**What are the qualities that we look for in our around 100 hand- picked subscribing members of transformation-leaders.com?**

While the world is full of freelance consultants, the numbers of fine senior **independent** transformation leaders to able to help senior shareholders, chairmen MD’s or key board members lead a successful transformation is much more limited group. If you think you could be one of them and we might be the organisation for you then read on….

1. **Financial independence**

This is a crucial element. Over our 20-year history, the gap between projects for members can be lengthy. By the same token, one project can be followed by the next, and the next in quick succession. Some of our most high charging members (£2K+ a day) suggest an 18 months cushion of reserves is ideal. Time to ‘pick’ the’ right project’ where you can add great value and at the right fee level is vital.

To succeed in a project, the need to be able to ‘**speak truth to power’** to a client is an absolute necessity. We need to be able to ‘walk away’ if necessary. The moment you become financially dependent on that project fee is the moment you can become compromised.

1. **Strong ethical drivers**.

As independents, advising clients to ‘do the right thing’ is core to the way we work enabled by our ability to ‘speak truth to power’. The success of a company transformation depends on this.

We all know there are all sorts of leadership styles needed depending on the needs of a situation. But integrity is a key element to inspire trust in you by others. Board level projects usually demand a considerable ‘duty of care’. And you need to carefully agree the parameters of your project with your client before you start.

1. **A career that underpins a ‘must see’ CV at board level. Or, as head of a department in a larger corporate.**

The only purpose of a CV is to get to interview for a ‘project’ and indeed as the first step in becoming a Transformation-Leader member. A ‘long CV’ should be ideally no more than 3 pages and you should edit it to reflect the particular project for which you are interviewing. It can be a really good investment to engage independent experts to help you with this key document.

We also advise a CV with your **professionally taken** image ‘top right’ of your long CV. After all, your face is ‘your brand’. Desktop publishing also helps ‘stand out’. PDF’s secure that everything arrives exactly as it is sent.

1. **Lifetime learning. A polymath**

The speed of change is currently breath taking. The need for continual change has often now become the need for continual transformation. What worked five years ago may not be relevant for today. Whatever you ‘core proven skills’, you know you need to keep developing and widening those skills, searching around for what else is happening. See the [www.transformation-leaders.com](http://www.transformation-leaders.com) ‘Booklist’ in the website index.

1. **Your own website**

While a website, which these days does not need to be expensive to build or maintain, has a role to play in gaining you a project, in the B2B world it has more serious functions when potential clients want to check you out. These include;

* Demonstrating that you are a bona fide business
* Enabling the visitor to study your skills, knowledge and experience in depth
* Showcasing previous projects and endorsements

Importantly, the design and contents, which are the opportunity to promote your brands’ ethos and values, are entirely under your control.

A LinkedIn presence is also desirable but for the above reasons is not a substitute.

1. **Three great referees**.

Your referees are never made public, and can **only** be contacted with your permission. But we always advise a client to ‘check out’ a candidate’s referees as part of their own ‘due diligence ‘on you. Our task is NOT to ‘guarantee’ you or your ‘value add’, but certainly with only 100 or so hand- picked members from all board disciplines we are certainly in a position to speak warmly and with insight about you.

1. **Case histories**.

We are great believers in writing one or two project case histories you have been involved in. Two pages seems to have been the right length. We are able to provide our successful template for these. There are times when producing these at hiring time for a client, clinches the deal. In addition, these can be used, with the permission naturally of your client if it is mentioned, on your website!

1. **Behaviours of ‘Enlightened self- interest’.**

Every member naturally has their own personal agenda. But we are all stronger when we find ways to help each other. The independent self- driving market is now VERY large and is very substantially driven by networks the higher up a resource is needed in organisations. NOT by intermediaries at all.

We that say every serious senior independent will have a ‘relationship of trust’ of around 100. These need to be ‘logged’ by any independent **for themselves** and managed carefully.

We need to be warm but obviously careful referrers of others. Our clients look for **solutions** from us. We all have to know where to look.

But as a ‘’rule of thumb’ consider this…. 100 chosen T-L.com members x 100 personal ‘relationships of trust’ =10,000. In short, you don’t need to be ‘big’ to have very considerable ‘reach’.

Be assured we take confidentiality very seriously and NEVER publish details of our members without a member’s express permission.