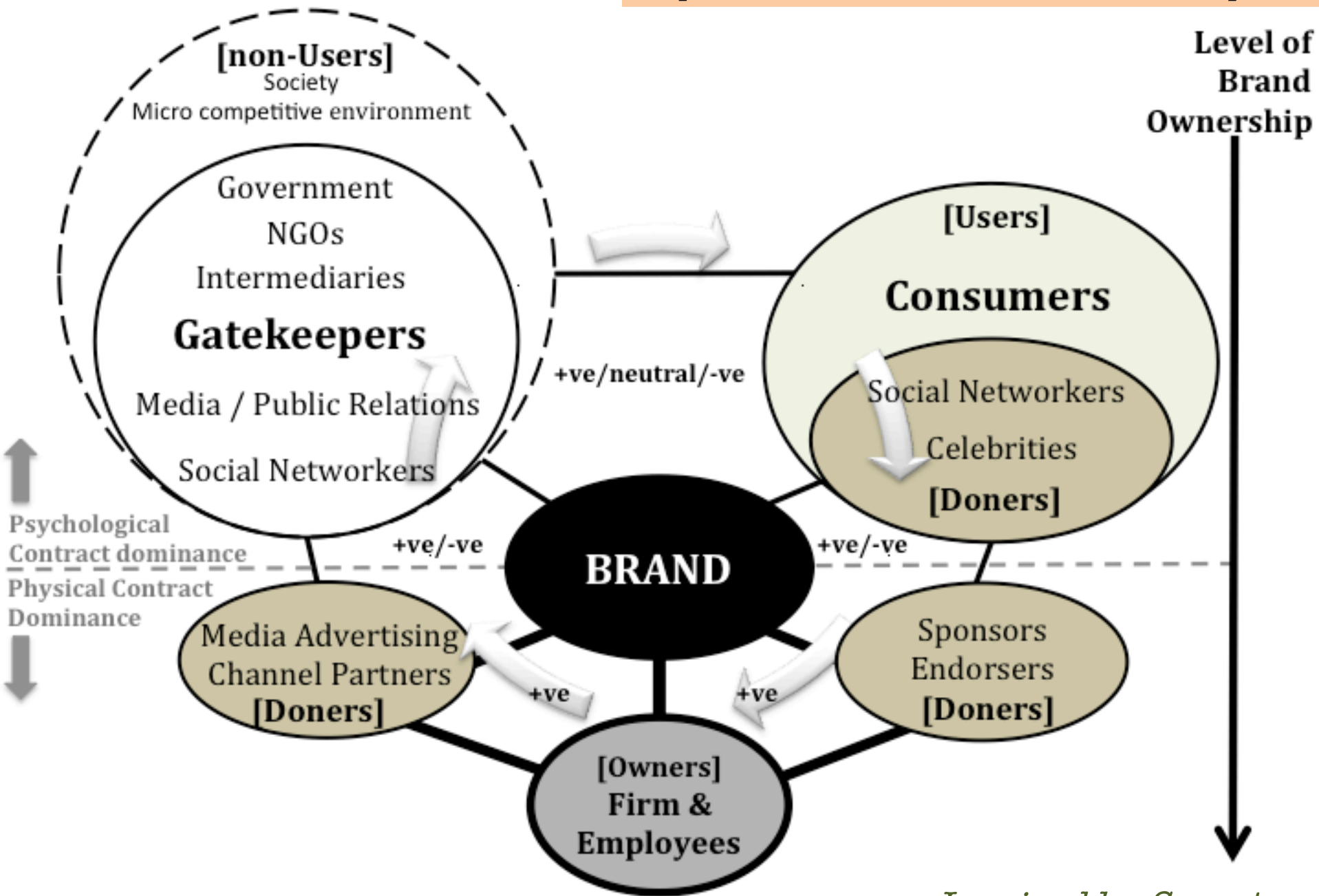
# The Life of Brands & Leaders



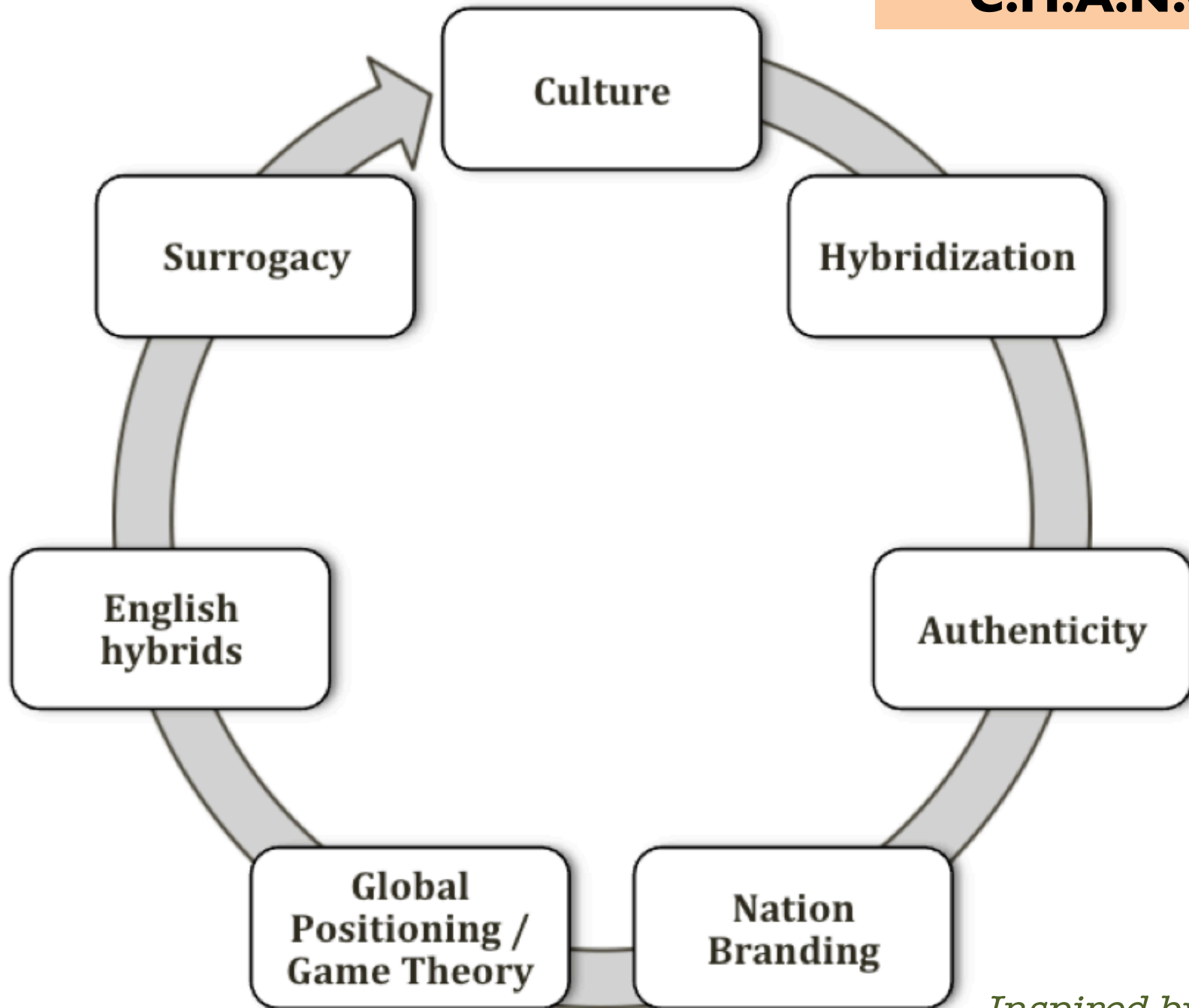
*Inspired by Aristotle*



# Dynamic Stakeholder analysis



*Inspired by Socrates*



*Inspired by Plato*



# What is *Surrogacy* ?

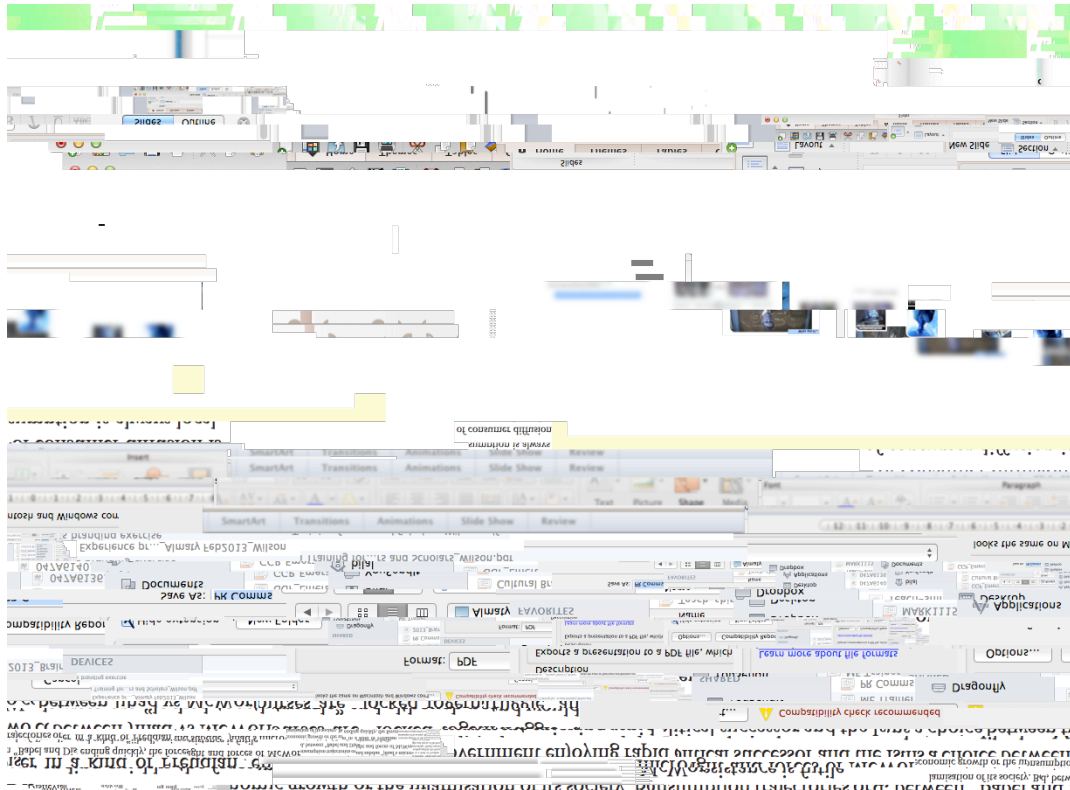
Literally:

*It is the adoption process where a mother and/or father takes ownership and responsibility of a child – like their own blood  
Or the grafting of two plants together*

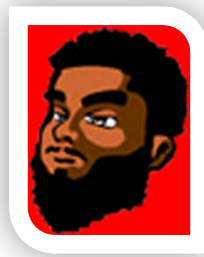
**And** that the concept:

- Applies to brands
- Applies to their stakeholders
- Is the consumption of culture, which **creates social networks & communities**
- Offers a means to generate social capital
- Seeks the **humanisation** of brands and commodities ...*and*
- Is a ratification of **authentic** and **credible** cultural-centric brand successes

So what I am advocating today is for  
Culture-centric Transformational Leadership:  
**we should either adopt, or allow ourselves to  
be adopted – and use branding to achieve this**







# The Journey...

New approaches to:

**Leadership**

**Stakeholder &  
Transactional Analysis**

**Cultural fingerprints**

**Nation Branding**

*Thank You (^\_^)d*

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