



## What is Legacy Leadership™?

By the Authors: Dr. Jeannine Sandstrom and Dr. Lee Smith

Legacy Leadership™ is the wisdom of the ages structured and packaged for today's – and tomorrow's – leaders. Its truths and Best Practices are timeless, proven keys to sustained significance – and form the foundation for real-time legacy in today's business environment. Legacy Leadership™ is a complete program – a philosophy, a process and a model. Legacy Leadership™ is not a leadership style – it is a life system and a way of “being” not just “doing.”

This vital and highly adaptable model was developed as the result of over 40 years of the combined experiences of the CoachWorks® principals in individual, corporate and organizational leadership development. The founders of CoachWorks® International have refined reliable time-honored principles into an intentional, powerful system for leadership success – today and tomorrow – and for self as well as others.

Legacy, in this model, is not about building things, but building people. It is about investing in individual leaders who then share what they have learned with others. Legacy is realized in this perpetuating cycle of leadership development by enabling your personal and organization plan to come alive and thrive. Your best self is offered to others in order to develop their best selves and so on, leaving a multi-generational imprint – a living legacy.

“In my 22 years of management consulting, Legacy Leadership™ provides the most comprehensive model of what leadership is really about that I've seen. Its power in diagnosis and improvement is much greater than other models that focus only on leader behavior.” *Dr. Jerry Fletcher, Author of Patterns of High Performance*

## What are the underpinnings of the model of Legacy Leadership™

Drs. Jeannine Sandstrom and Lee Smith developed the Legacy Leadership™ program as a result of their work with business leaders in all sectors. When they observed the most common behaviors of successful leaders, they identified the Best Practices that set outstanding leaders apart from their peers. When they listened to the deepest issues that were on leaders' minds, they were matters of legacy. This legacy program was developed as a map for ensuring excellence in leadership practices that would enable leaders to leave the legacy they intend.

### Basic Assumptions of Legacy Leadership™:

- Legacy is created by leaders, who develop leaders, who develop leaders for a multi-level maximization of leadership abilities and characteristics. The legacy resides in others rather than the leader.

- Leaders have a need for a comprehensive systemic model to follow that meets the needs of all leadership abilities throughout their careers. This is found in our 5-Practice Model with 50 Critical Success Skills.
- Leaders serve others first, then themselves.
- Legacy Leaders are holders of vision and values, are creators of trust so that innovation and creativity can occur, are influencers of inspiration and leadership, are advocates for differences and community, and finally, they are calibrators of responsibility and accountability. These practices embody a simple, yet sophisticated and elegant approach to leadership.

### **Foundations and Theories on Which the Model is Based:**

Current leadership books and articles cover various aspects and techniques of leadership, but do not deliver a comprehensive model. We hear stories every day about the lack of strong leadership talent, and associated lack of practices that leaders can utilize. Legacy Leadership™ includes competencies and practices with immediate applicability to most every possibility and challenge leaders face today. These practices embrace both vision and accountability for results, as well as methods for creating an environment for team success, strong and dependable relationships and maximizing the talents of diverse perspectives and strengths.

Some organizations have a set of competencies with which to measure their leader performance; others do not. In either case, Legacy Leadership™ provides a sound structure for such competencies to reside. With the structural map of the 5 Best Practices, you get a full and complete picture of the designation your leader development program will go, for you personally, and for those you lead.

Legacy Leaders® become students of leadership while focusing on building other leaders who build leaders, who build leaders.

The LL model is based on solid theoretical suppositions. Within the model you will find glimpses of the following ideations and theories. For example:

- The mindset and intention of a Legacy Leader is to serve others before self.
- The relationships between the leader and others are based on openness and trust so that fairness and equality exists in leading subordinates.
- The approach is to create an environment in which people are motivated because they know they are capable and that the expectation in the work environment is to develop both success and satisfaction.
- Leaders learn to have a transformational influence in which their people are highly motivated.
- The model itself is a complete system in which each practice interfaces with other facets of the model. Using the cliché of “the whole is greater than the sum of the parts”, it is a very dynamic model when taken together.

## **Knowledge Based Background and Theories:**

As we developed the model, we gathered theoretical approaches that matched our value system and wisdom of what it takes to be a Legacy Leader. The model was founded on the following theories from professional development sciences.

Kouzes and Posner – The Leadership Challenge

### Leader Member Exchange Theory (Graen and Cashman – 1975)

This theory focuses on the relationship between leader and subordinate (the centerpiece of the theory) and the leader's need to show trust, respect, openness, autonomy and discretion. In so doing, "leadership-making" is more likely to occur. Such leadership making suggests that leaders can create networks of partnerships through the organization, which will benefit the organization's goals and the leader's own career progress. It warns leaders to avoid letting their biases influence their relationships and for leaders to be fair and equal in how they approach each of their subordinates.

### Servant Leadership (Greenleaf – early 1970s)

This theory emphasizes that leaders are attentive to the concerns of their followers. A servant leader focuses on the needs of followers and helps them to become more knowledgeable, more free, more autonomous, more accountable and more like servants themselves. Followers become the best they can be through the motivation of Servant Leaders, who enrich others by their presence. A Servant Leader uses less power and control while shifting authority to those who are being led.

### Path-Goal Theory (Evans, Mitchell and Dessler – 1970s)

The goal of this theory is to enhance employee performance and satisfaction by focusing on employee motivation. It is derived from expectancy theory, which suggests that subordinates will be motivated if they think they are capable of performing their work, believe their efforts will result in a certain outcome, and believe that the payoffs for doing their work are worthwhile and rewarding. Leaders help subordinates along the path to their goals by selecting specific behaviors that are best suited to needs and the situation in which they are working. Consequentially, within the organization there are expectations for success and satisfaction. Leaders need to be able to flex their leadership style to fit the needs of their employees and the work they are doing.

### Transformational Leadership (Burns – 1978)

Transformational Leadership is a process that changes and transforms people. It is concerned with emotions, values, ethics, and standards as well as long-term goals. It involves an exceptional form of influence that moves employees to accomplish more than what is usually expected of them. It is a process that often incorporates charismatic and visionary leadership. Such leaders are capable of motivating others because of their strong role-modeling.

## Systems Theory (Bertalanffy 1920s to Senge 1995)

The idea of systems describes the interrelatedness of people, ideas, structure of organizations and industries, to name a few. Each action affects other actions. Change in one area causes change in another. Like the “butterfly effect”, seemingly unrelated occurrences can cause a ripple effect, either positive or negative. Building on this very complex theory, our model includes practices that rely on each other to become a complete system of leadership, with allowances for feedback loops. Our 360 Assessment relies on the client’s organizational “system” for feedback to get a true picture of behavior.

### **Applications of Legacy Leadership™**

We are often asked: “Are you living your legacy? “Legacy” is commonly thought to be something you leave behind when you’re gone. What if you were living your legacy now? What if your vision for the future was evident in everything you do, every day? With this model, you can be that Legacy leader.

We have isolated, defined, and made transferable the practices common to leaders who are able to achieve and sustain success – with people, product and revenue. These common traits, taken together, formulate our 5 Best Practices. We found that these practices are common in all great leaders, whether it be the ancients whose successes leap from the worn pages of history, or the Fortune 500 leaders of today – and will continue to be observed in the leaders of tomorrow.

The practices apply to every aspect of leadership –

- From the vision and values to developing direction and commitment.
- From creating an environment of trust to having collaborative working relationships.
- From influencing others with great presence to connecting with the heart of individuals.
- From advocating differences to being committed to communities.
- From calibrating for results to strong execution and performance.

Legacy Leadership™ is a philosophy, a model and a proven process for bringing out individual best, developing other leaders in the organization, establishing organizational leadership culture, and positively impacting the bottom line.

### **The Legacy Leadership Model**

Given that leadership can be complex, we have simplified and distinguished five core competency platforms and associated critical success skills for successful leadership. These platforms represent a complete set of observable and measurable behaviors. The behaviors, when used in total, are leverage points for success. We included those practices of leadership that are essential for every leader, regardless of their industry or level within the organization.

- Best Practice 1 – Holder of Vision and Values™  
The ability to keep vision and values clear, sustain focus and clarity, develop and execute strategy, establish the measureables, and gain commitment to action.

- Best Practice 2 – Creator of Collaboration and Innovation™  
The ability to be creative and foster trusting environments, to masterfully listen and facilitate, acknowledge the unknown and think beyond what is, gather perspectives and ask tough questions and discern need for change and project the innovative impact.
- Best Practice 3 – Influencer of Inspiration and Leadership™  
The ability to build positive, meaningful relationships with energy, place leadership emphasis on people for positive outcomes, recognize, acknowledge and inspire others, enable others to lead through positive modeling, and to be humble with a fierce resolve for each person's success.
- Best Practice 4 – Advocate of Differences and Community™  
The ability to be an advocate for people and raise their visibility, recognize strengths and build value, build diverse teams, promote an inclusive environment, and recognize impact of business direction and communicate appropriately.
- Best Practice 5 – Calibrator of Responsibility and Accountability™  
The ability to execute strategies well with implemented action plans, have vigilant awareness of progress towards goals, require peak performance with support and buy-in from all, have clear consistent accountabilities and follow through, and be aware of trends, adapt to change and recalibrate as necessary.

### **And, finally.....Growing Tomorrow's Leaders Today**

Now, like no other time in history, there is a need to develop strong leadership abilities. Using a model with proven success for both the best of times and worst of times, Legacy Leadership™ embodies a compelling and comprehensive set of competencies and skills. Legacy Leaders® lead the way for others to follow to the edge of current development and beyond.

### **About the Authors:**

Dr. Jeannine Sandstrom, Master Certified Coach and CEO of CoachWorks International, is a globally experienced Executive Coach who partners with C-Suite executives to optimize leadership performance. She has been where senior leaders are, having shouldered profit and loss responsibility, led large teams and held the executive strategic vision in her hands. As a proponent of life-long learning, she believes in constant training and conditioning to be prepared for life's decisive moments and biggest opportunities. Jeannine employs expert leadership training methodology to condition executives to perform at the top of their game. She advises on complex strategic matters and partners with leaders in taking concrete actions for immediate results. This approach encourages timely breakthroughs, improved performance and bottom line results.

Dr. Lee Smith is a highly experienced Executive Leader Coach working with C-level leaders and their executive teams. She has a proven record in coaching and developing leaders in realizing solutions to critical executive issues, addressing change and delivering results. In her work, Lee serves as the coach, leader, strategic change agent, teacher, encourager and trusted advisor. As President of CoachWorks® International, her clients include Fortune 500 companies and other organizations and non-profits. Lee

holds one of the first international certifications as Master Certified Coach. Her doctorate is in Organizational Behavior and Psychology with an undergrad in Business. She has authored books, coaching programs, and assisted in establishing standards/ethics for the coaching profession.

Drs. Sandstrom and Smith are the co-developers of the Legacy Leadership™ platform of leadership development materials and co-authors of their recent book, ***Legacy Leadership: The Leader's Guide to Lasting Greatness.***

## About HRDQ

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At HRDQ, we believe an experiential approach is the best catalyst for adult learning. Our unique Experiential Learning Model has been the core of what we do for more than 30 years. Combining the best of organizational learning theory and proven facilitation methods with an appreciation for adult learning styles, our philosophy initiates and inspires.

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