

Principles and Practices of Legacy Leadership: Recalling, Reclaiming, and Recasting

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Learning Objectives and Outcomes

- Define the concept of legacy leadership to inform personal and professional reflection and action concerning leadership contributions in nursing education, practice, research and policy.
- Describe five practices of legacy leadership and gain insight into ways of leading, being, and doing to create leadership legacies.
- Appreciate the value and wisdom of knowing one's strengths, values, and contributions to affirm one's destiny, character, and calling.
- Recall, reclaim, and recast one's professional nursing journey with legacy leadership in mind.

“Legacies are passed on in the stories we tell.”

Kouzes, James & Posner, Barry (2006). *A Leader's Legacy*.
Jossey-Bass, San Francisco, CA



Recalling

“When we recall our memories with curiosity, we can think in new ways about them, and can begin to dismantle our habituated views of who we are and aren’t, resetting the specifications of our lives.”

Schuster, John (2011) *The Power of Your Past: The Art of Recalling, Reclaiming and Recasting*, Berrett-Koehler, San Francisco, CA.

Recalling





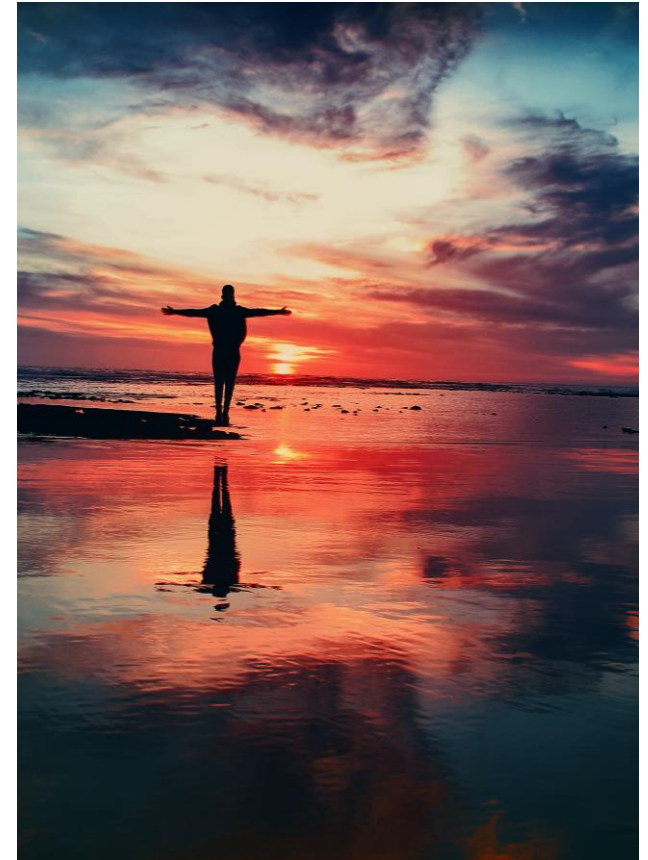
Northern Illinois University School of Nursing Graduation
May 1975

US Army
Active Duty
1975-1978
Fort Sam
Houston Texas



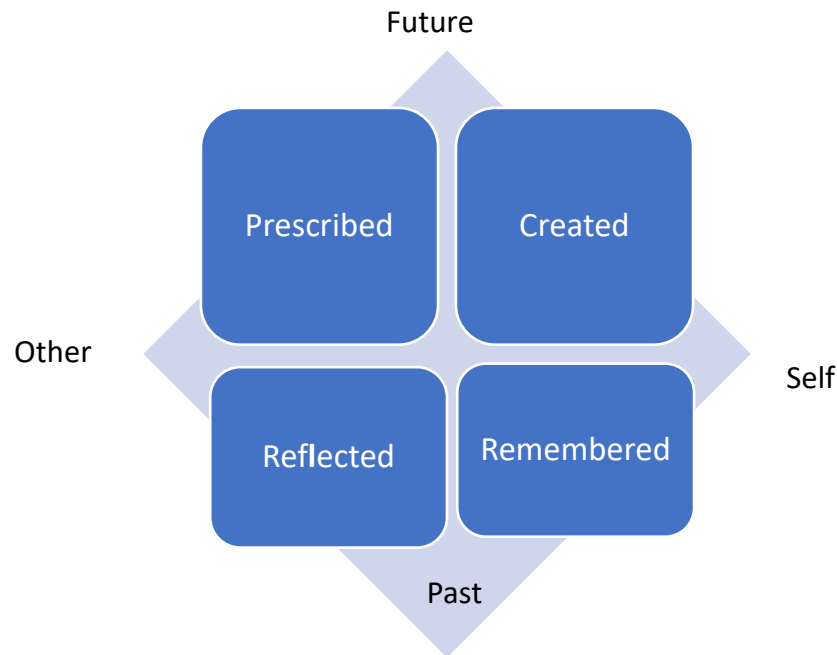
MOJO– More Joy

- ✓ Identity: Who do you think you are?
- ✓ Achievement: What have you done lately?
- ✓ Reputation Management: Who do people think you are?
- ✓ Acceptance: When can you let go?



Goldsmith, Marshall with Reiter, Mark (2009) *Mojo: How to get it, how to keep it, how to get it back if you lose it*, Hyperion, NY <http://www.mojothebook.com/about-mojo-book/>

The Complexity of Identity



Goldsmith, Marshall with Reiter, Mark (2009) *Mojo: How to get it, how to keep it, how to get it back if you lose it*, Hyperion, NY <http://www.mojothebook.com/about-mojo-book/>

Pesut, D. (2015). *Avoiding derailment: Leadership strategies for identity, reputation, and legacy management*. In *Leadership & nursing contemporary perspectives* (pp. 251-261). Churchill Livingstone, Elsevier, Australia.



Reclaiming

“Since our past gives birth to our present, revisiting it thoughtfully is a way to recapture lost parts of us, to rediscover other parts we under-deploy, and to recommit to the values and focal points that make our efforts last.”

Schuster, John (2011) *The Power of Your Past: The Art of Recalling, Reclaiming and Recasting*, Berrett-Koehler, San Francisco, CA.

Nursing Knowledge Work



“The future happens at the intersection of knowledge and service and if you have the knowledge your can provide the service.”

Daniel Pesut



Northern Illinois
University



School of
Nursing



UNIVERSITY OF
South Carolina
College of Nursing



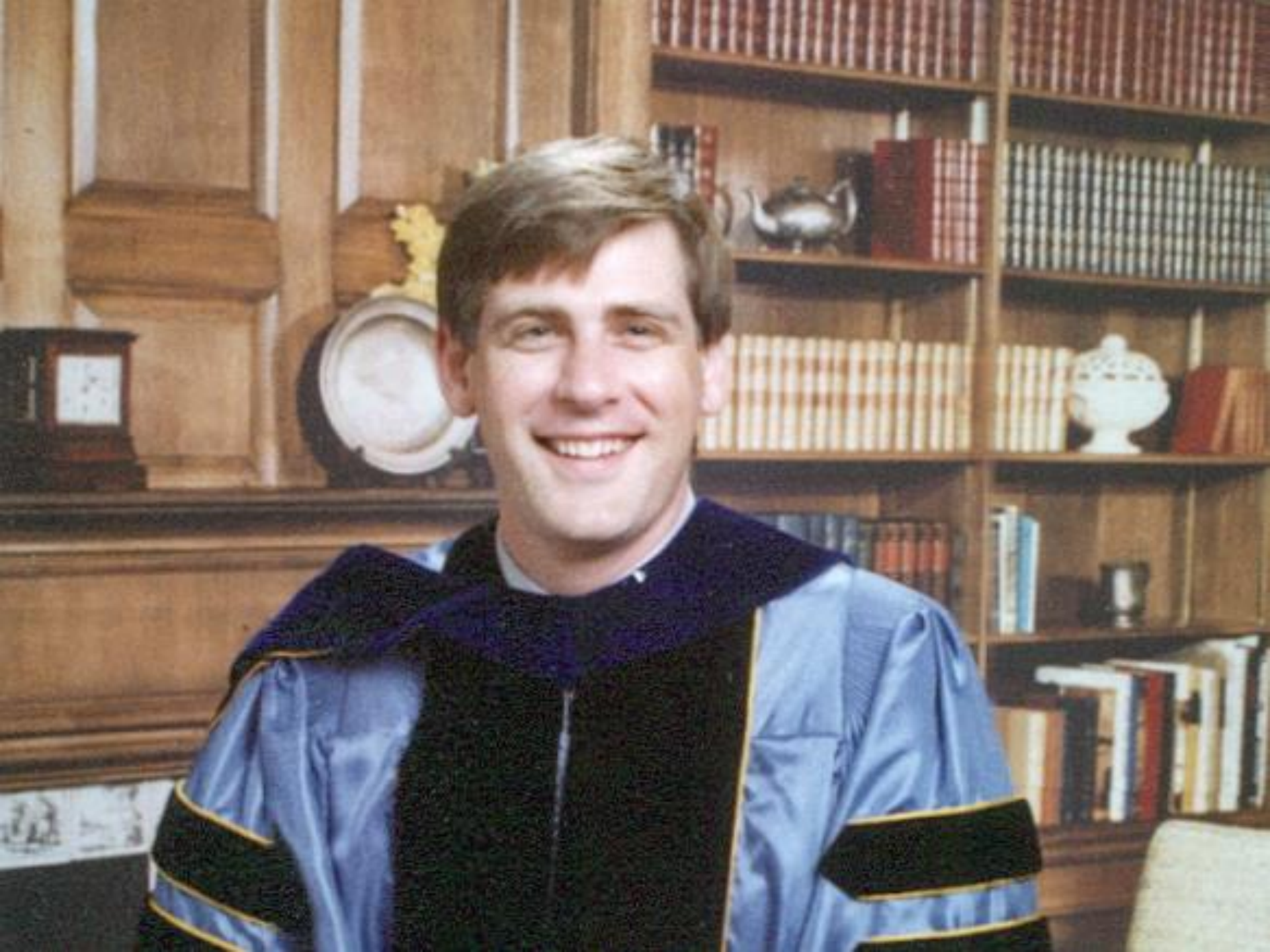
UNIVERSITY OF
MICHIGAN



UT Health
San Antonio



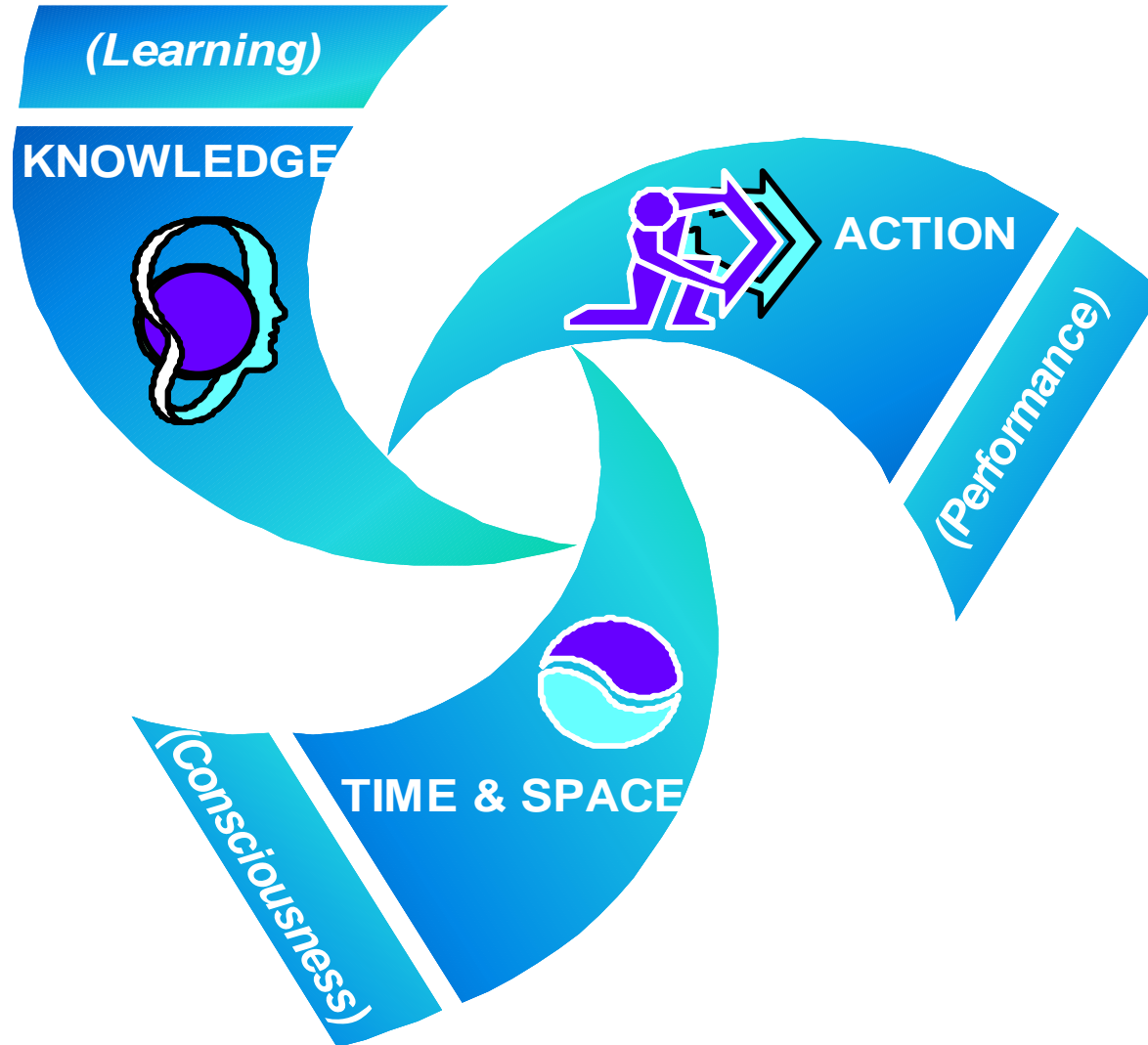
INDIANA UNIVERSITY
SCHOOL OF NURSING



Research Culture: Highlighting the Positive Aspects of Being a PhD Student



Knowledge Complexity Framework



Knowledge Complexity



The knowledge work we engage in needs to be supported in different ways for us to take effective action and achieve the level of performance we desire. (Allee, 1997)

Data	statistics, financial data, metrics
Information (Procedural)	procedures, standards, user guides, specifications, regulations, audits, filing and classification, order processing
Knowledge (Functional)	workflow planning, priorities, graphs, engineering, historical data, tracking, database design & management
Meaning (Managing)	business plans, goals, objectives, budgets, resources, roles, culture, managing variables, developing projects
Philosophy (Systems)	strategic planning, systemic mapping, competitive analysis, market forecasts
Wisdom (Renewing)	values, vision, future trends
Union	social, environmental & global issues, activism, ecological values work

Time	Consciousness	Knowledge Orientation	Learning Mode	Action Focus	Performance
Right Now (this moment)	Awareness	Data	Instinctual	Data (input)	Feedback (awareness)
Present (very short)	Physical Sentience	Information	Single-Loop	Procedural (procedure)	Efficiency (know what)
Expanded Present (short)	Self-Reflective	Knowledge	Double-Loop	Functional (engineer)	Effectiveness (know how)
Medium to Long (past to future)	Communal	Meaning	Communal	Managing (context)	Productivity (know why)
Long Term (far past and future)	Pattern	Philosophy	Duetero	Integrating (systems)	Optimization (create why)
Very Long (distant past to future)	Ethical	Wisdom	Generative	Renewing (purpose and values)	Integrity (care why)
Timeless (inter-generational)	Universal		Synergistic	Union (co-creating)	Sustainability (greater good)

Nursology Legacies



“The logo reflects the Roman god Janus, who had two faces – one looking to the past and the other looking to the future. The two heads not only represent the honoring of past knowledge and progress toward future enlightenment, but it also represents the unity of like-minds working together to advance our discipline.

The red flame arising from the two heads represents the ever-evolving insights that arise from the unity of minds – the life, knowledge, energy, and emotion that illuminates and informs both the insights and understandings that are expressed in nursing knowledge.”

Nursing Ontology

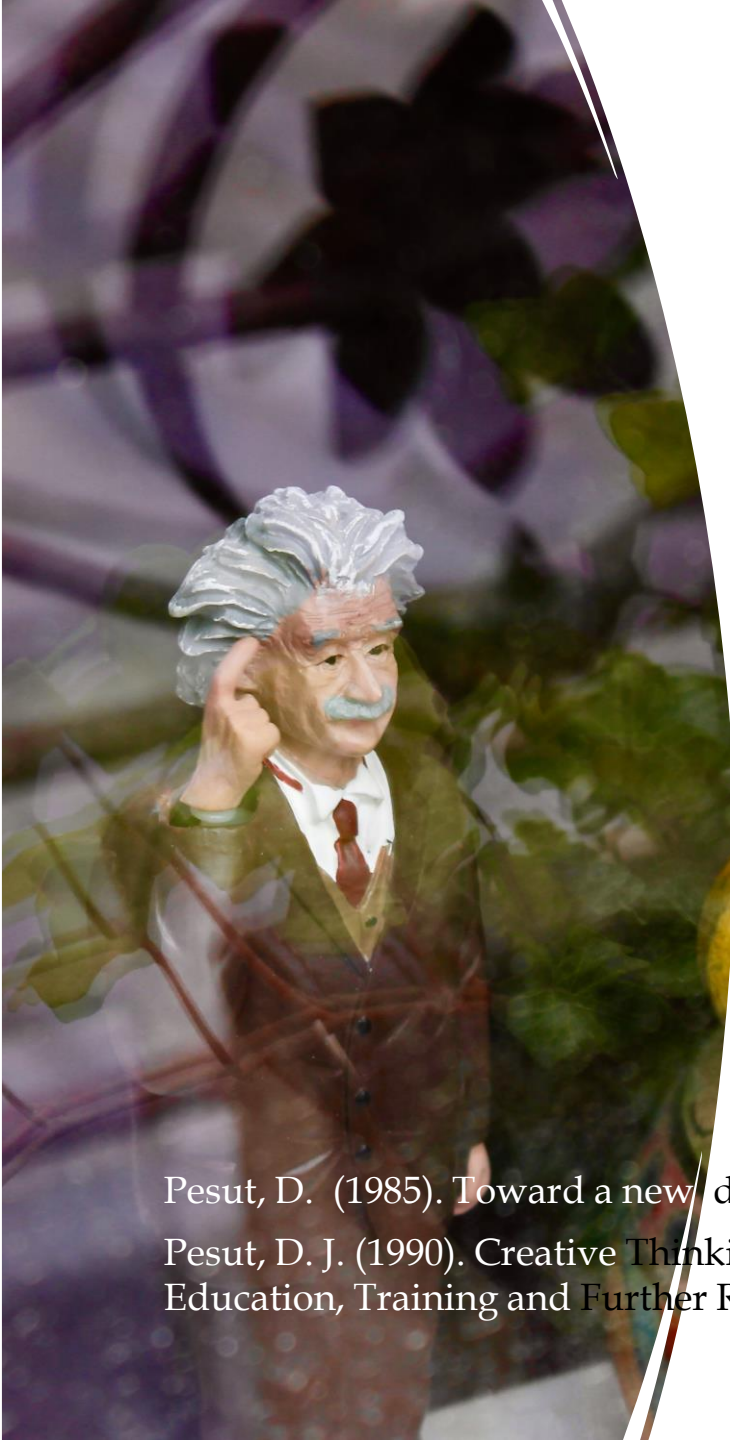
Nursing Epistemology

Creative Thinking: A Meta-Skill

A metacognitive process of generating novel and useful associations, attributes, elements, images, abstract relations or sets of operations -- that better solves a problem, produces a plan or results in an outcome, pattern, structure or product not clearly present before.

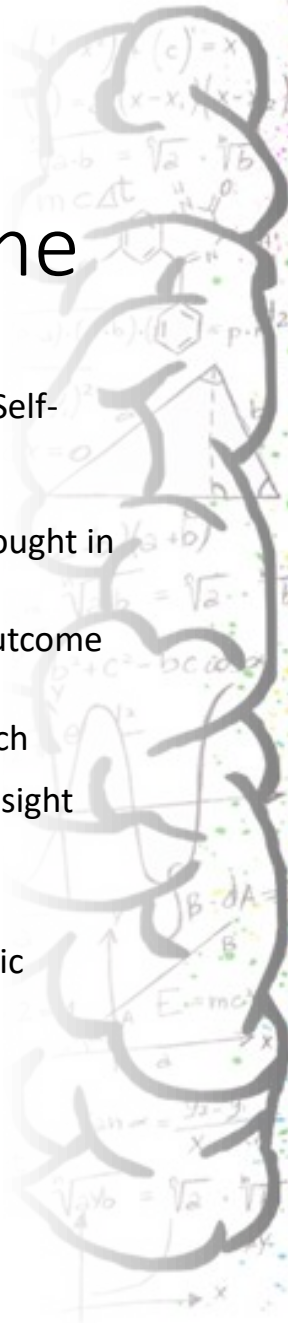
Pesut, D. (1985). Toward a new definition of creativity (editorial), *Nurse Educator*, 10(1), 5.

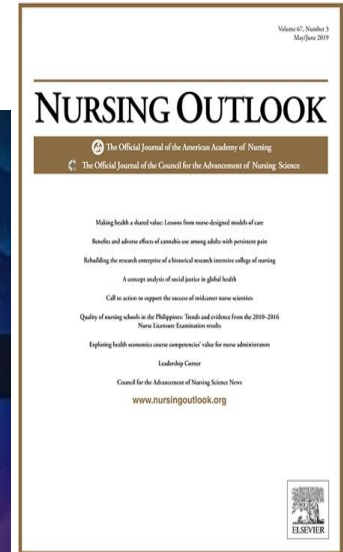
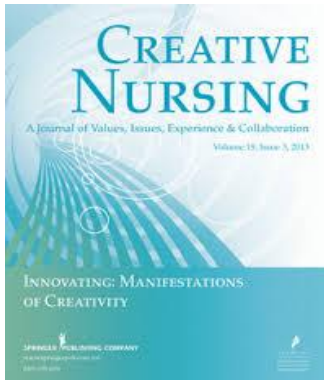
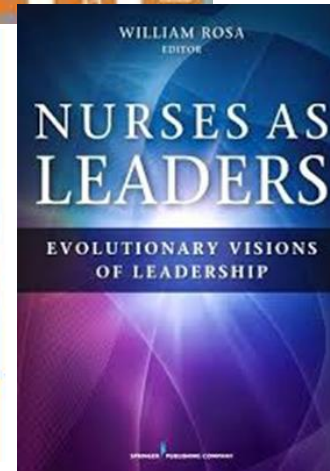
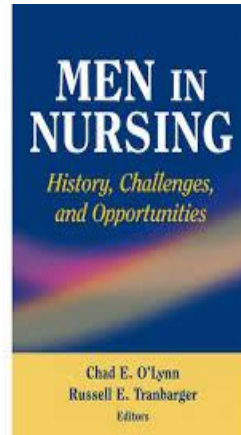
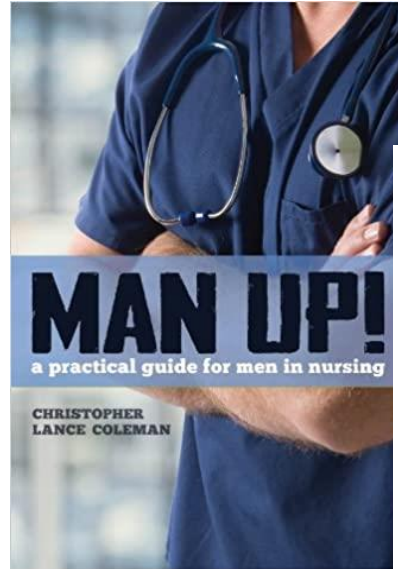
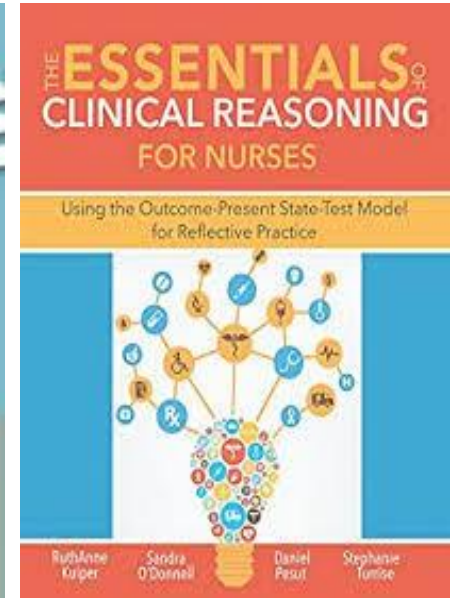
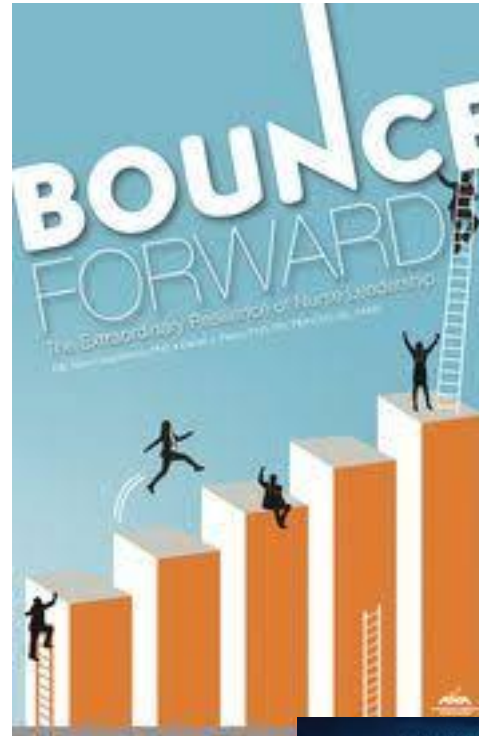
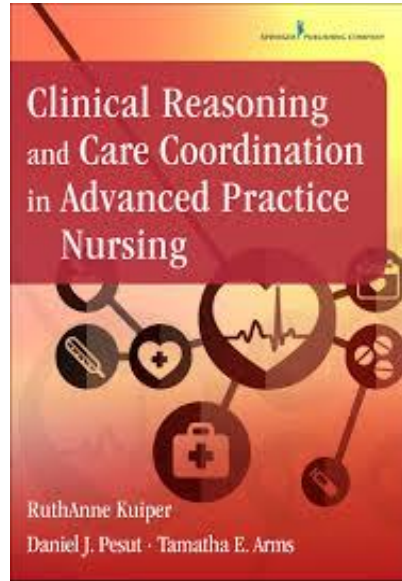
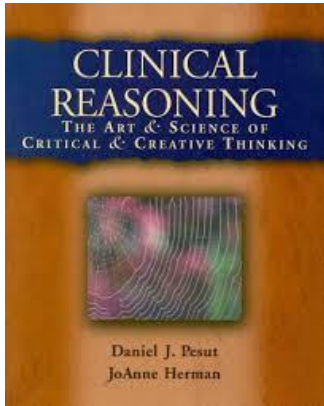
Pesut, D. J. (1990). Creative Thinking a Self-Regulatory Metacognitive Process-A Model Education, Training and Further Research. *The Journal of Creative Behavior*, 24(2), 105-110.



Scholarship Through Time

- Volitional Psychosomatic Self-Regulation
- Metacognition: The Self Regulation of Creative Thought in Nursing
- Clinical Reasoning: The Outcome Present State Test Model
- Nursing Education Research
- Futures Thinking and Foresight Leadership
- Complexity Science
- Integral Theory and Holistic Nursing
- Coaching and Leadership Development





Nursing Foresight Leadership



Nursing foresight is the ability and act of forecasting what will be needed in the future considering emergent health care trends which have consequences for population and planetary health, as well as the profession's purpose, definition, professional scope, and standards of practice.

<https://conservancy.umn.edu/handle/11299/192481>

BE FUTURE READY Framework

"The master map of skills needed for Education and Workforce success in the fully digital, automated era"
Jonathan Nalder, Founder

KEY CONCEPTS > **DOMAINS** > **FUTURE LITERACIES**

All the best practice models and foundational ideas from across industries and sectors as identified by our community

Skill clusters needed to support new solutions, jobs and futures. These also work as planning phases for teams and projects

Twenty future-proof soft skills and HI human intelligence's that distill down all the key concepts into addressable literacies so we can track progress across the domains, grow skills and plan success

- Ask: *Which do you already have? Where can you improve?*
- Can be applied to: Individuals, Careers, Teams, Student groups, Projects, Products, Services

v11a

Playfulness, Creativity, Growth Mindset, Curiosity, 'Flow', Soft Skills, Pro-activeness, Life-Long Learning, Resilience, Big-Picture Thinking, Assertiveness

 **EXPLORE**
Play with creative ideas

SENSE OF PLAY
Approach activities with an imaginative, optimistic, and creative mindset, deferring decisions and any initial need for specific outcomes

OPEN MIND
Allow space for divergent, varying 'big picture' ideas to be played with and expanded into branching, open-ended and creative possibilities

AGENCY
Take pro-active steps to grow, learn and explore how to create future solutions - rather than just reacting to events

RESILIENCE
Demonstrate the capacity to look after yourself and recover quickly from problems - while always looking for positive ways to build on what you've learned

Community, Benefit Mindset, Emotional Intelligence, Collaboration, Civility, Global Citizenship, Ethics, the Overview Effect

 **RELATE**
Listen, & work together

EMPATHY
Utilise listening, respect and social and emotional intelligence to understand first what you need, and then what your community, project or future may need

COLLECTIVE MINDSET
Recognise you have common interests with your local and global community, and that our future requires civil, supportive relationships

TEAM WORK
Actively work together to recruit, collaborate, lead, network and strengthen your team and wider community to create future benefits for others and yourself

PRINCIPLES
Co-write and commit to agreed ways for together developing opportunities and solutions, all while 'doing no harm'

Thinking Skills and Models
Meta-cognition, Critical Thinking, Coding / Logic / Computational Thinking, Foresight, Futures Thinking, Executive functioning, Systems Thinking, 2nd languages, Reading Music
Planning Models
Agile Approach, Design Thinking, User-Centred Design, Project, Inquiry and Challenge-based Learning, Circular Classroom
+ models you currently use

 **DESIGN**
Map & plan possibilities

VISION
Critically reflect on the big picture vision needed for the opportunities or issues your community faces - as well as what their preferred future might be, - then begin making decisions that narrow-down what your project, plan or solution needs

THINKING SKILLS
Implement one or more models that aid metacognition and looking ahead, and which guide your decision making process to ensure your ideas can be mapped out

PLANNING SKILLS
Draw from one or more planning models to strategically begin creating and mapping out your project or solution

FEEDBACK
Utilise stakeholder and participant involvement to receive objective comments about the progress of your project to begin creating a cycle of ongoing improvement. Be prepared to give feedback to team members as well.

Decision making, Project Management, Business-Sense, Entrepreneurship, Sustainability, Circular Economy, iterating, Intrapreneurship

 **DELIVER**
Make projects real

PILOT
Strategically plan, make and then test your 'minimum viable plan' via a cyclic process of:
Testing, failing, iterating, delivering

RESOURCE AND SUSTAIN
Seek out and implement ways for your solution to be sustained over time as a supported, ongoing project

LEADERSHIP
Lead delivery of your solution by utilising planning techniques that keep track of project and team management and ensure progress is measured

TOOL SELECTION
Choose the best technology and support tools for the job

Design, Communications, Content creation, Story-boarding, Advertising, Branding, Social Media, Publishing, Promotions

 **SHARE**
Tell your story & inspire

STORY BUILDING
Reflect and decide on what your story should be, including why your solution is needed

COMMUNICATION STRATEGY
Plan out how to tell the story of your solution so your community or clients can be inspired by how it helps them

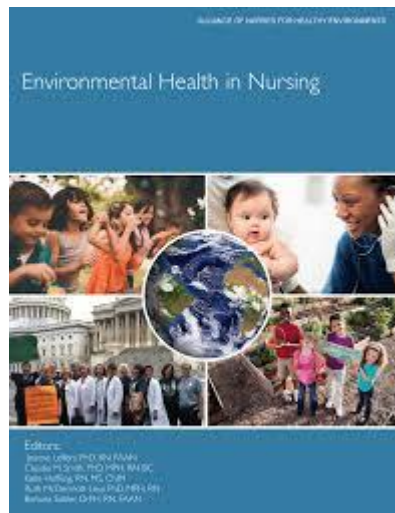
CREATE CONTENT
Make the media, videos, blogs, books, images, VR, AR, 3D objects, and adverts etc. that your plan requires

SHARING AND MARKETING
Publish your content where your community can engage with it. Analyse and update how well it supports them to access and benefit from your solution

Planetary Health



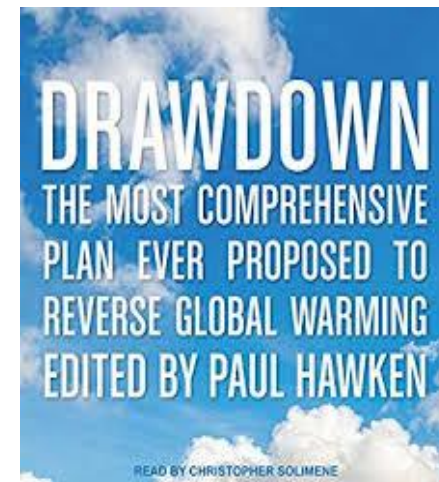
<https://envirn.org/>



<https://envirn.org/e-textbook/>



<https://planetaryhealthalliance.org/>



<https://www.drawdown.org/>

<https://www.nursesdrawdown.org/>

The Sigma Years 1997-2005

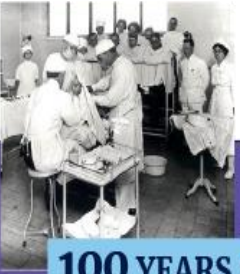


Legacy Leadership

“ Legacy in leadership is not about leaving something behind. It is about influencing others to cause change, a shift from unconsciously doing leadership to consciously being a leader and living your legacy now.”



Sandstrom, J., & Smith, L. (2017). Legacy Leadership: The Leaders Guide to Lasting Greatness second edition. Dallas, TX: Coachworks Press.



100 YEARS of Nursing Excellence

1922
Six Indiana University nursing students establish Sigma Theta Tau nursing honor society

1967
Image, today known as *Journal of Nursing Scholarship*, is first published

1977
International Awards for Nursing Excellence are created

1989
Sigma Theta Tau International charts its first chapter outside North America

1994
The Sigma Foundation for Nursing is established to fund grants and Sigma programs

2010
The International Nurse Researcher Hall of Fame is established to honor the important work of nurse researchers

2017
Sigma launches career mentoring program to connect nurses globally

2022
Sigma celebrates 100 years of excellence

1936
Sigma awards the first nursing research grant

1975
Reflections member magazine, today known as the *Nursing Centered* online resource center, is first published

1988
Headquarters building construction begins in Indianapolis, Indiana, USA

1990
The Virginia Henderson International Nursing Library, today known as the Sigma Repository, is established

2004
Worldviews on Evidence-Based Nursing is first published

2014
Sigma creates and facilitates the Global Advisory Panel on the Future of Nursing and Midwifery (GAPFON)

2020
In response to the COVID-19 pandemic, Sigma creates and disseminates free resources for all nurses



Create the Future Through Renewal



Six Areas of Renewal

Through Attention to...

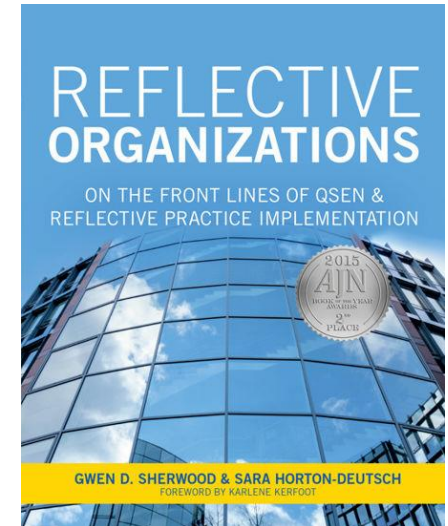
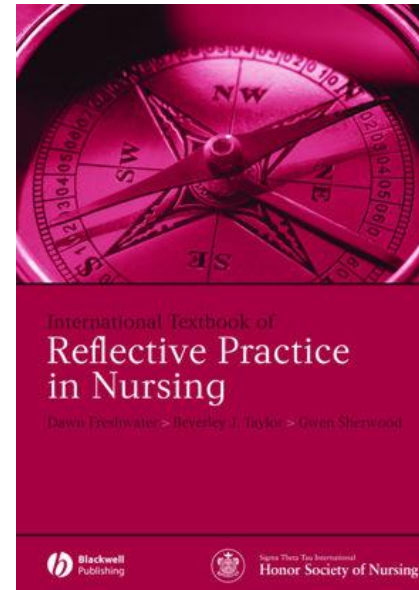
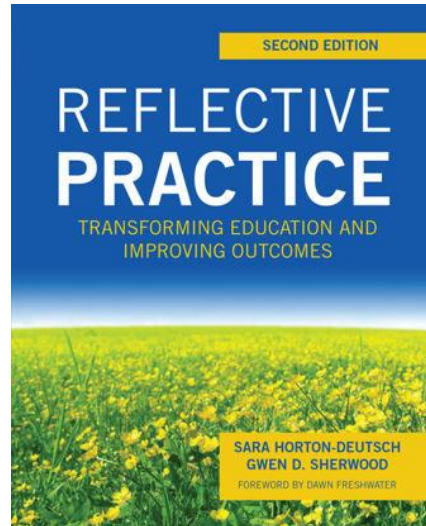
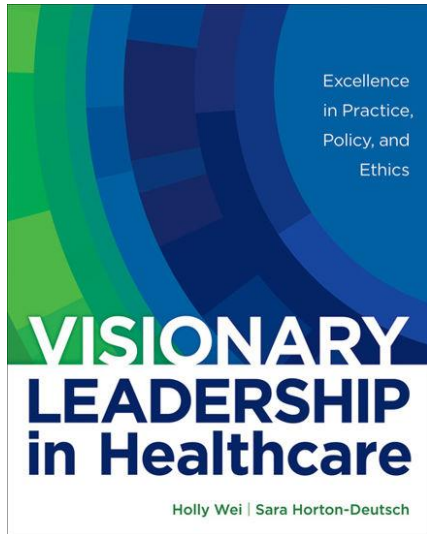
1. Self
2. Service
3. Scholarship of reflective practice
4. Science and knowledge that supports evidence-based care
5. Social value of nursing worldwide
6. Spirit

Scholarship of Reflective Practice Legacy

“Personally, and professionally, I believe reflection is a means of renewal. My logic goes something like this: as self is renewed, commitments to service come forward more easily. Renewed commitments to service require attention to mindfulness and reflective practice. Mindful reflective practice begets questions that support inquiry. Such inquiry guides knowledge work and evidence-based care giving. Care giving supports society as knowledge, values, and service intersect. Knowledgeable people and especially knowledgeable nurses provide care that society needs.

Creating a caring society is the spirit work of nursing. Creating a caring society starts nurses caring for themselves and becoming, through reflection, more conscious and intentional in their being, thinking, feeling, doing, and acting. Reflection is a form of “inner work” that results in the energy for engaging in “outer service.” Reflection in-and-on action supports meaning-making and purpose management in one’s professional life. “

Daniel J Pesut PhD RN FAAN
President Sigma Theta Tau International (2003-2005)



Reflective Practice Resources



- ✓ Sign into The Circle (<https://TheCircle.SigmaNursing.org>).
- ✓ Update your volunteer profile (VIP) and opt in to receive volunteer notifications.
- ✓ Indicate areas where you would like to help.
- ✓ Let headquarters and your chapter know what kinds of experiences interest you the most
- ✓ Be sure to opt in to receive volunteer notifications.
- ✓ This will allow you to get an automatic invitation when opportunities match your interests.

Developing Leadership Consciousness

- Self-Mastery –Inner work
- Strengths Based Knowledge
- Value Insights
- Logical Levels of Perspective
- Outcome versus Problem Orientation
- Paradox and Polarity Management Skills
- Understanding the Difference between Change and Transformation
- Sense Making with Critical, Creative, Systems, Complexity, Design and Integrative Thinking
- Attention to Resilience and Renewal Strategies

WHY BE DO



DESTINY: WHY ARE YOU
HERE?



CHARACTER: HOW WILL YOU
BE? WHAT WILL YOU STAND
FOR?



CALLING: WHAT WILL YOU
DO?

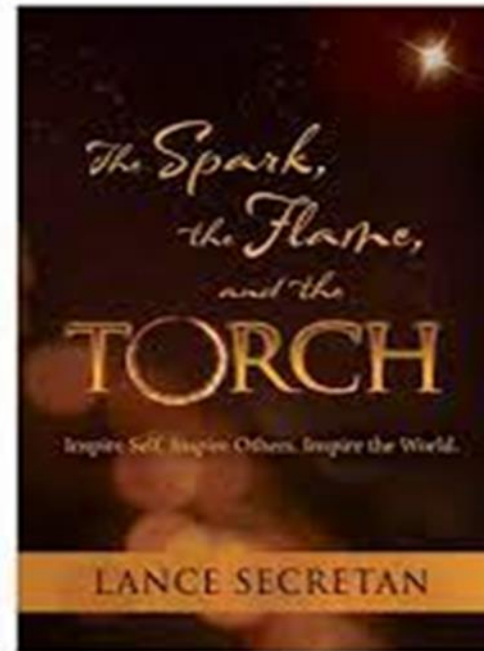
Secretan, L. (2010). The spark, the flame, and the torch: Inspire self. Inspire others. Inspire the world. Secretan Center, Incorporated.

The Essence of Leadership

MASTERY: What must we do well to accomplish objectives? What must we **LEARN** to achieve the necessary MASTERY?

CHEMISTRY: To achieve goals, who will be on the team? How will we build Relationships and inspire each other? With whom should we **EMPATHIZE?**

DELIVERY: Whom are we serving? How will we know that we have met their Needs? To whom and how will we **LISTEN?**



Secretan, Lance (2010). *The Spark, the Flame, and the Torch*, the Secretan Center, Inc. Caledon, Ontario, Canada

Leadership Consciousness

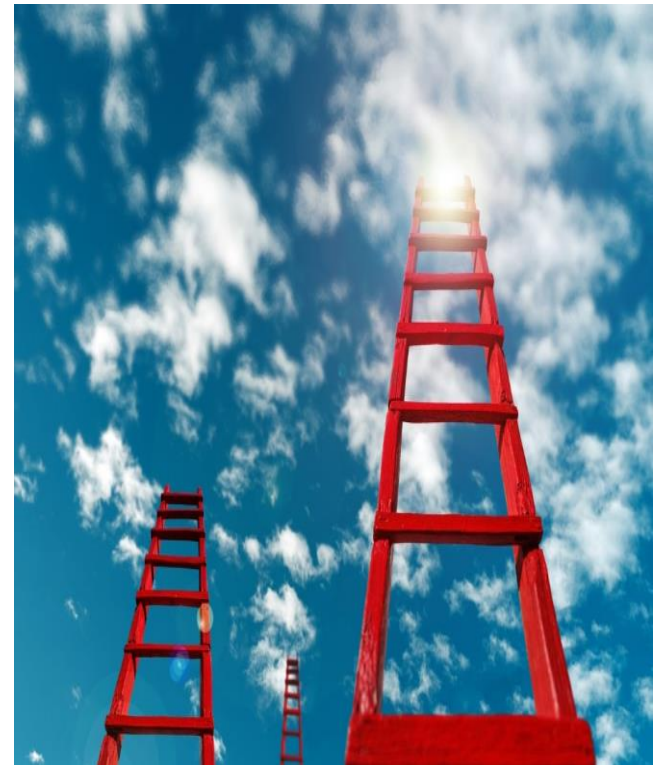
- First
- Second
- Third
- We
- Socialized mind
- Self-authoring mind
- Self-transforming mind
- Systems



Kegan, Robert & Lahey, Lisa. (2016). An everyone culture: Becoming a deliberately developmental organization, Harvard Business Publishing, Boston, MA.

Horizontal & Vertical Leadership Development

Leadership is a function of horizontal (acquisition of information, skills and competencies) and vertical development (developing more complex and sophisticated ways of thinking).



[Petrie, N. \(2015\). The How to of Vertical Leadership Development](#)

Normal State Consciousness

Self-Focused – Ego Driven, my interests ahead of collective interests or relationships

Internally Closed I stay in my comfort zone denying external signals for change

Externally Directed I define myself by how I think I am seen and how well I obtain external resources

Comfort-Centered I tend to engage in problem solving activities and live in a reactive state

Quinn, Robert. (2004) *Building the bridge as you walk on it* San Francisco: Jossey Bass.

Leadership Consciousness

Other Focused – I am transcending my ego and putting the common good first; enriching connectivity in networks

Internally Directed I examine my hypocrisy and close gaps between values and behavior

Externally- Open I move outside my comfort zone, experiment and reach higher levels of discovery, competence and vision

Purpose- Centered I clarify what result I want to achieve; commit, engage and hold a standard as I pursue meaning.

Quinn, Robert (2004) *Building the bridge as you walk on it* San Francisco: Jossey Bass.

Barrett Levels of Consciousness Model



Leadership

...is a process of influencing aspirations, behavior, and circumstances. It is the alignment of vision, outcomes, action, ethics, resources, and energy in a network of relationships.

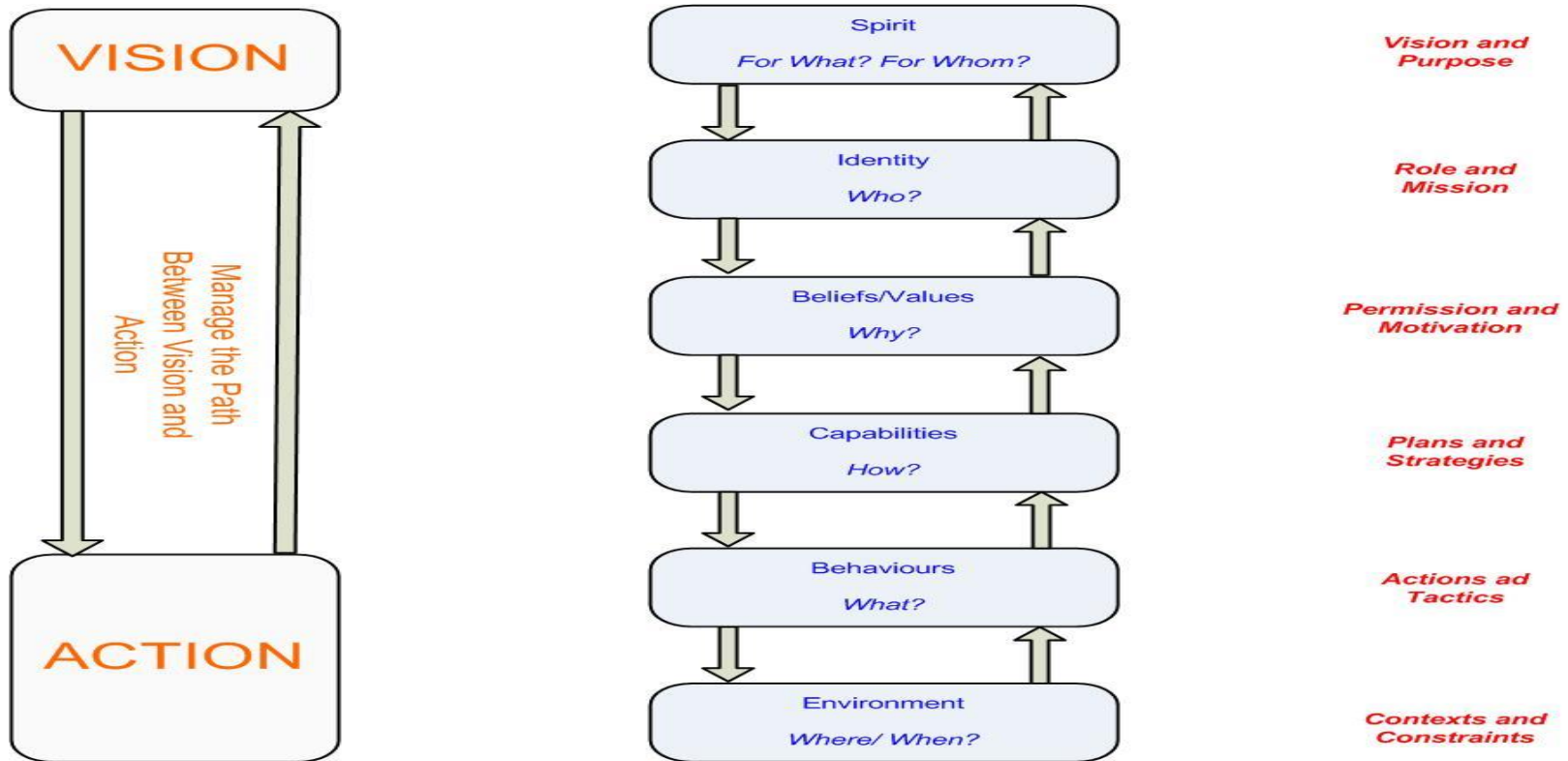


Leadership Consciousness Logical Levels

- Meta
 - Vision, Spirit, and Identity
- Macro
 - Path Finding , Culture Building
 - Belief, Value, Role Identity
- Micro
 - Efficiency, Task, Relationship
 - Environment, Behavior, Capability



Leadership, Vision, Action, and Logical Levels



Reproduced from Dilts Strategy Group: Success Factor Modelling

“Imagination is the
reconciliation of opposite
or discordant qualities.”

Samuel Taylor Coleridge

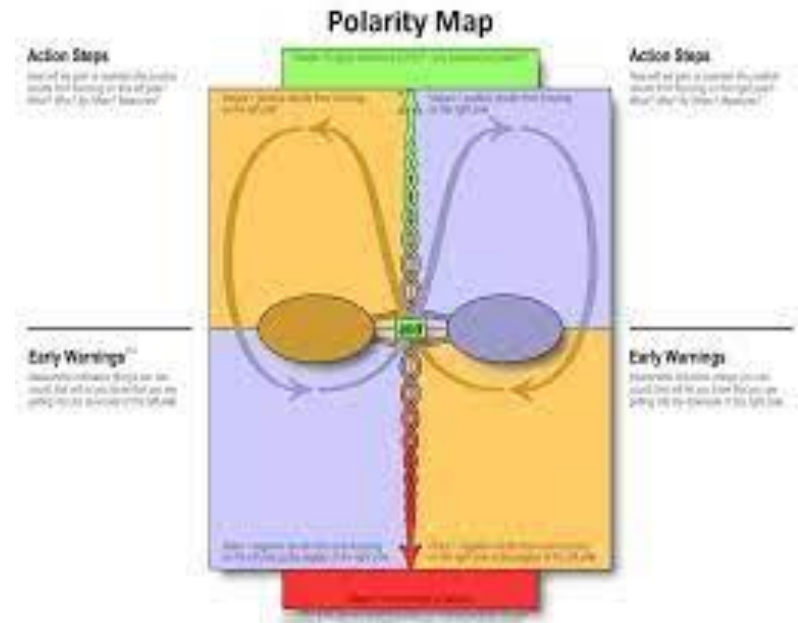
The Squiggle Sense



The squiggle sense exposes a basic truth that both complementary aspects and their dynamics are required for understanding. If you see things like:

- yin and yang
- organism and environment
- nature and nurture
- mind and body
- friend and enemy
- living and dying
- creation and annihilation
- Nursing ~Negligence
- Future Blind ~Foresight

...as mutually related and inextricably connected, as being complementary, you are using your squiggle sense.



<http://www.polaritypartnerships.com/>

Kelso, J. S., Engstrom, D. A., & Engstrom, D. (2006). [The complementary nature](#). MIT press.

“Life is bipolar. Everything contains its opposite.”

Mary Caroline Richards

Polarity Management and Paradoxical Leadership

Problems to solve versus polarities to manage

<http://www.polaritypartnerships.com/>

Christopherson, T & Troseth, M (2024) *Polarity Intelligence: The Missing Logic In Leadership*, Morgan James, NY

Wesorick, Bonnie L. (2014) *Polarity Thinking: An Essential Skill for Those Leading Interprofessional Integration*, *Journal of Interprofessional Healthcare*: Vol. 1: Issues. 1, Article 12.

Scott, E. S., & Cleary, B. L. (2007). Professional polarities in nursing. *Nursing outlook*, 55(5), 250-256.

Lewis, M. W., Andriopoulos, C., & Smith, W. K. (2014). Paradoxical leadership to enable strategic agility. California Management Review, 56 (3).

Radical Responsibility

Curiosity

Feelings

Candid Speaking

No Gossip

Integrity

Appreciation

Personal Genius

Play and Rest

Explore Opposites

Sourcing Approval, Security and Control

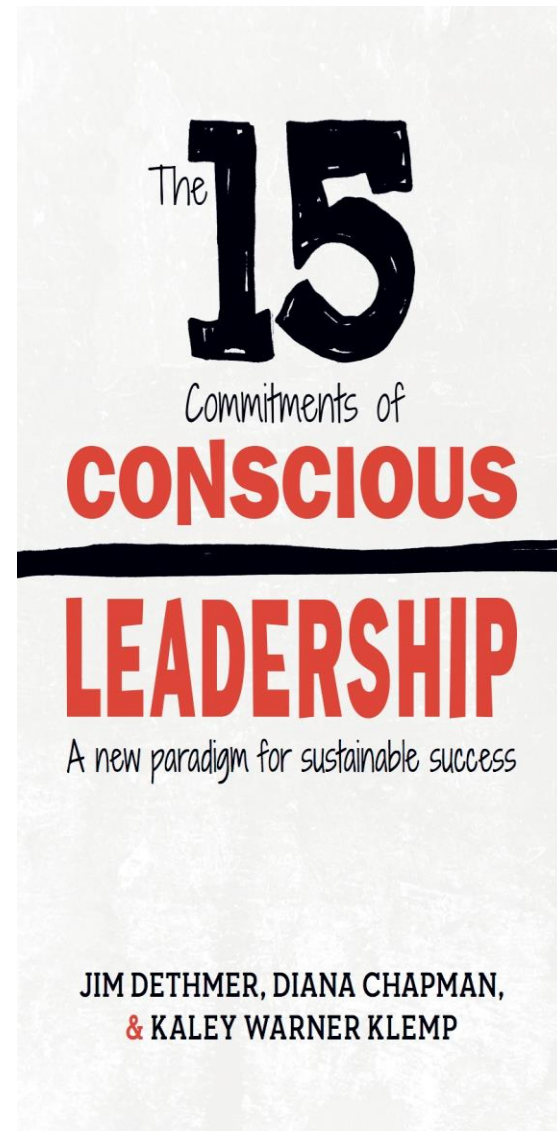
Having Enough

World as Ally

Win for all Solutions

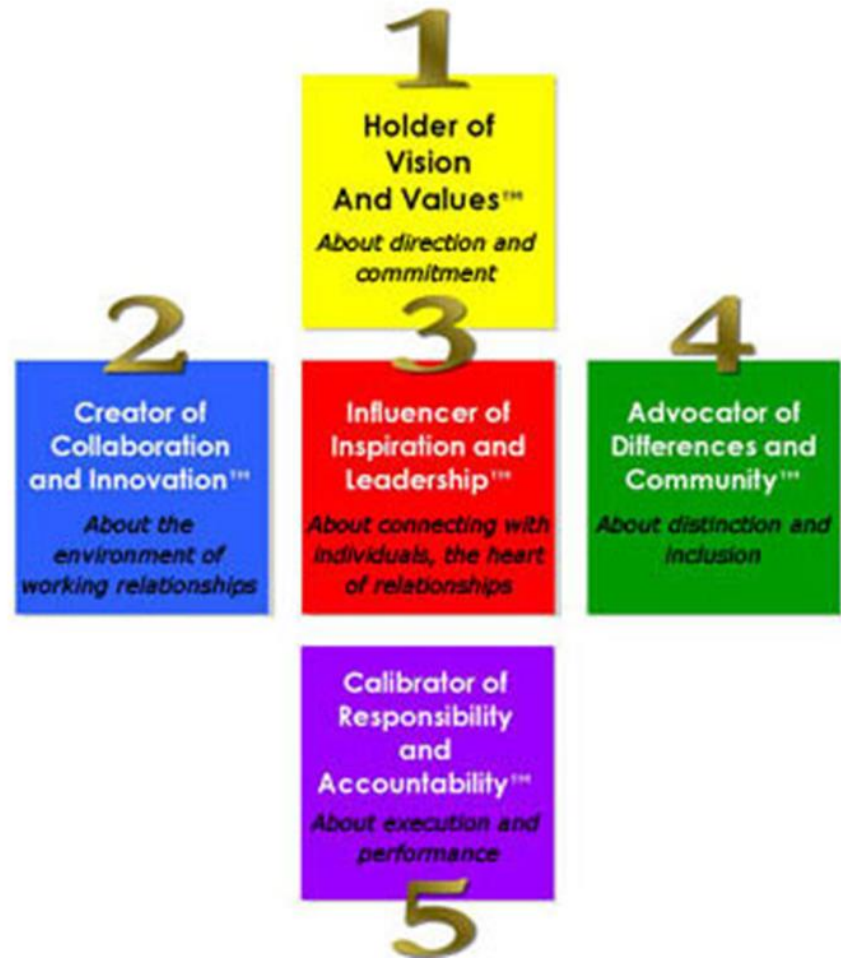
Be the Resolution

Location : Above or Below the Line



<http://conscious.is/>

The Be- Attitudes of Legacy Leadership



Holder of Vision and Values

- Others Oriented
- A Guardian
- Seamless
- Values Driven A Whole Systems Thinker



Sandstrom, J., & Smith, L. (2017). Legacy Leadership: The Leaders Guide to Lasting Greatness second edition. Dallas, TX: Coachworks Press.

Creator of Collaboration and Innovation

- A Trust Builder
- An Intuitive Listener
- Possibility Minded
- Charge-Neutral
- Mentally Agile



Sandstrom, J., & Smith, L. (2017). *Legacy Leadership: The Leaders Guide to Lasting Greatness* second edition. Dallas, TX: Coachworks Press.

Influencer of Inspiration and Leadership

Relationship Driven
Impact Aware
Self-Inspired
A Mentor
Positive



Sandstrom, J., & Smith, L. (2017). Legacy Leadership: The Leaders Guide to Lasting Greatness second edition. Dallas, TX: Coachworks Press.

Advocator of Differences and Community

- A Champion
- Inclusive/Uniter
- Community-Minded
- Discerning
- Expectant



Sandstrom, J., & Smith, L. (2017). Legacy Leadership: The Leaders Guide to Lasting Greatness second edition. Dallas, TX: Coachworks Press.

Calibrator of Responsibility and Accountability

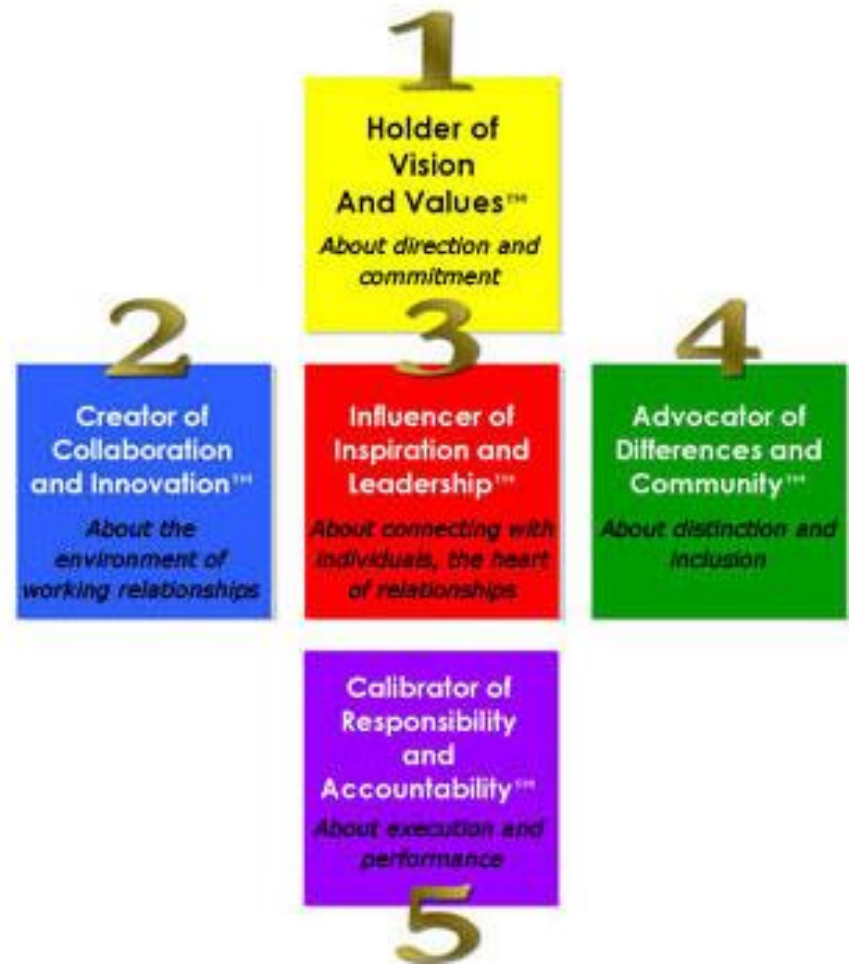
- Results- Oriented
- An Analyst
- Vigilant/ Committed
- Aware/Alert
- Answerable



Sandstrom, J., & Smith, L. (2017). Legacy Leadership: The Leaders Guide to Lasting Greatness second edition. Dallas, TX: Coachworks Press.

Legacy Leadership

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Sandstrom, J., & Smith, L. (2017). [Legacy Leadership: The Leaders Guide to Lasting Greatness](#) second edition. Dallas, TX: Coachworks Press.

Think ~ Pair ~ Share

I used to
think...

Now, I
think...



[Project Zero Thinking Routines Tool Box](#)



Recasting

“By confronting the negatives or our past creatively, we recast their lessons in ways that expand our stories and contributes mightily to our capacity to do our lifework.”

Schuster, John (2011) *The Power of Your Past: The Art of Recalling, Reclaiming and Recasting*, Berrett-Koehler, San Francisco, CA.

The Good Life


“living in the place you belong
with the people you love,
doing the right work on
purpose”

Leider, R. J., & Shapiro, D. A. (2012). Repacking Your Bags: Lighten Your Load for the Good Life. Berrett-Koehler Publishers.

Fears and Antidotes

Meaningless Life ~ Work
Being Alone ~ Love
Being Lost ~ Place
Dying ~ Purpose

Leider, R. J., & Shapiro, D. A. (2012). Repacking Your Bags: Lighten Your Load for the Good Life. Berrett-Koehler Publishers.

The background of the slide is an abstract, fluid design with soft, wavy lines in various shades of light blue and white, creating a sense of movement and depth. The text is centered in a clean, black, sans-serif font.

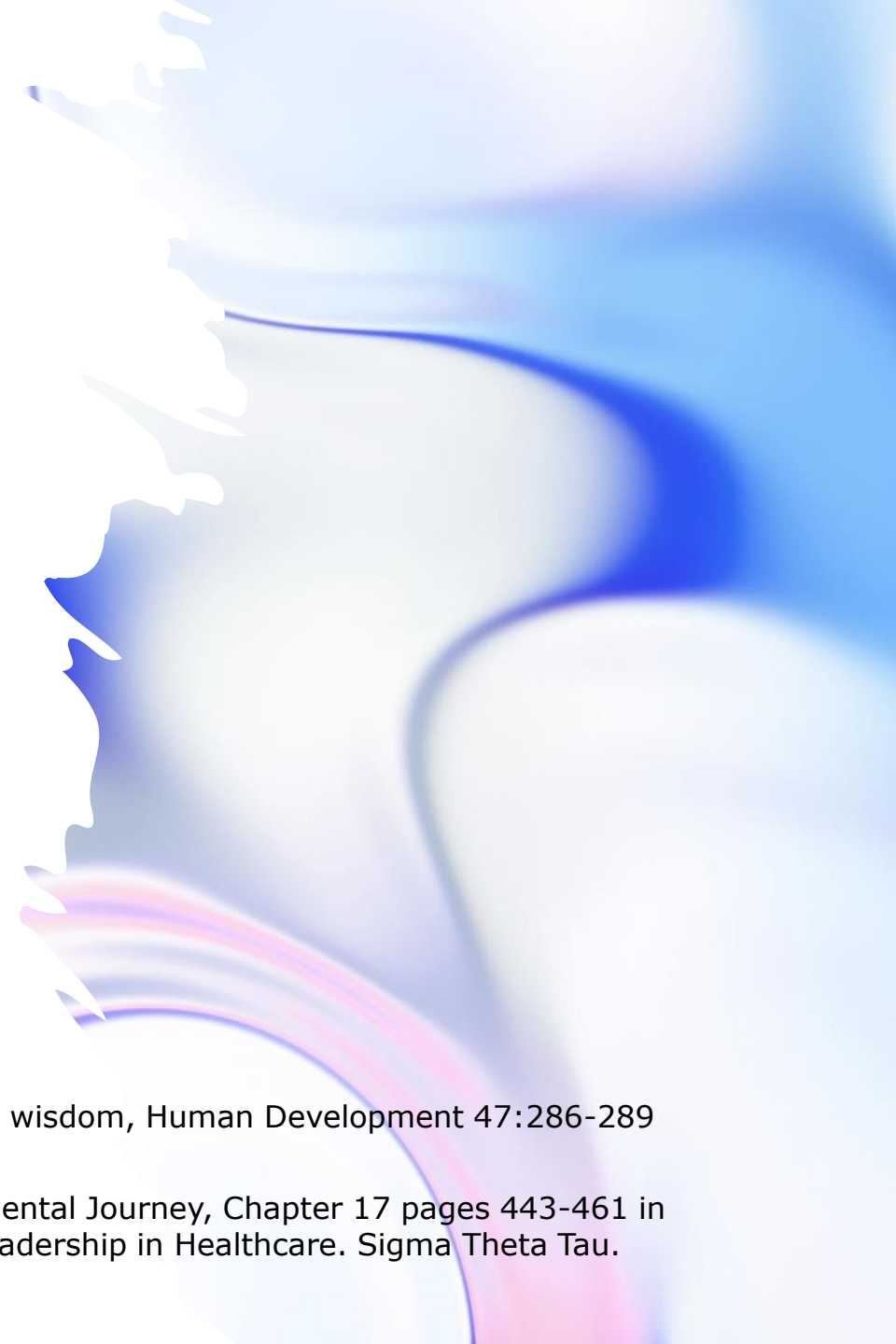
Appreciate the value and wisdom of knowing one's strengths, values, and contributions to create a leadership legacy.

Wisdom

“Wisdom is the application of intelligence, creativity and knowledge to the common good by balancing intrapersonal (one’s own), interpersonal (other’s) and extra personal (institutional or other larger) interests over the long and short terms, through the mediation of values, so as to adapt to, shape, and select environments.”

Sternberg, Robert, (2004) Words to the wise about wisdom, Human Development 47:286-289

Pesut, DJ (2022). Wisdom Leadership: A Developmental Journey, Chapter 17 pages 443-461 in Wei, H., & Horton-Deutsch, S. (2022). Visionary Leadership in Healthcare. Sigma Theta Tau.



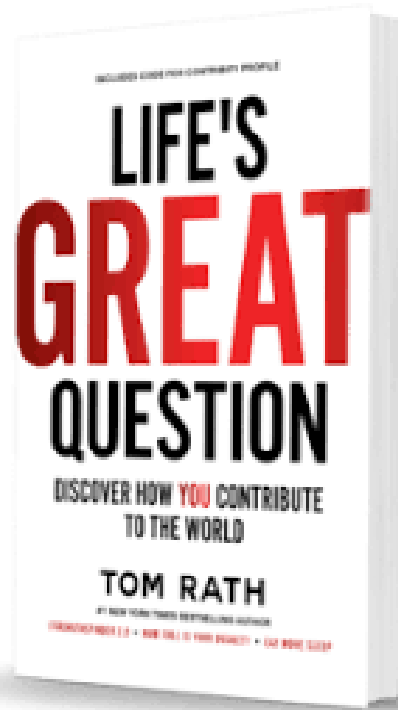
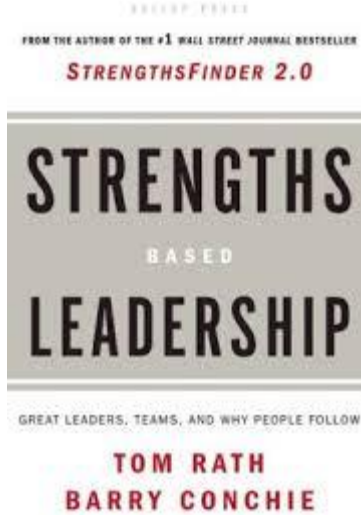
Resources to Develop Strengths, Values, and Contributions that Support Destiny, Character, and Calling

[The 34 Strengths of Strengthsfinder](#)

[Values In Action \(VIA\) Inventory of
Strengths Assessment](#)

[Life's Greatest Question Contribify](#)

[Barrett Personal Values Assessment](#)



VIA Survey and Strengths Finders

	Strength's finders	VIA Survey
Orientation	Talent Themes	Universal Path to Virtues
Domains	Work	Home, Work, Social
Key Questions	What's best about what you do at work?	What is best about who you are?
Strengths Identified	Talents +Skills	Core Character
Basis for Validity	Polling and Surveys	Historical Analysis studies with criteria, validity, reliability
Strengths Focus	Top 5 only	Signature Strengths and all 24 matter
Scrutiny of Evidence	Not peer reviewed	Peer Reviewed

Values and Virtues

- **Wisdom**

- Creativity, Curiosity, Judgment Open Mindedness, Love of Learning, Perspective

- **Courage**

- Bravery, Perseverance, Honesty, Zest

- **Humanity**

- Capacity to love and be loved, Kindness, Social Intelligence

- **Justice**

- Teamwork, Fairness, Leadership

- **Temperance**

- Forgiveness and Mercy, Modesty and Humility, Prudence, Self-Regulation

- **Transcendence**

- Appreciation of Beauty and Excellence, Gratitude, Hope, Humor, Religiousness & Spirituality

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
People with dominant Executing themes know how to make things happen.	People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.	People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.	People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Input Intellection Learner Strategic

Rath, Tom & Conchie, Barry (2008). *Strengths based leadership*, Gallup Press, New York, New York

What Followers Want

Trust

Compassion

Stability

Hope

Rath, Tom & Conchie, Barry (2008). *Strengths based leadership*, Gallup Press, New York, New York

Barrett Leadership Model



Lift: The Fundamental State of Leadership



What results do I want to create?



What would my story be if I were living the **values** I expect of others?



How do others feel about this situation?



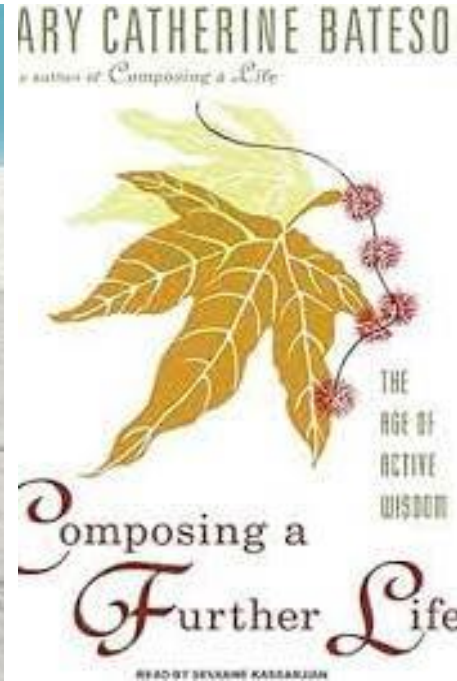
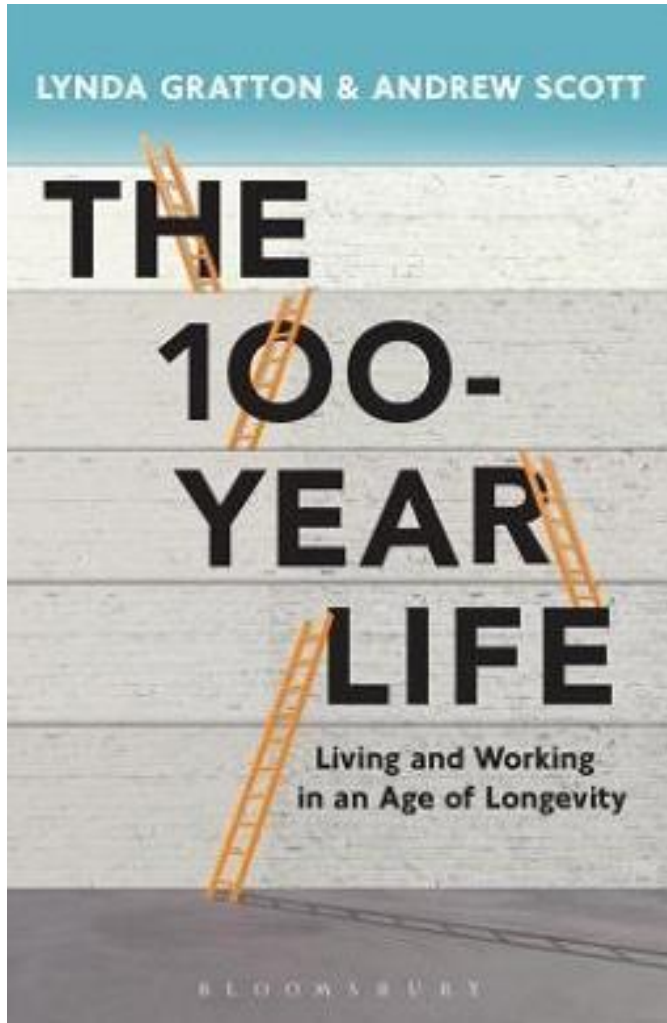
What are three strategies I could use to accomplish my purpose?

Quinn, R. W., & Quinn, R. S. (2015). Lift: the fundamental state of leadership. Berrett-Koehler Publishers

“Legacies are not the result of wishful thinking. They are the results of determined doing. The legacy you leave is the life you lead. We live our lives daily. We leave our legacy daily. The people you see, the decisions you make, and the actions you take -- they are what tell your story.”

Kouzes, James & Posner, Barry (2006). *A Leader's Legacy*. Jossey-Bass, San Francisco, CA





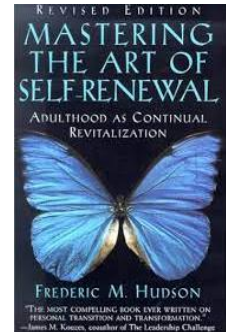
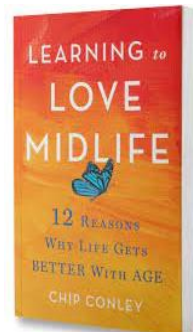
The Making of a Modern Elder

WISDOM AT WORK

How to Reinvent
the Second Half
of Your Career

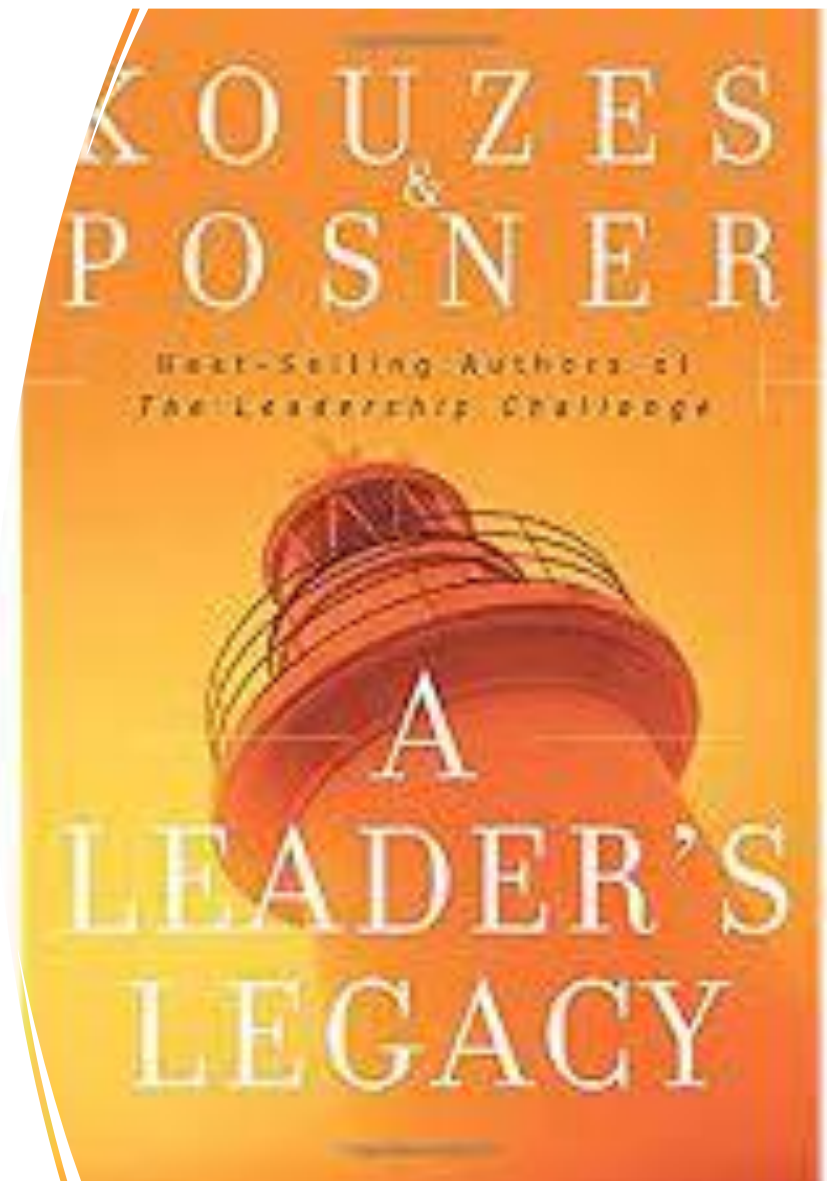
CHIP CONLEY

Featuring a foreword by Brian Chesky, cofounder and CEO, Airbnb



Leadership Legacy Reflections

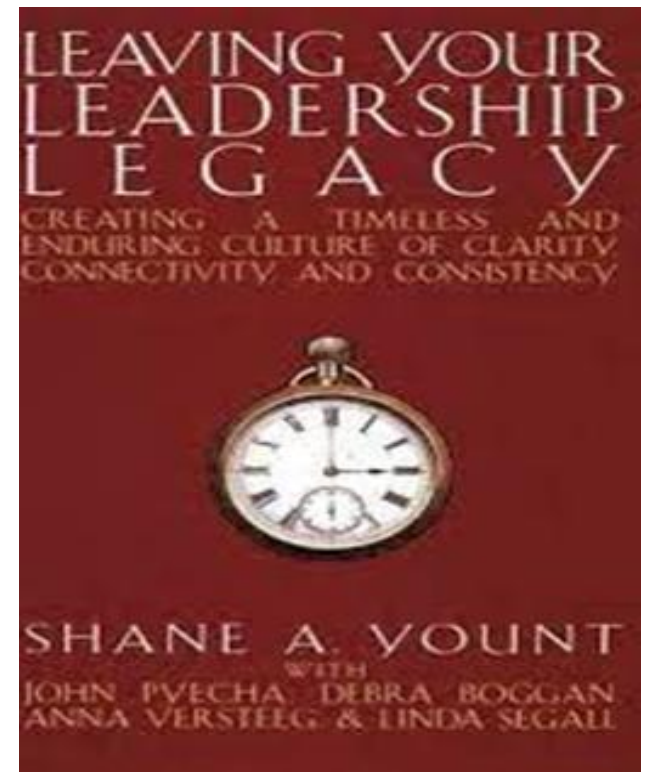
- ✓ What lessons am I teaching in each interaction I have?
- ✓ What stories will people share about me in the future?
- ✓ What will others learn from those stories?



Kouzes, James & Posner, Barry (2006). A Leader's Legacy. Jossey-Bass, San Francisco, CA

Leadership Legacy Reflections

- ✓ When you are gone how will you leave your “mark” on the organization?
- ✓ Will the values you instilled and live by endure long after you have left?
- ✓ Have you put into place a system that enables others to have a sense of clarity, knowledge and information that each needs to be effective?



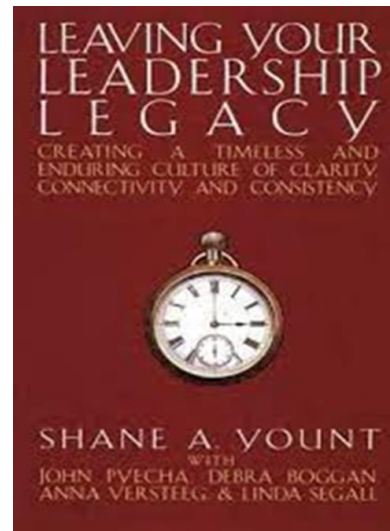
Yount, Shane. (2007). *Leaving your leadership legacy: Creating a timeless and enduring culture of clarity, connectivity, and consistency*. OakleePress, Richmond, VA.

Legacy Leadership Reflections

What is more important to you the results you achieve or how you achieve them?

Have you made the impact you wanted to in your work?

Will colleagues remember you as someone who made a difference in their lives?

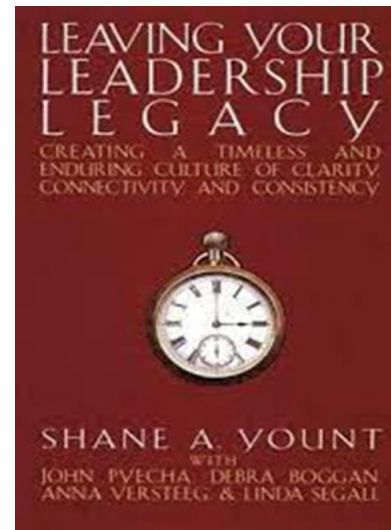


Yount, Shane. (2007). *Leaving your leadership legacy: Creating a timeless and enduring culture of clarity, connectivity, and consistency*. OakleePress, Richmond, VA.

Legacy Leadership Reflections

Have you put into place a system that enables people to feel connected and how to respond to their work accordingly?

Have you left an operating system that is not dependent on you to give your employees what they need to be successful?



Yount, Shane. (2007). *Leaving your leadership legacy: Creating a timeless and enduring culture of clarity, connectivity, and consistency*. OakleePress, Richmond, VA.



What's your Legacy?

O'Connor, L. (2019). [Career Legacy Cartography Portfolio for Advanced Practice Nursing. Scholarship, a Career Legacy Map and Advanced Practice](#)

Hinds, P. S., Britton, D. R., Coleman, L., Engh, E., Humbel, T. K., Keller, S., & Walczak, D. (2015). [Creating a career legacy map to help assure meaningful work in nursing. *Nursing outlook*, 63\(2\), 211-218.](#)

Reflection

- What did you appreciate?
- How did the information presented influence your thinking and feeling?
- What if any commitment to action will you make based on what you learned?



Reflection And Dialogue

- ✓ What concepts, ideas, or resources are most interesting and /or useful?
- ✓ How can the knowledge be used ?
- ✓ Why is the knowledge important?
- ✓ Why care about the knowledge or information?



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