



Legacy Leadership: Authentic Leadership for Challenging Times

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The Effective Leader

Every organization has their version of this scenario:

***"We made our best salesman
the sales manager."***



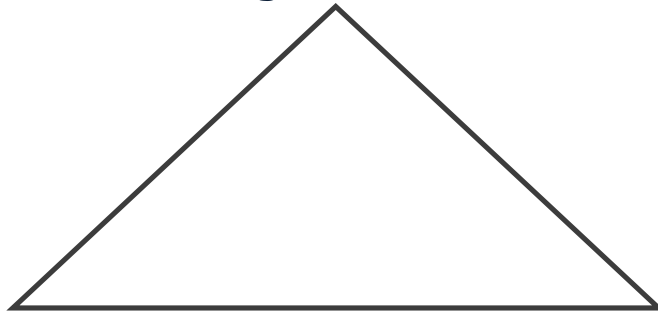
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Sample: 93 organizations in 10 Industries

The Effective Leader

Knowledge of the Business



Leadership Skills

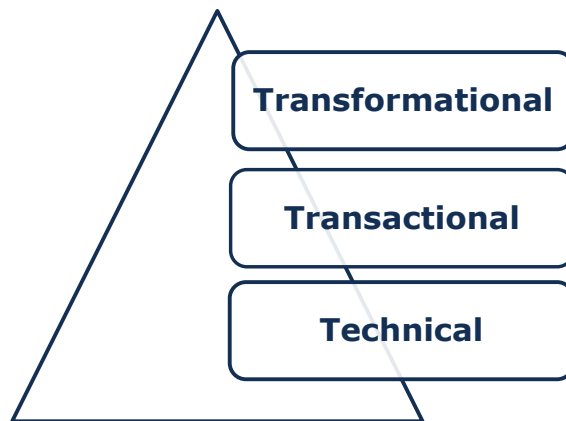
Interpersonal Skills



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Three Paradigms of Organizational Life



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Three Paradigms of Organizational Life

Paradigm	Role	Problem Type
Technical	Individual Contributor	Technical
Transactional	Manager	Technical
Transformational	Leader	Adaptive

Key Transitions to Becoming a General Manager

Transition	Lessons
Supervisor	It's about people.
Middle Manager	Give up mastery of a single area. Manage areas you don't know. Problem-solving, decision making, motivating become more important.
General Manager	Be strategic/embrace ambiguity. Work with organization politics. Manage managers.

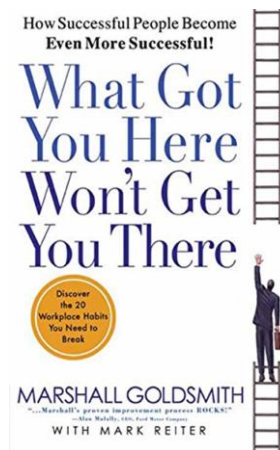
Navigating the Transitions

Challenges	...and...	Puzzles
•Certainty •Predictability •Right answers •Black and white •Make the complex simple •Single-loop •Know how & how to		•Uncertainty •Ambiguity •No 'right' answers •Shades of gray •Stick with the complexity •Double-loop •Not know & can't know

Becoming a Leader: Navigating the Transitions

- Skills needed to be a successful leader are different from those required at other levels
- Leadership roles requires changes in thinking, style and approach
- No one will alert you to the differences

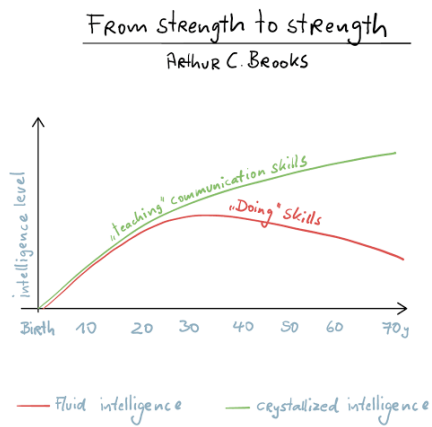
What Got You Here ...



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From Strength to Strength



Legacy Leadership

Legacy Leadership: **A New Definition of Leadership**

A New Definition of Leadership

Intentional Influence that takes place in the context of a relationship.

Legacy Leader are ***Intensely Intentional***.

Legacy Logic

A Splash and a Ripple:

Legacy Leaders live and lead in such a way that they have **impact *now*** and for ***generations to come.***

Legacy Leaders are *Intensely Intentional*

- The purpose of their leadership is help people become all that God designed them to be.
- They create an environment where people can grow, flourish, and perform.

"I know why I am here."



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Coach Bob Howington, Arlington High School, 1972-1975

Legacy Leaders Establish *Clear Boundaries*



Legacy Leaders Establish Clear Boundaries

***As leaders, we get the performance we expect
and that we allow.***

***We must inspect what we expect and provide
regular, concrete, specific expectation-based
feedback.***



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Legacy Leaders are ...

**Affirmational, but
Not Content**



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Legacy Leaders are *Affirmational*

- They ***appreciate our uniqueness.***
- They recognize that our *differences* allow us to ***complement*** and ***complete*** each other.



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Legacy Leaders are *Affirmational*

- Gary Chapman and Paul White recently published ***The 5 Languages of Appreciation in the Workplace***. Their book is based on the *5 Love Languages* framework and focuses on a need we all have: ***the need to be appreciated***.
- Unlike the needs in Maslow's hierarchy that go away when they are satisfied, **the need to be appreciated remains constant**.
- **Each of us has our own unique way that we want that appreciation expressed.**
- Successful leaders understand this and work hard to understand the ***"appreciation language"*** of their followers.
- In fact, these leaders become students of their followers and customize the way they express their appreciation.



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Legacy Leaders are *Affirmational*

They customize their leadership approach for each follower and speak each follower's ***appreciation language***:

Words of Affirmation: These can be expressed verbally or in handwritten notes.

Quality Time: Spending time with the person, asking - and actually listening to their response - how they're doing, just dropping by their office and giving them focused attention.

Acts of Service: This would include pitching in to help on a project or sharing the load on an important deadline-driven assignment.

Tangible Gifts: Rather than generic awards and plaques, these gifts should be customized for the individual. What would be meaningful to them? Concert tickets to see their favorite band; World Series Tickets.



Legacy Leaders are *Affirmational*, *...but they are Not Content*

We must affirm and appreciate the contributions of others, yet not allow them – or ourselves - to become complacent.

There must be a dynamic balance between challenging followers to grow and acknowledging their progress.

Maintaining the balance between affirmation and challenge is crucial. If we are always challenging, but never recognizing achievements, we risk driving our followers to resentment, burnout, and even quitting. We need to plan for, generate, and celebrate the wins. Let the achievements sink in. Bask in them for a while.

Then, consolidate those gains and use them as fuel to excel still more and press on to the next challenge.



Legacy Leaders are ...

Worthy of Imitation



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Legacy Leaders are Worthy of Imitation

Legacy Leaders understand that leadership is **not about me**, but...
it starts with me.



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“Leadership is not about me ...

Traits of Admired Leaders

Honest
Forward-looking
Competent
Inspiring
<i>The Leadership Challenge, 1987-2023</i>



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...but it starts with me.”

“Leadership is not about me ...

**Why do People Follow a Leader?
What do Followers Need in a Leader?
(Strengths-Based Leadership, Gallup, 2009)**

Employees Have Four Basic Needs

TRUST: Honesty, Integrity, Respect

COMPASSION: Caring, Friendship, Happiness

STABILITY: Security, Strength, Support

HOPE: Direction, Assurance, Guidance



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but it starts with me.”

“Leadership is not about me ...

Level 5 Leaders build enduring greatness through a paradoxical blend of

personal humility and ***professional will.***

They practice the discipline of the
“window and the mirror.”

...but it starts with me.”



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The Leadership Imperative

"The things you have learned and received and heard and seen in me, practice these things, and the God of peace will be with you."

Can I say that what people:

- Learn from me
- Receive from me
- Hear from me
- See in me
 - ... is worthy of practicing?
 - ... is worthy of imitation?



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Are you worthy of imitation?

Legacy Leaders Exhibit...

Boldness Amid Opposition & Pure Motives



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Legacy Leaders have ***Boldness Amid Opposition***

- Legacy Leaders are **change agents**.
- They understand that change creates stress, uncertainty, and opposition.
- They view resistance as feedback.



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Legacy Leaders have *Pure Motives*

As a leader, you must understand your motive pattern:

- ***Need for Affiliation***
- ***Need for Power***
- ***Need for Achievement***



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Legacy Leaders have *Pure Motives*

- Legacy leaders are ***servant*** leaders not self-serving leaders.
- They operate from an ***altruistic*** motive pattern rather than an egotistic motive pattern.

Ethical Dimensions of Leadership: Leader Motive Patterns

<i>Egotistic Motive Pattern</i>	<i>Altruistic Motive Pattern</i>
Intent: Benefit <u>self</u>	Intent: Benefit <u>others</u>
• Affiliative Avoidance	• Affiliative Interest
• Need for Personal Achievement	• Need for Collective Achievement
• Personal Need for Power	• Institutional Need for Power

Legacy Leaders have
Pure Motives

The most important question that
can be asked of a leader is:

"WHAT IS YOUR MOTIVE?"



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Legacy Leaders have...

Influence Without Asserting Authority



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Legacy Leaders have Influence Without Asserting Authority

- They operate from the bases of:
 - **Expert** power;
 - **Referent** power.



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Legacy Leaders use

Emotional Intelligence and Practice Radical Candor



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Legacy Leaders Lead with *Emotional Intelligence*

- They are willing to be:
 - ***Affectionate and Emotional;***
 - ***Vulnerable and Transparent.***

Leading with Emotional Intelligence

Personal Competence: These capabilities determine how we manage ourselves.

Self-Awareness:

- *Emotional self-awareness:* Reading one's own emotions and recognizing their impact; using "gut sense" to guide decisions
- *Accurate self-assessment:* Knowing one's strengths and limits
- *Self-confidence:* A sound of sense of one's self-worth and capabilities



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Leading with Emotional Intelligence

Personal Competence: These capabilities determine how we manage ourselves.

Self-Management

- *Emotional self-control:* Keeping disruptive emotions and impulses under control
- *Transparency:* Displaying honesty and integrity; trustworthiness
- *Adaptability:* Flexibility in adapting to changing situations or overcoming obstacles
- *Initiative:* Readiness to act and seize opportunities
- *Optimism:* Seeing the upside of events



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Leading with Emotional Intelligence

Social Competence: These capabilities determine how we manage relationships.

Social Awareness

- *Empathy:* Sensing others' emotions, understanding their perspective, and taking active interest in their concerns
- *Organizational awareness:* Reading the currents, decision networks, and politics that the organizational level
- *Service:* Recognizing and meeting the follower, client, or customer needs



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Leading with Emotional Intelligence

Social Competence: These capabilities determine how we manage relationships.

Relationship Management

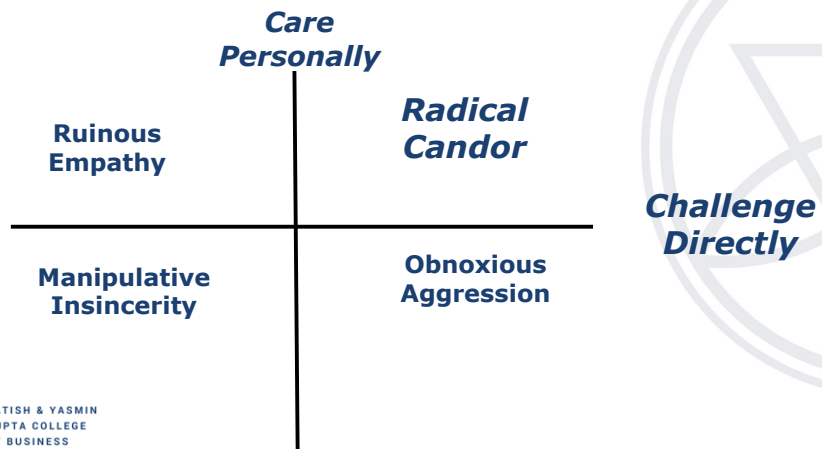
- *Influence:* Wielding a range of tactics for persuasion
- *Developing Others:* Bolstering others' abilities through feedback and guidance
- *Change catalyst:* Initiating, managing, and leading in a new direction
- *Conflict management:* Resolving disagreements
- *Building bonds:* Cultivating and maintaining a web of relationships
- *Teamwork and collaboration:* Cooperation and team building



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Legacy Leaders Practice Radical Candor



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Legacy Leaders are...

Authentic and Sincere

Legacy Leaders are *Authentic and Sincere*

Authentic = espoused values are in congruence with their enacted values.

***“I can’t hear what you’re saying because
I am so distracted by what you’re
doing!”***



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Coach Bill Carter, Arlington High School, 1972-1975

Legacy Leaders are Authentic and Sincere

- Authentic = espoused values are in congruence with their enacted values;
- These values are anchored to God's standards;
- Legacy leaders have **moral authority**.



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Legacy Leaders are *Authentic and Sincere*

"Character is not essential to leadership. But character is what makes you a leader worth following. Your talent and giftedness as a leader have the potential to take you farther than your character can sustain you..."

that ought to scare you."



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Andy Stanley, *The Next Generation Leader*

Legacy Leaders are...

Vulnerable & Transparent



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The Leader's Window

Trust is the ***Core Competency and the Coin of the Realm*** of Leadership.

We build trust by being ***vulnerable and transparent***, and ***accepting others*** when they are vulnerable and transparent.



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The Leader's Window

Trust = Vulnerability + Acceptance

The Leader's Window

- They *actively seek* information from others.
- They *proactively share* information with others.



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Legacy Leaders are Vulnerable and Transparent

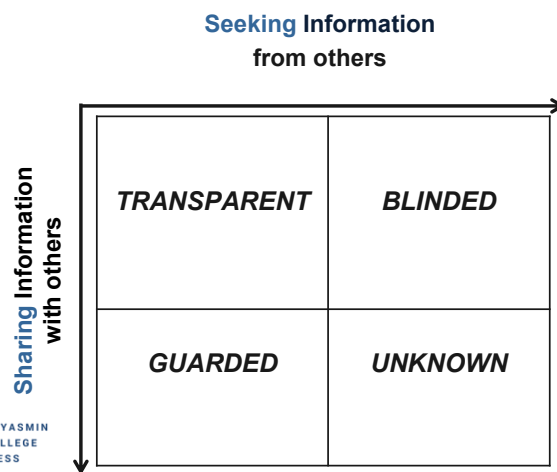
	Known to Self	Unknown to Self
Known to Others	<i>TRANSPARENT</i>	<i>BLINDED</i>
Unknown to Others	<i>GUARDED</i>	<i>UNKNOWN</i>



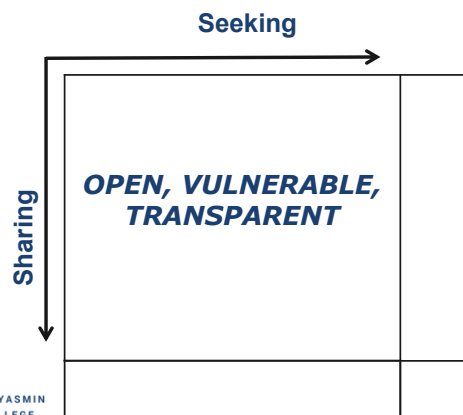
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The Leader's Window: Seeking and Sharing Information



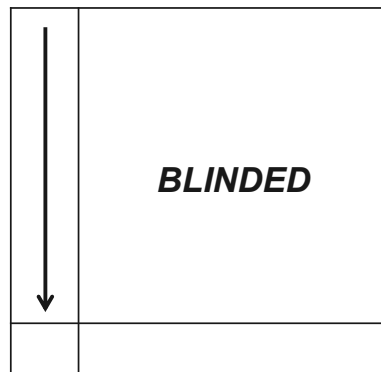
The Leader's Window: Maximizing Transparency



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The Leader's Window: Sharing, but not Seeking



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Legacy Leaders are...

Active, not Passive



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Legacy Leaders are *Active, not Passive*

Exhorting – strong positive appeals aimed at directing the followers into suitable conduct

Encouraging – comforting communications designed to cheer up and inspire correct behavior

Imploring – give a solemn and earnest entreaty (and may refer to serious words addressed to slackers)

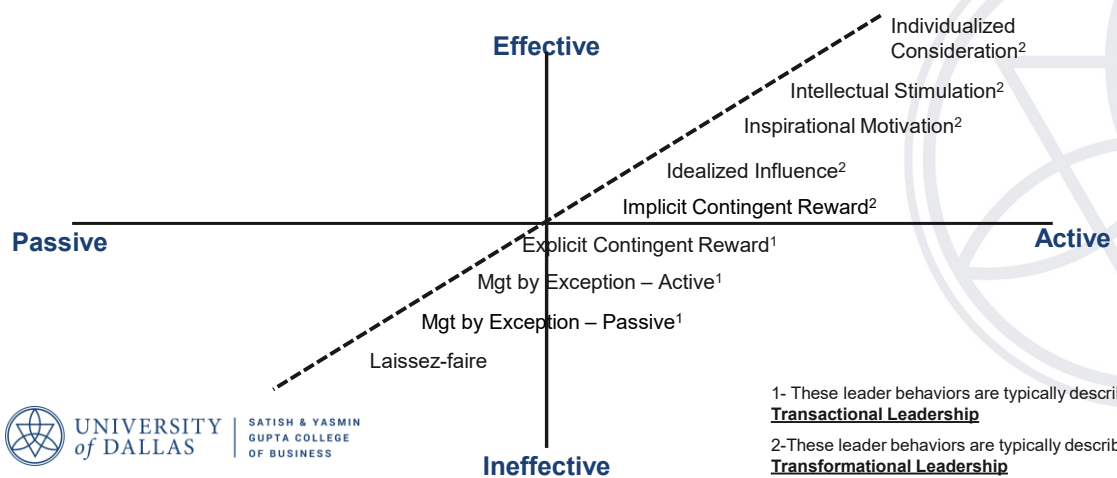
They use the ***full-range*** of leadership behaviors



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Legacy Leaders use the Full Range of Leadership



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Full-Range Leadership: *Contingent Reward*

Contingent reward shows the degree to which you tell others what to do in order to be rewarded, emphasize what you expect from them, and recognize their accomplishments.



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Full-Range Leadership: Intellectual Stimulation

Intellectual stimulation shows the degree to which you encourage others to be creative in looking at old problems in new ways, create an environment that is tolerant of seemingly extreme positions, and nurture people to question their own values and beliefs and those of the organization.



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Full-Range Leadership: *Idealized Influence*

Idealized influence indicates whether you hold subordinates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model.



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Full-Range Leadership: *Inspirational Motivation*

Inspirational motivation measures the degree to which you provide a vision, use appropriate symbols and images to help others focus on their work, and try to make others feel their work is significant.



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Full-Range Leadership: *Individualized Consideration*

Individualized consideration indicates the degree to which you show interest in others' well-being, assign projects individually, and pay attention to those who seem less involved in the group. Their leadership approach is customized for each follower.



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A Legacy Leader is Follower-centered, not Self-centered

- They **customize** their leadership approach for each follower.
- They are **intentional** about creating environments where others can flourish, grow, learn, and thrive.
- They operate from **altruistic**, rather than **egotistic** motives.



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Legacy Leaders use Different Metrics

**The Real Measure of a
Legacy Leader's Effectiveness is
*Changed Lives***



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The Measure of the Legacy Leader's Effectiveness is *Changed Lives*

***“Do those I lead grow as people?
Do they become wiser, freer,
and more autonomous? Are
they likely to themselves
become servant leaders?”***

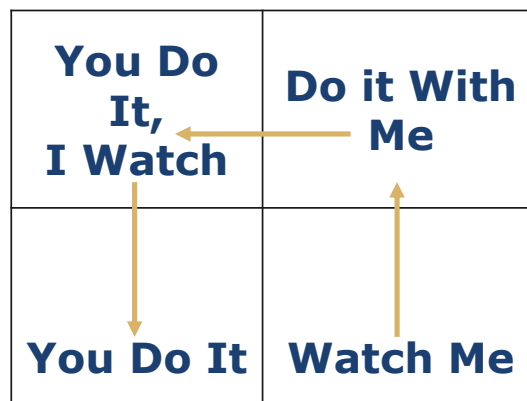


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Robert Greenleaf's "Test" from *Servant Leadership*

Legacy Leaders *Prepare Others to Lead*



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“Your Job as a Leader...”

When I first became a **manager**, my father told me that my job was to create an environment where people could perform.

When I started **teaching**, my father told me that my job was to create an environment where people could perform.

The parallel advice was striking: As a leader and as a teacher the fundamental task is to create an environment where people can perform, learn, grow, flourish and become all that God designed them to be.



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“Your Job as a Leader...”

- Legacy Leaders are intentional about **creating environments** where others can flourish, grow, learn, and thrive.
- Legacy Leaders are intentional about **developing others**.
- Legacy Leaders **measure their impact** by changed lives.



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“Your Job as a Leader...”

- Legacy leadership **is a responsibility**, not a rank.
- Legacy leadership **involves sacrifice** at the expense of selfishness.
- Leading a legacy **is a duty**, and there is no room for authoritarianism or domination.



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Legacy Logic

Legacy Leaders ***prepare others to lead.***

- Who's legacy are you?
- Who will be your legacy?
- Who are you ***investing your life in?***



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**Legacy Logic:
Legacy Leaders “Pay It Forward”**

Leader
“Worthy of Imitation”

Followers
*Become “imitators” of leaders and
“example for others to follow”.*

*Followers themselves become
Legacy Leaders who are
worthy of imitation.*



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