

“After reading *Your Leadership Legacy*, any leader would wish that they had read it at the start of their career. It’s a book that actually forces you to think how your day-to-day actions are molding your eventual measure as a leader.”

—Thomas C. Leppert, Chairman and CEO,
The Turner Corporation

MOST EXECUTIVES THINK OF LEGACY as something to worry about later in their careers, at the edge of retirement—if at all. Even the idea of legacy is daunting as the term generally opens the door to a host of unsettling “could haves” and “should haves.” According to the authors of a new book on leadership development—it is never too early for a leader to start thinking about the kind of influence he or she will have on a company. In fact, the earlier leaders begin to consider their legacy, the more effective leaders they will be today as well as over the course of their careers.

In *Your Leadership Legacy: Why Looking Toward the Future Will Make You a Better Leader Today* (HBS Press; September 12, 2006; \$26.95) Robert Galford, a managing partner of the Center for Executive Development, and Regina Maruca, a principal at the Center for Executive Development, demonstrate the importance of legacy to leadership development and show why and how individuals should think about legacy on their way into a position as opposed to on their way out. The authors achieve this by introducing an approach they call legacy thinking, a powerful framework to help leaders ensure that their priorities—both personal and organizational—are reflected in their actions.

According to the authors, legacy thinking is not a substitute or a synonym for a leader’s organizational vision, mission, and strategy. Although those traits are included, it is grounded in the individual as opposed to the organization and guides the process by which vision, mission, and strategy are attempted. Legacy thinking frames the leader’s set of actions and interactions so that everyone—the leaders, the employees, and the organizations—emerge satisfied.

Based on the stories of top managers and leaders who have used legacy to shape their careers, the authors give readers a way to think about their legacies and to plan and shape them over time. Starting with the idea that legacy is defined by how others see you, they present ways to understand better a leader’s current impact and influences on those around them. The authors then help leaders and managers write a statement of the legacy they would like to leave; how to act on it now; modify and shape it over time; and how to correct its course when it gets too far off track.

“Our central idea is that one’s desired leadership legacy should be a catalyst for action rather than a result considered after the fact,” said Galford and Maruca. “As best we can tell, you have only one chance in this world, so it’s important not to waste it.”

Your Leadership Legacy enables all leaders—from CEOs and other high level executives to line managers and new leaders—to craft their work and build their legacy unburdened by crises, and to experience personal satisfaction and achievement throughout their working lives.

New from



**HARVARD
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a conversation with
**ROBERT M. GALFORD
AND
REGINA FAZIO MARUCA**

*Why did you write this book
and who will benefit from
your framework?*

Over the course of our conversations with senior executives and in our experience in helping senior-level managers—we heard over and over again how difficult it is for leaders to take the time to consider their personal legacies in the course of running a company. Big-picture thinking about the long-term impact of a leader's actions—in terms of corporate growth or direction—is built into the strategic process at most companies. But the same can't be said of the long-term impact of a leader's influence on colleagues and employees, even though that's the realm in which most of the leaders we spoke with ultimately wanted to make a lasting and significant difference. In practical terms, the book's first goal is to connect the gap between personal aspirations and the day-to-day work of running the company. The second goal is to help leaders leave positive legacies.

We feel this book is written for CEOs, professionals, and executives from a wide range of organizations. We are speaking to managers in the hope that they are better able to leave in their wake strong companies and individuals who can perpetuate that strength in a positive and healthy way. When this occurs, the result is both leadership and legacy at their best.

*Can you talk a little bit about the
approach you call legacy thinking?*

Our legacy is something we think of only at the end of our tenure, or when we're on the cusp of retirement. What's more, when we do look back, we often measure success in broad terms of corporate growth, strategies fulfilled, or processes set or changed.

The problem is that this conventional approach leaves a lot on the table. The approach we recommend, which we call *legacy thinking*, puts the idea of legacy in a much more personal light. It marries the one-to-many nature of leadership with the one-to-one reality of day-to-day work.

*How can a leader assess the kind
of impact that he/she is having
right now?*

You can't precisely pinpoint these streams of impact, but you can get a fair sense of where you stand. One way is to cast your own performance reviews in the light of legacy thinking. This method can be particularly effective with the results of a well done 360-degree review. Ask these questions: What do these results suggest about the effect I'm having on the people around me? How do the results place me in the context of the organization's history? What behaviors might I be introduced to or perpetuating in the organization? What kinds of behaviors might my strengths and weaknesses be seeding in other people?

Another useful approach is to participate in something we call a *multiple perspectives* exercise. This involves writing two or three paragraphs that describe what you think the major streams of your legacy might be, either at your current organization or at the one you left recently. Then, asking two people who have worked with you from different parts of that organization to provide their own brief accounts of what they think your legacies are.

*What is a legacy statement and
why is it meaningful in shaping
your legacy?*

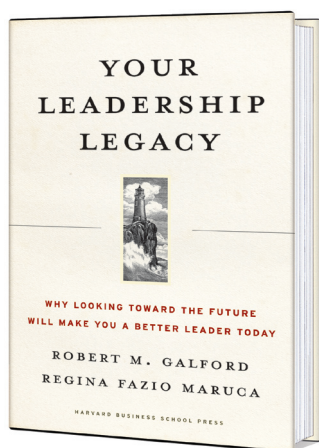
A legacy statement is a way of setting up the specs for the kind of impact you want to have at work. It also makes the concept of legacy thinking tangible by giving you a benchmark. Writing a legacy statement goes beyond describing the actions or symbols you are most proud of. Instead, your legacy statement should focus on your behaviors, values, or approaches to leading and managing. Far from being a prescription for the legacies you are confident you can leave, a legacy statement should describe your aspirations and direction.

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LEADERSHIP LEGACY STATEMENT

In *Your Leadership Legacy*, authors Robert M. Galford and Regina Fazio Maruca present a tool for leaders to create their own leadership legacy statement, which sets the specs for the kind of impact a leader wants to have at work. The following exercise is excerpted from *Your Leadership Legacy*.



Writing a legacy statement goes beyond describing the actions or symbols you are most proud of. That is the stuff of obituaries. Legacy statements focus more on the characteristics and values for which you would most like to be remembered.

CREATING A LEADERSHIP LEGACY STATEMENT ENTAILS A NUMBER OF STEPS

1. Reflect
2. Find the themes in your reflections
3. Write the statement
4. Elicit reaction
5. Revise
6. Occasionally review and update

QUESTIONS

1. How do you wish to be remembered as a leader by those inside and outside your organization, both in your current role and in your career? For which two or three personal characteristics (or *skills*, *behaviors*, or *values*—pick the word that works for you) would you most like to be remembered? How would you like to have these characteristics manifest themselves? How will they show up? You might want to briefly describe a situation or even a recollection of you that someone might have in the future.
2. What have you learned in this role, your work, and your life thus far that you would most like to pass on?
3. How will you convey that learning?
4. What remains to be accomplished? Why is that important in building or completing your legacy?
5. Aside from more time, what will help or impede you in completing what remains to be accomplished?



about the **AUTHORS**

ROBERT M. GALFORD is a managing partner of the Center for Executive Development in Boston. He divides his time between teaching executive education programs and working closely with senior executives at the world's leading professional and financial organizations on the issues that lie at the intersection of strategy and organization. He has taught executive programs at the Columbia University Graduate School of Business, the Kellogg Graduate School of Management, and most recently at Harvard University. Earlier in his career, Rob was executive vice president and chief people officer of Digitas, a marketing services firm based in Boston. He was also vice president of the MAC Group and its successor firm, Gemini Consulting. He is coauthor of *The Trusted Advisor* and *The Trusted Leader*.

REGINA FAZIO MARUCA is a writer and editor based in Sandwich, Massachusetts. She specializes in books and articles that focus on leadership, marketing, and organizational issues. Her clients have included Bain & Company, Accenture, and McKinsey & Company. She is also a principal at the Center for Executive Development in Boston, where she helps develop curricula for executive training programs. A veteran journalist, Regina is a former senior editor at *Harvard Business Review* and former associate managing editor at the *Boston Business Journal* and *New England Business* magazine.

YOUR LEADERSHIP LEGACY

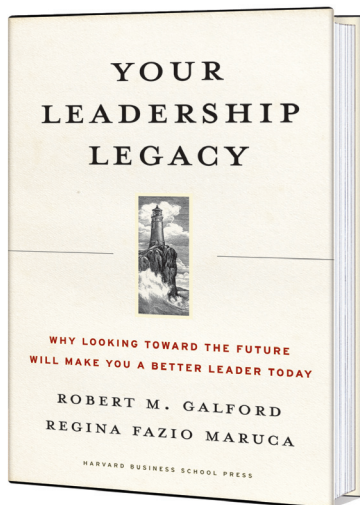
Why Looking Toward the Future Will Make You a Better Leader Today

Harvard Business School Press

Publication: September 12, 2006

ISBN: 1-59139-617-4

\$26.95 • 208 pages



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