



LEADERSHIP

BY DAVID POSTILL **HOW TO STRUCTURE A MARKETING TEAM: LEADERSHIP**

How should a marketing team be structured to be effective today? I've been sharing my thoughts on this question over the last several weeks on this forum. This topic has clearly resonated with many people. I've received a lot of DMs and e-mail from individuals asking further questions or sharing their thoughts. I think this is because digital transformation, the pandemic and the needed focus on diversity & inclusion have been a catalyst for a renaissance of the marketing department within organizations.

I've written about the importance of **technology**, **content**, and **marketing strategy** skills being a part of the core marketing team. Last week I shared how essential it is for the core marketing team to effectively partner with **external talent** to augment its skill set.

Today, I want to address the final component of an effective marketing team: **leadership**. I left this topic for last because leadership sets the marketing culture and champions the company's purpose and values. A leader enables people to play to their strengths which will drive forward innovation, foster effective communication between customers and the company and promote a culture where everyone feels respected and valued.

I've outlined my thoughts on **leadership** in the slides below. As always, happy to discuss with you.

STRATEGIC PARTNERS/VENDORS

**MARKETING
STRATEGY**

LEADERSHIP

TECHNOLOGY

CONTENT

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TOP **5** AREAS OF FOCUS FOR MARKETING LEADERS TODAY.

As the world has shifted, so too has the mandate of a marketing leader. Customer experience is more important than ever along with a focus on a brand's values and the ability to be agile and responsive to shifting customer needs.

Today the importance of an effective marketing department within a company cannot be understated. The mandate of a marketing leader must encompass the following:





1. **HARNESS THE POWER OF A PURPOSE-DRIVEN BUSINESS.**

Without question, it is within the marketing leader's job description today to drive an understanding of the role their companies and brands play in society. Organizations need to demonstrate that their long-term commitment to their purpose guides their actions and the customer experience that they offer.

2.

PLAY TO PEOPLE'S SKILLSETS AND DIFFERENCES.

When building a marketing team, you'll have better results if you allow the team to take the lead in the areas that they enjoy and shine in. Additionally, to foster a truly collaborative environment that promotes innovation, it's important that everyone's voice is heard. For example, over the pandemic most team meetings moved to virtual calls. We've all observed that there are naturally people who like to speak more than others. It's the responsibility of a leader to make sure that both extraverts and introverts are comfortable in contributing their thoughts and ideas.





HIGH
TOLER-
ANCE
FOR
FAILURE

3.

MAKE SPACE TO FAIL AND LEARN.

People learn by doing. This means that leaders of successful teams need to have a high tolerance for failure. Today a leader needs to create a culture of fail fast, course correct and try again.

4.

ACTIVELY SEEK OUT DIVERSITY & INCLUSION.

As I wrote about last week, as leaders, we need to own this. We must ask ourselves whether we're getting the broadest and best possible diversity of thought and talent. This needs to be one of the top decision criteria when looking for external talent. Furthermore, we need to continually work on dismantling all stereotypes of what leadership looks and sounds like.



**DIVER-
SITY OF
THOUGHT
AND
TALENT**



5.

LEAD WITH DECENCY.

I've written before about dean of Duke University's Fuqua School of Business, Bill Boulding's concept of the "decency quotient" – a concept that is certainly relevant right now. According to Boulding, "A DQ implies a person has not only empathy for employees and colleagues but also the genuine desire to care for them. DQ means wanting something positive for everyone in the workplace and ensuring everyone feels respected and valued."

It's vital we acknowledge the shift in what's required to be successful today. More importantly, in our current environment, business can be a transformative force for good. As leaders, we have a responsibility to lead with decency and foster a generation where empathy and decency are critical business skills.