

*CoachWorks® International Presents*



**An Overview**

# The World Has Changed

## Top 10 Challenges

*“A business periodical asked a number of corporate chief executives “to look over the horizon of today’s headlines,” “size up the future,” and describe the most pressing tasks that lie beyond the millennium for chief executives. I was invited to do so as well. In my response I wrote, “The three major challenges CEOs will face have little to do with managing the enterprise’s tangible assets and everything to do with monitoring the quality of: leadership, the workforce, and relationships.”*

Frances Hesselbein,  
“The How To Be Leader.”  
Edited Book: The Leader of the Future:  
New Visions, Strategies, and Practices for the Next Era.  
Jossey-Bass  
Publishers,  
San Francisco, CA.



## Today’s Corporate Environment...

- “Command and Control” doesn’t work anymore
- People expect more from leaders
- No more long term corporate loyalty
- Workers need more reason to produce than producing profit for others
- More career shifts, more responsibilities
- Global competition demands top talent
- Workers expect leaders to be interested in them
- Leaders must develop other leaders
- Leaders must build teams
- Technology advancing quickly
- No leader maturing process

## A Linkage Survey\* of 2000+ leaders showed that their top 10 challenges are:

- Creating leaders at all levels
- Linking leadership with the strategic plan
- Designing effective leader development programs
- Identifying leadership competencies
- Finding the ROI on leadership development work
- Finding the ROI on coaching and mentoring programs
- Applying systems to leadership development
- Developing the high potential leaders
- Partnering with senior managers in development
- Developing personal leadership skills

*\*Presented at 2000 Linkage Leadership Development Conference by Linkage President*

***Success can no longer be mandated—  
but it can be orchestrated.***

## The CoachWorks Response







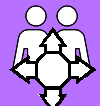
*CoachWorks has built the Legacy Leadership model based on the core belief that:*

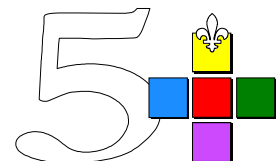
- *people have honorable intentions,*
  - *are essentially good,*
  - *are personally responsible for their own behavior, and*
  - *we can make a better future together.*
- ***A comprehensive framework*** of practices, behaviors, attitudes and values that addresses every aspect of successful leadership
  - ***A set of 5 Best Practices that changes the culture*** of an organization from a command post to a community, balanced in its approach to both people and production
  - ***A unique approach to leadership*** that maximizes professional (personal) and organizational (company) effectiveness
  - ***A philosophy*** (not a “prescription” plan) of leadership that encourages confidence, learning, wisdom, courage, insight and compassion
  - ***An ageless way to develop personal potential*** that models real leadership for others

***From Success to Significance to LEGACY***



# The Essence of the 5 Best Practices

BEST PRACTICE	<b>Holder of Vision and Values™</b> <span style="font-size: 2em; font-weight: bold;">1</span> 	<b>Creator of Collaboration and Innovation™</b> <span style="font-size: 2em; font-weight: bold;">2</span> 	<b>Influencer of Leadership and Inspiration™</b> <span style="font-size: 2em; font-weight: bold;">3</span> 	<b>Advocator of Differences and Community™</b> <span style="font-size: 2em; font-weight: bold;">4</span> 	<b>Calibrator of Responsibility and Accountability™</b> <span style="font-size: 2em; font-weight: bold;">5</span> 
DEFINITION	Leaders embody, hold out for all to know, company's vision and values. Vision and values spell out where company is going and the guiding principles by which they will operate. Leaders' behaviors are such that all work is organized around these 2 factors and leadership team, all performance measured against them.	Leaders supply environments where team members are comfortable enough to create possibilities greater than they would have alone. The group then discovers new practices, tool or products that changes or improves everything.	Leaders are "trail blazers" with a positive influence so that everyone is lifted up to be the best they can be. Participants are invited (not commanded) to contribute from strengths and are filled with energy to deliver high quality outcomes.	Leaders possess a mindset that all people have unique and compelling contributions to make. Leaders speak up for each person to forward that person's development and progress with the company.	Leaders who demonstrate personal standards of behavior and accountability, who provide clarity about expectations for results and who ensure measurement of progress toward the vision, with an eye for flexibility and mid-course corrections.
CRITICAL SUCCESS FACTORS	<b>Must be in place:</b> <ul style="list-style-type: none"> <li>▪ Clear, compelling vision</li> <li>▪ Values statement</li> <li>▪ Business objectives</li> <li>▪ Strategic design</li> <li>▪ Roadmap and milestones</li> <li>▪ Communication throughout company of all above</li> <li>▪ Ways to measure all</li> </ul>	<b>Must be in place:</b> <ul style="list-style-type: none"> <li>▪ Creative environment</li> <li>▪ Commitment to innovation</li> <li>▪ Processes for collaboration</li> <li>▪ High levels of trust</li> <li>▪ Process of capturing outcomes</li> </ul>	<b>Must be in place:</b> <ul style="list-style-type: none"> <li>▪ Positively inspired leaders</li> <li>▪ Abilities and processes to engage others from strengths</li> <li>▪ Personal connections</li> <li>▪ Stories that inspire</li> </ul>	<b>Must be in place:</b> <ul style="list-style-type: none"> <li>▪ Processes for identifying strengths and styles</li> <li>▪ Comfort with differing perspectives</li> <li>▪ Practice inclusion vs exclusion</li> </ul>	<b>Must be in place:</b> <ul style="list-style-type: none"> <li>▪ Calibration processes vs discipline</li> <li>▪ Measurements and rewards</li> <li>▪ Measurements against roadmap and milestones</li> </ul>
BARRIERS TO SUCCESS	<b>What prevents success?</b> <ul style="list-style-type: none"> <li>▪ Lack of commitment</li> <li>▪ Missing Communication</li> <li>▪ Lack of Measurements</li> <li>▪ Focus on short term activity vs long term commitment</li> <li>▪ Lack of modeling of values by leadership</li> </ul>	<b>What prevents success?</b> <ul style="list-style-type: none"> <li>▪ Mindset for change avoidance</li> <li>▪ Lack of trust</li> <li>▪ Lack of inspiration by leader</li> <li>▪ Lack of methods for discovery</li> <li>▪ Fear of creative tension</li> </ul>	<b>What prevents success?</b> <ul style="list-style-type: none"> <li>▪ Focus on numbers not people</li> <li>▪ Not knowing what influences</li> <li>▪ Fear or mistrust</li> <li>▪ Previous history with the influencer</li> </ul>	<b>What prevents success?</b> <ul style="list-style-type: none"> <li>▪ Belief systems and biases</li> <li>▪ Stereotyping</li> <li>▪ "Rubber stamp" mentality</li> <li>▪ Avoidance of vulnerability</li> <li>▪ "Us against them" thinking</li> </ul>	<b>What prevents success?</b> <ul style="list-style-type: none"> <li>▪ Leader not holding self or others accountable</li> <li>▪ "Either/OR" thinking</li> <li>▪ Qualifiers that diminish</li> <li>▪ Exclusion of customer in the measurement mix</li> </ul>



# Comparative Analysis of Leadership Models

LEADERSHIP MODEL	ORGANIZATION, PROFESSIONAL, OR BOTH	FOCUS	GOAL	Vision Values Collaboration Innovation Inspiration Influence Differences Community Responsibility Accountability											
				ISSUES COVERED											
<b>Smith/ Sandstrom: Legacy Leadership</b>	Both individual and organization	The “who” of the leader and the “what” of behavior. Based on a comprehensive set of 5 Best Practices: 1. Holder of Vision and Values 2. Creator of Collaboration and Innovation 3. Influencer of Inspiration and Leadership 4. Advocate of Differences and Community 5. Calibrator of Responsibility and Accountability	To create a multiplication effect where leaders develop leaders, who develop leaders, who possess strength and agility to direct the organization to high levels of competition, profitability, and commitment to service of others.	X	X	X	X	X	X	X	X	X	X	X	X
<b>Kouzes/ Posner: The Leadership Challenge</b>	Individual development as he/she impacts the organization	Leader abilities 1. Challenge the process 2. Inspire shared vision 3. Enable others to act 4. Model the way 5. Encourage the heart	To develop behaviors to serve as a basis for learning to lead.	X	X	X	X	X	X	X				X	
<b>Covey: Principle- Centered Leadership</b>	Individual leaders	Principles on which to base leadership: 1. Alignment 2. Empowerment 3. Trust 4. Trustworthiness	To practice leadership from perspective of 4 “true north” principles	X	X				X					X	
<b>Nanus: Visionary Leadership</b>	Individual leaders	Helping to develop the right vision	Guidance for leaders to develop vision and strategy	X	X										
<b>Greenleaf: Servant Leadership</b>	Individual leaders	On the being of the leader and his/her highest priority of serving others	To serve first, lead second	X	X			X					X	X	
<b>Ball: DNA Leadership</b>	Individual leaders and Organization	Goals are the transforming agent that creates a DNA culture	Using DNA fabric to guiding and growing the Goal-Driven organization	X	X		X	X							
<b>Oakley/ Krug: Enlightened Leadership</b>	Both leaders and organization	Right vision while leading organization members to accept ownership for it and commitment to implement vision	To inspire others to act and developing other leaders	X						X				X	
<b>Blanchard: Situational Leadership</b>	Individual professional	Leadership style people need to be successful at what they are doing— Three stages of change based on situational need: Starting and orienting the journey Change and Discouragement Adopting and Refining Empowerment	Re-orient leader style based on evaluation of situation. Focuses on diagnosis, flexibility and partnering.	X	X	X						X		X	X

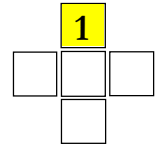


# Legacy Leaders...

## Holders of Vision and Values

A **HOLDER** “Keeps in hand” those things that are important, embracing and encouraging their remembrance. **VISION** is a clear view and understanding of realizable goals, plans and intentions. **VALUES** are those things considered right, worthwhile, and desirable—the basis of guiding principles and standards. This Best Practice is about direction and commitment.

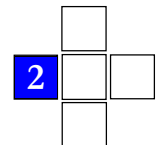
- Are clear about personal values
- Create, speak, expand and bring into focus the organization’s vision
- Engage others to create vision
- Clarify and communicate organization’s vision and values
- Measure all ideas, decisions, commitments and actions against visions and values template
- Protect the vision from being diminished
- Protect values from being eroded
- Provide consistent focus and direction
- Make vision and values come alive in everyday activities



## Creators of Collaboration and Innovation

A **CREATOR** causes something to “come into being” through original or inventive means. **COLLABORATION** is the process of working together to achieve common goals instead of personal agenda. **INNOVATION** is the introduction of something new and different to the process of achieving goals. This Best Practice is about the environment of working relations.

- Establish environments that facilitate discovery
- Encourage the unique genius of each person
- Fully engage the gifts of every person
- Accept, honor and respect each person’s contribution
- Promote shared ownership of outcomes
- Shine the spotlight on the team
- Promote leading-edge competitiveness through collaborative innovation
- Adhere to intentional team process
- Encourage continuous personal learning, growth

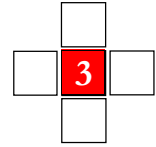


## Legacy Leaders...

### Influencers of Inspiration and Leadership

An INFLUENCER brings about a desired effect in others, by direct or indirect means. INSPIRATION is the process of animating, motivating or encouraging others to reach new levels of achievement. LEADERSHIP is the process of guiding and directing others to shared success. This Best Practice is about individuals, the heart of relationships.

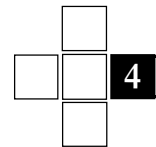
- Know themselves well
- Are trailblazers for others to change and grow
- Are inspired, and inspiring
- Speak and behave with integrity
- Practice continuous self improvement and learning
- Model best in leadership practices
- Give active support to other leaders
- Express a positive, powerful hope for the future
- Are committed to having others outpace them



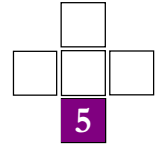
### Advocators of Differences and Community

An ADVOCATOR stands in support of a cause, a practice or a person on its or their behalf. DIFFERENCES are those qualities that distinguish people or things from other people or things. COMMUNITY is a group of people with shared interest working together to achieve shared success. This Best Practice is about distinction and inclusion.

- Recognize and draw together those who contribute diverse perspectives
- Practice inclusion and draw out differences
- Broaden perspectives
- Require that everyone bring their whole selves to the workplace
- Embrace different points of view
- Lead the team to leverage perspectives
- Reframe conflicts into opportunities
- Know and embrace own uniqueness, and encourage others to do the same
- Consistently create diverse teams
- Achieve true team consensus



### Calibrators of Responsibility and Accountability



A CALIBRATOR “sets the mark” for the quantitative measurement of success/acceptance. RESPONSIBILITY is the ability to respond correctly to—and meet—stated expectations. ACCOUNTABILITY is the obligation to justify conduct, conditions or circumstances. This Best Practice is about execution and performance.

- Clarify expected outcomes
- Clearly communicate expectations
- Can be counted on unconditionally
- Hold self and others to same standards
- Allow no exceptions - everyone is held accountable
- Promote best efforts and adjust to meet goals
- Gauge actions and outcomes to standards and commitments
- Make mid-course corrections as necessary
- Foster an environment of learning, and agility



# The Legacy Leadership Institute

Reorient  
around a new  
definition of  
excellent  
leaders:

**“those who  
embody  
deep  
personal  
humility and  
fierce  
resolve,  
influencing  
success  
which is felt  
long after  
they move  
on.”**

—Jim Collins, author of  
Good to Great: Why  
Some Companies Make  
the Leap...and Others  
Don't



## An intensive 3-day workshop including:

- Thorough hands-on study of Legacy Leadership and the 5 Best Practices
- 200+ page Field Guide with resource information about Legacy Leadership and the 5 Best Practices, behavior shifts, expected outcomes, inhibitors to concept application, journaling, activity pages, development plans and extensive library list
- Legacy Leadership Competency Inventory (LLCI)<sup>TM</sup> a self-evaluation assessment instrument for determining current behaviors and action planning
- Innovative approaches to experiential learning, including group case study work and creative exercises
- Extensive activity-based concept applications
- Concepts reinforced with fun
- Follow-on coaching for reinforcement of permanent shifts in behavior

## Institute benefits:

- Realize permanent shifts in leadership behaviors to influence others and develop excellent leaders who develop excellent leaders
- Adopt a leadership philosophy instead of a prescription that will have lasting and far-reaching results
- Learn how to maximize your personal and professional potential through a process that grows both the organization and the individual
- Determine how to attract and retain high potential employees of diverse perspectives
- Participate with a community of leaders making the same life changing shifts who will become valuable resources for encouragement and continued collaboration

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Printed in Dallas, Texas USA. CoachWorks Press, 5050 Quorum Drive, Suite 700, Dallas, TX 75240. Layout/graphics by deskWorks, Woodinville, WA.

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