

Preface

Legacy Leadership® was birthed on a train speeding from one side of England to the other, written initially on the backs of napkins, ticket stubs and hotel stationery.

That was ten years ago. Since that time, we have introduced this model to the world by developing certified trainers and facilitators, and to a world of coaching clients and whole organizations who have practiced its basics and experienced its fruit. We thought it was about time to stop for a few moments, step off the speeding train and get this material to the rest of you!

In the late 1990s we authored a coach training curriculum, *The Coaching Clinic*®, which is now used globally to teach coaching skills and competencies. The train ride through England was a result of this new offering, but we knew after initial release the program would be turned over to those who train coaches, and we would be turning back to doing what we do best—executive coaching. On this long train ride our thoughts naturally inclined to this future, and subsequently to one of the greatest dilemmas we faced as executive coaches—one that persists to this day for many—and the very reason Legacy Leadership was developed.

Throughout our combined years of coaching with executives and associated leadership development, we found we did not have a complete leadership model to coach against, no comprehensive standard to measure

progress or help construct a targeted yet all-inclusive development plan. Sometimes organizations had adopted certain leadership concepts which provided some techniques and tools, but often not a well-rounded scalable leadership platform. In most cases, however, these organizations didn't have a leadership model or comprehensive system. We wanted to be able to coach the whole person (and the whole organization), to help leaders deal with everything they might come up against as executives. We looked for a model that would cover all these leadership basics. We couldn't find one. Even fairly popular existing models weren't complete. Some weren't even relevant or scalable.

As the breathtaking English countryside sped by, we pondered this situation. It didn't take long for the cartoon light bulb to appear above our heads, providing light enough for us to scramble for writing materials. What were we doing sitting here lamenting something we could fix?

This was building a leadership model from the inside out, looking first at who leaders are, then what they do.

Between the two of us, our educations, experiences and years of coaching and leader development more than qualified us to construct the model we so sorely needed. And that's just what we did.

We used our experience and training in systems, behavior change, human dynamics and adult learning and leadership theory, as well as years of observing what worked and what didn't work in leadership. We began with the being of the leader, who he or she had to be, what was needed in attitude and motivation, and behaviors that would consistently and efficiently lead others to success. We were building a leadership model from the inside out, looking first at who leaders are, then what they do. We identified behavior shifts and changes, short-term and long-term motivation, internal

attitudes and the human dynamics that define successful leadership—of any kind. We were building the template for a leader that lasts; not a sprinter who tires, but a marathon runner. Another light bulb revealed the concept of legacy as the pieces began coming together.

Contributing heavily to our model development were the years speeding by as quickly as the blur outside our train window. We were approaching the new millennium at this point, and we could see that everything was changing quickly, including business and leadership. Any successful leadership model must reflect these changes, especially to create legacy, and be useful and relevant in an ever transitioning and morphing business environment.

The old “command and control” style of leadership won’t work anymore. Smart workers expect more and different competencies from their leaders, and more reason for them to excel than merely producing profit for someone else. Employees expect leaders to be interested in them, and not just the bottom line. Long-term corporate loyalty was becoming a thing of the past, with workers holding more positions and making more career changes than ever before. They also generally handle more responsibilities.

Today’s global competition demands top talent, and leadership needs to attract and retain the best in the workforce. Perhaps one of the biggest changes, and one that is most difficult to address, is the fact that technology is unfolding so quickly that the maturing process for leadership development has been short-circuited. Today’s workers, and especially

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young executives, have not had the opportunity to grow the vital people skills required for leadership. They have not been allowed to become seasoned. We knew that great leaders intentionally influence and develop other leaders, build teams and foster collaborative cultures. In other words, they become Legacy Leaders, building a multi-generational thumbprint for others who will use these same principles of learning and training with their own staff members.

As the model came together, what emerged was a system that fits the need for great leadership in good times or bad times, in fast times or slow times. These leaders don't have to be super human, but they do need a sincere desire, and knowledge, to be a great leader. They need a leadership framework. This framework, or leadership platform, is what we term Legacy Leadership, the Five Legacy Practices, with guidelines to shape competencies and behaviors and attitudes. Legacy Leader skills are designed to be flexible in any situation, and are focused on interactions with other people to accomplish goals.

Business is always future-paced. Leadership shifts need to be purposeful, and that purpose is to impact the future, to influence others, to shift from just-in-time (or just-in-case) learning to real-time application for current and future success. As we coach executives, the most sustainable work has been through identifying gaps that needed filling, and then working with the client to create strategies, and to develop attitudes, behaviors and motivations that can fill and bridge these gaps. The foundational context for this process has become Legacy Leadership. Our executive coaching is not about fixing the past, but about creating a new future. Our work with individual leaders and entire organizations is focused on the future, whether five minutes or five years from now. It is about building bridges to tomorrow. The Five Legacy Practices enable this kind of

successful coaching strategy. This model is not linear, and does not depend on starting at the beginning. It can be implemented at any place in the leader's development, and at any place in the model. It is highly flexible

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and adaptable to just about any leadership need, anyplace, anytime. And by its very nature, it builds the leaders of tomorrow.

Companies are concerned about branding today. Branding is a unique distinction that sets you apart from any other person, or any other company. It speaks to who

you are, what you do, what your product is. It is generally recognizable in a few words. Legacy Leadership is a brand. It defines the leader, who he or she is, and what they do. Once leaders embrace the concepts and platform of Legacy Leadership, everything they do comes out of the Five Legacy Practices. They are intentional, moving from unconscious competence to conscious greatness. We cannot not influence. We can't prevent people from talking about us. The challenge as leaders is to be intentional, creating and living that talk now—living our *legacy* now, in real time. It is intentional influence that shapes the future. This is our leadership legacy—our brand.

A lot of Legacy Leaders have been developed over the past ten years, and we have enjoyed seeing the results of their transitions. That is the reason this book hasn't been completed earlier. We have been too busy working with executive leaders, establishing a proven profile of performance for Legacy Leadership. We have taken this model into large and small organizations, with emerging and existing leaders, both resistant and open to learning new leadership competencies. In every case, the model has stood the test of time and the test of changing leadership trends and business conditions. Individual leaders have been transformed into

dynamic Legacy Leaders, living their leadership legacy daily, and continuing to demonstrate unlimited growth and unprecedented results. Organizations have been shifted to entire Legacy Leadership cultures where all Five Legacy Practices are evident, contributing to impressive returns on the investment of leadership development. In some cases growth was swift and impressive. In others, it has been a slow but steady course toward living legacy. Each leader and each organization is different and unique, and each will respond in varying ways. Much depends on the mind set of the individuals, and the desire to be and do their personal, professional and organizational best. We have included case studies from our years of coaching to Legacy Leadership in this book. Each chapter contains examples of our application of the model with real leaders.

We have been asked often why this model works so well. The answer is simple, just like the model. It is a blend of the technology of human interaction (business is about relationships) and sound business practices. It defines what works in human dynamics, and details what is necessary for business success. Ten years after its birth it has left its own legacy—a consistent track record and experiential evidence that it works.

Having a solid comprehensive leadership development tool, and a platform on which to base leadership excellence, may have been the motivating factors in the design of this model. When we coach executives, however, our purpose is not just to develop a better leader who can better him- or herself, but to grow a leader of legacy who can impact all those who follow, whether in business or in life. Legacy Leaders make the world around them a better place. Like the ripples on a lake, everyone is touched as the influence spreads. Our purpose is to enable leaders to find and develop *their* leadership purpose, and live it fully, everywhere.

What will be your business or leadership legacy? How do you want people to remember you and your leadership years from now? What will your reputation be? Isn't it about time to start living that legacy today, intentionally shaping your legacy for tomorrow? Welcome to Legacy Leadership. This is our legacy to you.

Lee and Jeannine

January 2008

Something to consider as you read this book...

"Our achievements of today are but the sum total of our thoughts of yesterday. You are today where the thoughts of yesterday have brought you and you will be tomorrow where the thoughts of today take you."

*—Blaise Pascal
French Philosopher, Mathematician and Physicist (mid-1600s)*