

# EFS SERVANT LEADERSHIP NEWSLETTER

"THE LIFE THAT YOU LIVE IS THE LEGACY YOU LEAVE"

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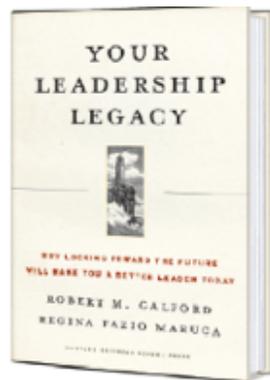
TOPIC THIS ISSUE: A LEADER'S LEGACY



## YOUR LEADERSHIP LEGACY

BY: ROBERT GALFORD & REGINA FAZIO MARUCA

*The Power of Community: How Phenomenal Leaders Inspire Their Teams, Wow Their Customers and Make Bigger Profits*



**Is it ever too early to think about the kind of long-term impact you'll have on your organization? Is it ever too early to think about what people will think, say, or do, after your tenure as a leader has ended, as a result of having worked with you?**

We think the answer to both questions is **no**. It's never too early to think about the kind of influence your leadership will have after you've retired or taken a position with another company. In fact, we believe that the earlier leaders begin to consider their leadership legacy, the better leaders they will be.

Much of the time, people begin to consider the overall impact of their leadership when they're about to retire or when they're moving on to a senior-level job in another company. *The legacies they've formed at work are created in your everyday actions, attitudes and behaviors.* However, the leader, looking back, is sometimes faced with a host of unsettling *could haves* and *would haves*.

**The central idea is that one's desired leadership legacy should be a catalyst for action rather than a result considered after the fact.** Why? It's because as best as we can tell, you have only one chance in this world, so it's important not to waste it. And if recent, quarterly, or even yearly results are your only benchmark, you might accomplish only small, discontinuous wins and never have the kind of impact you could have as a manager or a leader. By contrast,

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being intentional about your desired long-term impact helps you both in the short run and in the long run.

We found that the more people reflected on the impact of their leadership, the less often they described it in professional or corporate terms. **They spoke of the aspirations they have for the companies they manage, but increasingly they attributed importance to the one-to-one influence they might have on colleagues, direct reports, and the people in the organization at large.** The more they thought, the more they also began to talk about their desired work legacies in personal terms. **“I hope that my legacy at work will be the same things for which my family will remember me, and be proud of”** was a common theme.

Put simply, we found that looking forward, people wanted to achieve success in organizational or performance terms. But looking back, they wanted to know that their efforts were **seen—and felt—in a positive way by the individuals they worked with directly and indirectly.**

Most senior managers well understand the intrinsic link between daily behavior and long-term impact. Legacy thinking is a tool through which leaders can filter and assess their decisions. It provides the kind of perspective that rarely makes it to the table in the course of the daily pressures of running an organization. It also serves as a powerful check to help leaders ensure that their priorities—personal and organizational—are reflected in their actions.

We want to help great leaders leave positive legacies. Successful companies almost always have strong leaders, but sometimes organizational success comes at a personal price. All of us can name people who built financially successful companies at the cost of personal relationships or their own satisfaction. We can also name people who excelled at driving a company forward but left peers and direct reports vowing, *“I’m never going to behave that way.”* Did they produce positive results, in terms of the organization’s success? Yes. But they left negative leadership legacies.

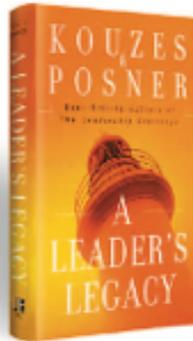
When top managers leave in their wake strong companies and individuals who can perpetuate that strength in a positive and healthy way, the result is both leadership and legacy at their best. Ultimately, that’s what we’d like to help leaders achieve.



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## A LEADER'S LEGACY: LEADERS ARE TEACHERS

BY: JAMES KOUZES & BARRY POSNER



When we move on, people do not remember us for what we do for ourselves. They remember us for what we do for them. One of the great joys and grave responsibilities of leaders is making sure that those in their care live lives not only of success, but also of significance. Leaders who see their role as serving others leave the most lasting legacies.

***Are you on this planet to do something, or are you just here for something to do? If you're on this planet to do something, what is it? What difference will you make? What will be your legacy?***

Teaching is one way of serving. It's a way of passing along the lessons learned from experience, particularly to those who look immediately to us for leadership. By asking ourselves how we want to be remembered, we plant the seeds for living our lives as if we matter.

The best way to learn something is to teach it to somebody else. As the late Peter Drucker observed early in his career: *"My third employer was the youngest of three senior partners of a bank ... Once a week or so he would sit down with me and talk about the way he saw the world ... In the end, I think he learned more than I did from our little talks."*

Our teachers continue to teach as we go on to tell their stories. This should make each of us wonder about a few things:

- ***What lessons am I teaching in each interaction I have?***
- ***What stories will others tell about me in the future?***
- ***What am I learning from others as I teach?***

Leadership is a relationship between those who aspire to lead and those who choose to follow. No matter how much formal power and authority our positions give us, we'll only leave a



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lasting legacy if others want be in a relationship with us. Lasting success depends upon whether we like, as well as trust and respect, our leaders. All leaders should want to be liked. Being motivated to be liked will result in more enabling actions and these actions — actions such as listening, coaching, developing skills, providing choice, making connections — will create higher levels of performance.

### Leadership Is Personal

People need to know more about the leader than the fact that the leader is their boss. They need to know something about the leader as a person. It is worth repeating: Leadership is a relationship between those who aspire to lead and those who choose to follow.

#### People want to know:

- ***Your values, beliefs, aspirations and dreams***
- ***Who has influenced you the most***
- ***What prepares you for the job you're doing***
- ***What you're like as a person***
- ***What drives you***
- ***Your hobbies and other personal tidbits***

We are more likely to trust people we know, and the more we know about our leaders the more likely we are to trust them as human beings. We lead our lives in the company of others, and that is where we leave our legacy. It is the quality of our relationships that most determines our legacy.

### Leaders Should Want to Be Liked

***“You don’t love someone because of who they are,”*** said Irwin Federman, addressing a group of MBA students at Santa Clara University. ***“You love them because of the way they make you feel.”*** Irwin has it exactly right.

We work harder and more effectively for people we like. We like them in direct proportion to how they make us feel. The leaders people want to follow are the ones for which they have genuine affection. Likeability is a major factor in being successful in just about every endeavor in life. Research shows that **people perform significantly more effectively when their leaders treat them with dignity and respect, listen to them, support them, recognize them, make them feel important, build their**

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**skills and show confidence in them.**

**Trust is the social glue that binds human relationships.** Without it we'd be unable to get anything meaningful accomplished.

**What does trust look like?** Trust is valuing other people such that you respect their opinions and perspectives. Trust means moving outside of your comfort zone and letting go of always doing things the way they were always done.

For leaders, trust is the willingness to be vulnerable and open up to others, even when doing so may risk real harm. If trusting means making yourself vulnerable and you're the leader, then that means your life and career are on the line, too.

**But if you don't trust, then what?** Many things just won't get done. You're left with doing more and more work yourself, constantly checking up on other people's work, getting less than the best from your team. And the less you trust them, the less they trust you. Eventually, you burn out from the workload and stress. Sometimes, despite our best efforts, people don't do their jobs. The temptation may be to hold on tighter. But when you constantly look over other people's shoulders they begin not to trust you. Trust cannot be taken for granted, but it is the basis for good working relationships.

**The Achilles' Heel of Leaders**

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Kirk Hanson, university professor and executive director of the Markkula Center for Applied Ethics at Santa Clara University, asserts that the Achilles' heel of leaders can be found when they:

- ✓ Believe they know it all.
- ✓ Believe they are in charge.
- ✓ Believe the rules don't apply to them.
- ✓ Believe they will never fail.
- ✓ Believe they did it all by themselves.
- ✓ Believe they are better than the "little people."
- ✓ Believe they are the organization.
- ✓ Believe they can focus everything on the job.