

# Legacy Leadership: Leading into the Future

Missouri Municipal League  
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# The Context for Leading Into the Future



**“Leadership is about learning to shape the future. Leadership exists when people are no longer victims of circumstances but participate in creating new circumstances.”**

Peter Senge



**“Ultimately,  
leadership is  
about creating  
new realities.”**

Peter Senge



## Our Current Reality

**V**olatility

**U**ncertainty

**C**omplexity

**A**mbiguity



# How do we lead effectively in a VUCA world?



# Be a RADICAL leader!

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Original Latin *Radicalis* – means back to the roots

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Current vernacular means out on the very leading edge of change

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RADICAL captures the constructive leadership tension between:

- \* valuing the roots of healthy relationships while simultaneously:
- \* valuing being out on the very leading edge of change.
- \* like a guitar string... if you give in to one extreme or the other - no tension... and no music

^^^

Servant Leadership provides the right approach to managing the constructive tension between healthy relationships and change leadership.





# Robert Greenleaf's 1970 Essay "the Servant as Leader identified 12 characteristics

## Nurturing Healthy and Trusting Relationships

- Listening
- Empathy
- Healing
- Nurturing the Spirit
- Building Community

Committed to the Growth of People

## Leading Innovative Change into the Future

- Awareness
- Foresight
- Conceptualization
- Persuasion
- Calling
- Stewardship

Committed to the Growth of People



## 7 Unifying Principles in a Servant Leadership Culture form a Red Thread Winding Through All Training, Policies and Systems

1. Treat everyone with dignity and respect in every interaction.
2. Select team members who strive for professional excellence in every responsibility.
3. Prepare for the future by developing and empowering leaders at every level.
4. Prepare people before you promote them.
5. Seek continuous improvement personally and operationally.
6. Make integrity matter most in every circumstance.
7. Remember that it is not just about now...it is not just about me...and it never is.



**But what does it look like to actually walk the talk and become an authentic Legacy Leader?**



**1. Base my decisions on the next generation more than the next election, committed to the ideal that my loyalty must be to the entire community (both now and in the future) and not merely to my supporters.**



**2. Focus on mission, vision and values as the benchmark for my decisions and recognize that my responsibility is the pursuit of the greatest good for the entire community and not the satisfaction of any particular group's agenda.**



**3. Make decisions based on fact based evidence and not allow myself to be manipulated into bad decisions for the future based on the decibel level of critics.**



**4. Recognize that “it takes a smart man to know where he is stupid” and have the wisdom to be smart.**

**Accordingly, I will value those who have the courage to tell me what they really think and will listen sincerely to those who disagree with me to truly understand their perspective, recognizing that understanding other perspectives makes me a better leader.**



**5. Embrace my responsibility to govern rather than to manage; recognizing that if I am doing staff's job I am not doing my job, while also understanding and embracing the appropriately exercised governance role of holding staff accountable.**





**6. Place a greater emphasis on solutions than on problems; while refusing to offer solutions before I understand the problem.**



**7. Understand that mutual trust is the foundation for everything and that if I refuse to trust others they will be unable to trust me.**



**8. Protect the integrity of the process more than the rightness of my position; I will fight hard for my issue but then unify behind the governing body when the decision is made because the decision was made with integrity of process, even if I disagree with the outcome.**



**9. Understand that my deeply held beliefs, values and positions will be strengthened, not compromised by courteous, respectful and civil discourse. I will not treat someone as the enemy just because we disagree.**



**10. Treat everyone with dignity and respect because of who I am as a leader... not because of how they treat me or what I think about them.**



**11. Be a role model for civility. I will not treat my colleagues or staff in any way that I would be embarrassed if my five year old child treated someone the same way.**



**12. Never Forget --- it is not about me --- it is not about now --- and it never is.**



# 4 Pillars to Live By





# Do Things Right and Do the Right Things



## The Athenian Oath

"We will never bring disgrace on this our City by an act of dishonesty or cowardice. We will fight for the ideals and Sacred Things of the City both alone and with many. We will revere and obey the City's laws, and will do our best to incite a like reverence and respect in those above us who are prone to annul them or set them at naught. We will strive unceasingly to quicken the public's sense of civic duty. Thus, in all these ways, we will transmit this City not only, not less, but greater and more beautiful than it was transmitted to us."



# Do Right. Risk Consequences.



# EVOLVE

LEGAL  
COMPLIANCE

ETHICAL  
BEHAVIOR

INTEGRITY

CHARACTER-  
DRIVEN



## Teddy Roosevelt

“It is not the critic who counts;  
not the man who points out how the strong man stumbled or where  
the doer of deeds could have done them better.  
The credit belongs to the man who is actually in the arena,  
whose face is marred by dust and sweat and blood;  
who strives valiantly;  
who errs and comes short again and again;  
who knows great enthusiasms,  
the great devotions;  
who spends himself in a worthy cause;  
who at the best, knows in the end the triumph of high achievement,  
and who, at the worst, if he fails, at least fails while daring greatly  
so that his place shall never be with those timid souls who neither  
know victory nor defeat.”



**Do Unto Others  
as You Would Have Them  
Do Unto You**



The challenges facing us today call for a renewal of that spirit of cooperation, which has accomplished so much good throughout the history of the United States. The complexity, the gravity and the urgency of these challenges demand that we pool our resources and talents, and resolve to support one another, with respect for our differences and our convictions of conscience.

We must resolve now to live as nobly and as justly as possible, as we educate new generations not to turn their back on our “neighbors” and everything around us. Building a nation calls us to recognize that we must constantly relate to others, rejecting a mindset of hostility



To respond in a way which is always humane, just and fraternal. Let us remember the Golden Rule: “Do unto others as you would have them do unto you”.

This Rule points us in a clear direction. Let us treat others with the same passion and compassion with which we want to be treated. Let us seek for others the same possibilities which we seek for ourselves. Let us help others to grow, as we would like to be helped ourselves. In a word, if we want security, let us give security; if we want life, let us give life; if we want opportunities, let us provide opportunities. The yardstick we use for others will be the yardstick which time will use for us.





**Some men look at the world as it is and ask why.**

**I look at the world as it could be and ask why not.**



# I Lived



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# 4th Dimension Leadership:



A Radical Strategy  
for Creating an Authentic  
Servant Leadership Culture

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RON HOLIFIELD