



The desire to leave a positive legacy will make a better transformational leader

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ARTICLE INFO

Article history:

Received Nov 06, 2023

Revised Nov 09, 2023

Accepted Nov 13, 2023

Keywords:

Leadership;

Legacy;

Transformational Leadership.

ABSTRACT

This research shows transformational leaders with a desire to leave a positive legacy will make the leader become better transformational leaders. Previous research only shows the positive impact of transformational leadership while the leaders are still around in the company which are short-term impact. It is therefore argued, that if the transformational leader extends his/her view and will to a longer time horizon and has a desire to leave a positive legacy, he/she will prepare/build a stronger impact on the company and the impact and contribution will last forever even if they are no longer in a position. This research uses a fast review method of the current literature to develop the argument. This research will give a fresh perspective on transformational leadership and legacy leadership.

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INTRODUCTION

Transformative leaders bring significant shifts in social, political, and economic structures and practices that have a long-lasting impact and result in significant advancements. Organizational success is greatly enhanced by the transformational leadership style (Christensen, n.d.). The goals of transformational leadership are to uplift, encourage, build trust, value original ideas, and strengthen followers' capacities (Shaikh, n.d.) There are four primary components to transformational leadership: (i) Idealized influence when the team members and/or the organization view the leader as a role model capable of inspiring respect, trust, and inspiration (Darwis & Djajadiningrat, 2010) (Susan Nyokabi et al., n.d.). To establish a firm's culture and inspire workers to commit to the objectives and vision of the company, leaders must uphold moral and ethical standards (Bolkan & Goodboy, 2011). (ii) Inspirational motivation is the ability of a leader to effectively communicate the organization's vision, mission, and goals to elicit and motivate the behaviours of those around them. This boosts motivation from within and positive emotions. (Rafferty & Griffin, 2004) ("Idealized Influence and Inspirational Motivation in a Microfinance Context: Review of Literature," 2021). (iii) Intellectual stimulation is when leaders train their followers to become more skilled at making adaptable, effective strategies and conquering a range of obstacles (Bednall et al., 2018). Adhering to this will encourage people to

finish their work on their initiative (Nguyen et al., 2019). (iv) With Individualized consideration, A leader can consider each person's abilities, values, interests, and needs (DR. SYED HAIDER KHALIL & SHEHNAZ SAHIBZADAH, 2021) (Ganga et al., 2017). When everyone's requirements are considered, the leader gains the respect of the group (Ogola et al., 2017). A culture of empathy, support, and open communication is fostered by effective leaders inside their teams. They might also acknowledge and value each person's accomplishments, which encourages a desire and readiness for self-improvement (*Transformational Leadership*, n.d.) (Moradi Korejan & Shahbazi, 2016) (Nofal & Jaradat, 2020). What is the impact if a transformational leader has the desire to leave a legacy?

According to the Oxford Dictionary, a legacy is the long-lasting impact of events, actions, etc. that took place in the past, or of a person's life; something transmitted or received from a predecessor; meaning the significance and legacy of an individual's enduring passions and abilities. A legacy comes from the idea that everyone, regardless of position, can make a difference. Even after people pass away and lose power over a situation, legacy persists (Patrick Dobel, 2006). Building people is more important to legacy than building goods. Leaders establish a legacy by nurturing future leaders to maximize their leadership qualities and capacities on multiple levels (Sandstrom & Smith, n.d.). A strong leadership legacy endures long beyond a person's time in office (Shirey, 2014). Legacy-building does not come from wishful thinking. They are the outcome of deliberate action. Our life is the legacy we leave behind. We go about our daily lives. Every day, we leave our legacy (Kouzes & Posner, n.d.). Legacies cover the past, present, and future, and compel us to think about where we have been, where we are now, and where we are going. A mission to leave a legacy is a passage from accomplishment to significance.

Abstractly speaking, the legacy has multiple dimensions. The scope of contribution is covered in the first. This encompasses the extent to which activities are contributed as well as the timing of the outcomes. Second, the contribution raises the question of the effects' temporal durability and traceability. Certain effects may fade away. While some effects are evident right away and last, others might not appear to have much of an effect at first but wind up being important in the long run. Lastly, a legacy is frequently associated with an individual who attempts to claim credit or blame for the outcomes; this can have an impact on someone's reputation both during their lifetime and after they pass away. This is particularly crucial if someone's motivation is the desire for notoriety and recognition as a means of finding purpose in life and overcoming mortality (Patrick Dobel, 2006).

Three paradoxes are also made clear by the legacy's dimensions and metaphors: (i) A person's objectives might not end up being their legacy. Managerial leaders may be blind to the cumulative effects of their actions on relationships, processes, and people because of their goal-oriented mindset. (ii) Individuals have no say over what their legacy will ultimately signify. Legacies are contested because their meaning is intertwined with them. (iii) It can be difficult to understand the true nature of a good or negative legacy (Patrick Dobel, 2006).

Legacy can be in many forms: (i) Monuments: These are typically tangible objects like structures, memorials, open areas, works of literature, art, or laws. Political cultures everywhere erect monuments such as walls, tombstones, aqueducts, and pyramids. (ii) Foundations: a collection of abilities and information on which more complex abilities can be constructed. (iii) Wombs and Incubators: Effective leaders create the institutional safety net, social space, and resources necessary for the emergence and development of individuals, concepts, and practices that have the potential to impact others. (iv) Coral reefs: an area that might one day house more species or serve as a new anchorage for others to enrich the reef's existence. The interconnectedness created by coral life fosters a system in which other people and organizations prosper in connection to the reef. (v) Webs: Webs can be spun in a variety of intricate patterns to form intricate spheres, hierarchies, or webs within webs with horizontal threads. People can connect through webs in novel and distinctive ways, and diverse lives and outcomes can result from these relationships. Not only do these webs enable feedback, but they also facilitate accountability,

coordination, and new ideas. (vi) Planting Seeds/Cultivating Soil: Every connection with individuals and groups sows the potential for change and action. When the window of opportunity to act opens, good leaders take the time to sow the seeds of knowledge and possibilities and nurture them. (vii) Ripples: When several people hurl stones at once, the ripples combine to form tidal waves that resemble social movements. (viii) Lenses and Dreams: A fresh perspective through emerging from the shadow cave into the light. People's imaginations grow when they discover fresh perspectives on the world or imagine possibilities for themselves. New frames of reference are added to or replace the old ones. (Patrick Dobel, 2006).

The things a leader leaves behind and the influence they have on a company after they step down constitute their legacy. These leaders brought about significant, long-lasting change for both themselves and those around them (Fierke, 2015). A legacy leader is someone who follows a vision and set of values, establishes trust to encourage innovation and creativity, motivates and guides people, values diversity, and the community, and, lastly, establishes expectations for responsibility and accountability (Sandstrom & Smith, n.d.). "The sum of the difference a leader makes in people's lives, directly and indirectly, formally and informally; it is the way a leader behaves in day-to-day life that defines a leader's legacy" is one definition of a leadership legacy (Shirey, 2014). Leadership legacy is about the ability of a leader to leave a lasting positive impression on individuals. The impression should last beyond the leader's tenure. As part of his legacy, the CEO made sure that the team adhered to the best practices for team procedures that he had developed. In summary, the CEO demonstrated leadership by inspiring a group of people to achieve the goal of maintaining best practices through the legacy of documented specialized knowledge (Kan, 2019) and created and envisioned support for change (Author et al., n.d.).

Building a leadership legacy requires addressing factors including impact, duration, and judgment. Impact comprises exerting leadership influence and leaving a deep, significant impression on other people. Prioritizing whether to pursue certain leadership initiatives is made easier by concentrating on attaining the greatest impact. Duration is the amount of time needed to leave a legacy as a leader. Duration emphasizes the events in life that make a legacy richer. Making decisions based on alternatives requires judgment. This includes controlling interruptions and diversions to enable leadership activities to be targeted and in line with a desired legacy (Shirey, 2014).

Legacy leadership is characterized by five qualities: (i) Their line of employment is a calling. Before they realize it, legacy leaders frequently unintentionally cultivate a major theme in their lives for many years. (ii) They adhere to moral principles. A legacy leader has personal moral principles that will eventually direct the moral conduct of the organization. (iii) They have a stewardship commitment. Legacy leaders understand the role that not-for-profit organizations play in a community and the social good that comes with their tax exemption. (iv) They choose to construct over other things. Usually, legacy leaders are builders; their constructions can be tangible buildings or the design of a new care system that complements the existing one. (v) They inspire optimism. Leaders leaving a legacy generate hope and optimism. Hope is always a transcending element of well-earned achievement. Optimistic leaders do not give up on tackling problems that appear unsolvable and do not settle for temporary success (Sandstrom & Smith, n.d.).

Leaders who consider their legacy adopt a less directive approach, assisting individuals and organizations that are flexible and able to expand (Pilkington, 2011). Even though it does not cover every area of management leadership, Legacy offers a thorough grasp of leadership and accountability connected to trusteeship. Legacy is important because it combines a person's quest for meaning with accountability and consequences. Difficult yet necessary questions to ask in every encounter, precedent, meeting, rule, or regulation, such as "Why am I here?" or "What difference does my having lived to make?" or "What do I wish to leave?" or "What have I left behind?" Remind them that morality and social interactions still depend on having a purpose in life. Because we are mortal beings with a limited time on earth, the question of purpose becomes vital. The concept of leaving a legacy connects legacy to meaning by highlighting the fact that choices have

consequences and should be carefully thought out (Patrick Dobel, 2006). High achievers could wish to make a lasting impression and be recognized for their contributions. Some people look for a material reminder of what they have left behind, like a book they wrote or a scholarship awarded in their honour (Sherman, 2017). One can become a better leader today by thinking back on their leadership legacy. Additionally, it can influence the course of future leadership, gradually becoming a more successful and contented leader (Shirey, 2014).

Particularly when it comes to the overarching objective of any healing company, which is caring, every leader leaves a legacy via their deeds that define them as a person and as a leader. Furthermore, when a leader is driven to intentionally leave a compassionate legacy, they can have a significant impact on everyone they encounter, both inside and outside the organization. Like a pebble dropped into a pond, a leader's compassionate legacy can likewise have eventually unfathomable ripple effects. Through her actions and leadership style, this can also penetrate the entire organization, impacting the individuals and culture inside it and indirectly and favourably touching lives. Ultimately, the legacy of a leader is primarily defined by the impact they have on others and the duration of this effect even after they leave their positions of leadership. Thus, the real and perceived impact a leader has had on other people's lives and the manner the leader stands out from the crowd as a leader and a person are the two main components of a leadership legacy (Reed, 2009).

Chief Burtell Jefferson of the Washington, D.C. Metropolitan Police Department, Dr Martin Luther King Jr., and Steve Jobs, the former CEO of Apple and co-founder, are just three of the many remarkable leaders who have left a lasting impact. On January 13, 1978, Burtell Jefferson – who had served in the public sector for more than 30 years – became the first African American to assume the role of chief of the Metropolitan Police Department in Washington, D.C. The regulations and procedures that Jefferson instituted for law enforcement, along with the actions he took to challenge and end discriminatory practices that had hindered black officers from rising in their careers for many years, are just two examples of the incredible legacy that he left behind (Author et al., n.d.). Dr Martin Luther King Jr. is widely regarded as a dreamer of racial justice and love who ignited a social and political revolution. In the 1960s, King established a nonviolent resistance movement that upended the status quo and transformed the lives of millions of Americans. The movement's success in ending the legal segregation of African Americans in the southern states and other parts of the nation was largely due to his leadership, for which he was awarded the Nobel Peace Prize in 1964. King was inspired by Gandhi's nonviolent philosophy and argued for peaceful means of bringing about social change. His accomplishments included the Civil Rights Act of 1964, which is considered the movement's high point, and the end of long-standing racial discrimination against African Americans (McGuire & Hutchings, 2007). Several scholarly studies show that Jobs was widely regarded as a leader who embodied the three key attributes of a transformative leader: passion, creativity, and vision. Furthermore, a lot of people considered Jobs to be an innovator, which is not typically associated with revolutionary leadership but does represent and reflect the conversation in the consumer electronics industry, which forms the basis of his legacy. Steve is recognized for his interpersonal skills, which are crucial for changing his followers' lives (Steinwart & Ziegler, 2014).

Theoretically, this research will compel more investigation into how legacy affects transformative leadership quality. The practical implications, the logical reasoning conclusion will compel an empirical investigation that will provide conclusive evidence for the conclusion.

RESEARCH METHOD

This study solely examines transformational leadership styles and investigates the impact on current literature if the transformational leader aspires to leave a positive legacy. A combination of the terms "transformational leadership" and "legacy" and its impact was used to search for the relationship between transformational leadership and legacy through a review of various empirical

and theoretical studies that conducted an in-depth investigation. One argument for the transformational leader's goal to leave a positive legacy is that it will improve and complete them as a leader. The source of literature is obtained from various published journals, and through deductive reasoning, the inference of research is concluded.

RESULTS AND DISCUSSIONS

The ability of leadership to make a lasting impression and impact on an organization is viewed as an important aspect of determining successful leadership. Numerous studies offer strong empirical support for the idea that leaving a legacy will enhance leadership quality by fostering an environment that is less controlling and that supports individuals and organizations that are flexible and adaptable. This argument can be seen in Table 1.

Table 1. Impact of Legacy to Transformational Leadership

Author & Year	Publication Title	Summary of Findings
(Pilkington, 2011)	A legacy of leadership in nursing	Leaders who consider to leave a legacy adopt less directive approach, assisting individuals and organizations that are flexible and bale to expand
(Patrick Dobel, 2006)	Managerial Leadership and the Ethical Importance of Legacy	A thought of legacy makes the leaders thinking of consequences
(Shirey, 2014)	Shaping your leadership legacy	By thinking back on their leadership legacy, one become a better leader today
(Sherman, 2017).	Your Leadership Legacy	Leaders who want to leave their mark on the world and be remembered for their work
(Reed, 2009)	Creating a Leadership Legacy of Caring: A Health Care Leader's Ultimate Journey	When a leader is driven to intentionally leave a compassionate legacy, they start to think to have significant impact on everyone

The inference reached in the legacy essay is that transformational leadership leaves a more favourable legacy that benefits the organization and society can be seen in Table 1. Therefore, to leave a positive legacy that motivates meaningful action, transformational leadership entails altering one's viewpoint and understanding of how one's activities affect the world. Other studies were incomparable as they only studied stand alone subject such as transformational leadership as stand alone subject, legacy leadership as stand alone subject and not both subject in one literature review research.

CONCLUSION

For a legacy, developing people is more crucial than developing commodities. By imparting their leadership qualities and abilities to others, leaders leave a legacy. A person's leadership legacy lives on long after their term in office is over. It is necessary to consider aspects like impact, duration, and judgment to create a leadership legacy. Reflecting on one's past leadership accomplishments can help one become a better leader today. It can also help chart the future route of leadership, progressively producing a more prosperous and satisfied leader.

Without concern for assigning blame or taking credit, leaders can make a lasting impression that goes beyond their achievements. Organizations that prioritize leadership development can accomplish their missions by creating a culture that can produce successful leaders who can leave a legacy of respect and competence. Furthermore, by actively mentoring upcoming leaders, former leaders have a special chance to influence the future even though they are no longer in a position of leadership.

One of the great joys and grave responsibilities of leaders is making sure that those in their care live lives not only of success but also of significance and impact. Thus, this study found that a transformative leader's wish to leave a great legacy should be strengthened by their desire to be remembered and have a positive impact on the world. Reflecting on the past might motivate executives to make intentional decisions that will enhance their firms. Looking toward the future will make us a better leader today. "If you are going to live, leave a legacy. Make a mark on the world that cannot be erased." ~ Maya Angelou.

This study provided a fresh perspective on legacy leadership and transformational leadership, arguing that the two should be treated equally because their impacts are felt both now and down the road, regardless of the leader's position. This, in the end, will contribute to making a better transformational leader. Some research limitations include the following: to arrive at a logical conclusion that might provide novel insights, this study is based on a cursory survey of the literature. However, this conclusion needs to be empirically confirmed to yield reliable and helpful insights into best practices and knowledge.

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