

How Will You Be Known?

Building Your Leadership Legacy

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Most leaders do not think about their leadership legacy. They think a legacy is something for older people or something you leave when you die. Legacy is something handed down, usually a gift that has impact and a reputation. It is very possible a legacy is not "formally" recognized until after a person passes; however, just as you build your financial security to hand down to your family, you begin building your leadership legacy the day you begin leading - you have to be proactive.

It is important that leaders identify the legacy they want to build. A person would not decide to build a home and just start building, randomly and wherever. The person would want their home to be in the right location, secure, safe, built with quality materials, a strong foundation... something that will outlast them...something that can be passed down and enjoyed by their children as well as their children. If a person would take so much thoughtful care to build a home, should leaders not take equal amounts of care to build their leadership legacy?

*Leaders cannot afford to overlook the importance of thoughtfully and purposefully creating their legacy **now**.*

There are specific characteristics found in leaders who build a strong legacy. Legacy leaders:

- Are purposeful and intentional in how they lead
- Communicate well
- Value the differences in people
- Have strong interpersonal skills
- Deal with complex problems
- Develop and inspire others
- Are hungry to learn
- Are visionary

We ignite employee engagement through inspired leadership.

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- Are introspective - self aware and self managed
- Are trustworthy
- Are consistent
- Know their values
- Are authentic
- Recover after setbacks and failure

If you are a leader, you need to identify how your behavior and the decisions you are making will affect your leadership legacy (in the workplace, community and family). Our legacy is not what we "hope" it is. Our legacy is what we purposefully create it to be.

In the early 90s, Gallup Research created what is known as The Gallup Q 12. This research clarified the differences between engaged employees and disengaged employees. It also identified what employees need from their leaders in order to be more engaged to do their jobs well every day.

According to Wiki, Employee engagement is:

Worker engagement or Employee Engagement is a [business management](#) concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their [work](#), and thus will act in a way that furthers their [organization's](#) interests. According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work". Thus, engagement is distinctively different from employee satisfaction, motivation and organizational culture.

Gallup's research showed three areas of employee engagement:

- **Engaged employees** work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
- **Not-Engaged employees** are essentially "checked out." They are sleepwalking through their workday. They are putting in time, but not enough energy or passion into their work.
- **Actively Disengaged employees** aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish.

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The results of the latest engagement index:

- Engaged employees – 28 %
- Not-engaged employees – 54%
- Actively Disengaged – 17%

In other words, 71% of the workforce is either underperforming or actively undermining their work.

Source: http://www.artsusa.org/pdf/events/2005/conv/gallup_q12.pdf

The Gallup research went on to identify 12 areas employees need their leaders to deliver to them in order to be engaged employees. They are as follows:

Q01. I know what is expected of me at work.

Q02. I have the materials and equipment I need to do my work right.

Q03. At work, I have the opportunity to do what I do best every day.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q06. There is someone at work who encourages my development.

Q07. At work, my opinions seem to count.

Q08. The mission or purpose of my company makes me feel my job is important.

Q09. My associates or fellow employees are committed to doing quality work.

Q10. I have a best friend at work.

Q11. In the last six months, someone at work has talked to me about my progress.

Q12. This last year, I have had opportunities at work to learn and grow.

Source: http://strengths.gallup.com/private/Resources/Q12Meta-Analysis_Flyer_GEN_08%2008_BP.pdf

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Legacy leaders build engaged employees. They are aware when their team members begin to lose connection and work diligently to pull them back in. Legacy leaders are self aware of their own waning from engagement and manage themselves back into alignment as well.

The bottom line is that leaders cannot afford to overlook the importance of thoughtfully and purposefully creating their legacy **now** (not someday). They must recognize the importance and value of taking the necessary time to identify, create, and live into their legacy. No one ended up "successful" by accident; neither will your legacy happen by accident.

Monday Motivations:

1. Write out how you would like to be known as a leader - work on this throughout the week to define the leadership legacy you want to live into.
2. Ask a colleague, boss and at least one direct report to share how they view the legacy you are living into as a leader. This is a time to listen and learn - not explain or defend.
3. Compare your final notes on your leadership legacy from two Motivational Mondays ago to the feedback you received from colleagues, leadership and direct reports. Identify three areas you are doing well and three opportunities for growth.
4. Identify one person who can be an accountability partner to you and ask them for this favor as you work to create and live into your leadership legacy (have a backup plan in case this person cannot do this for you at this time)
5. Share the three areas you identified you are doing well and the three areas you have opportunities for growth with your accountability partner. Ask them to mentor and hold you accountable next 6 months as you begin stay in consistency in the areas you are doing well and work on the areas of opportunity. Schedule times on the calendar to meet at least once a month. (you can also hire a coach to do this with you)

Friday Reflections:

1. Are you pleased with the leadership legacy you have written for yourself?
2. What was your response to the feedback you received on how you are viewed by your colleagues, leadership and direct reports?
3. Were there any surprises when you compared your notes to the feedback from others?

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4. How did your accountability partner respond when you asked for their help in developing your leadership legacy?
5. Did you get your 6 months of mentoring/accountability scheduled? If not, when will you make this happen?

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