

Leaving Your Mark.

Defining the Impact + Legacy of your Leadership.



Liza Tullidge

MAVEN+CO

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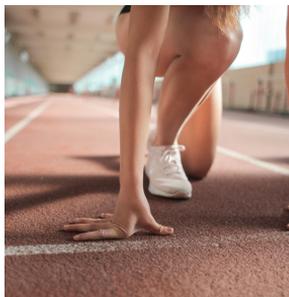
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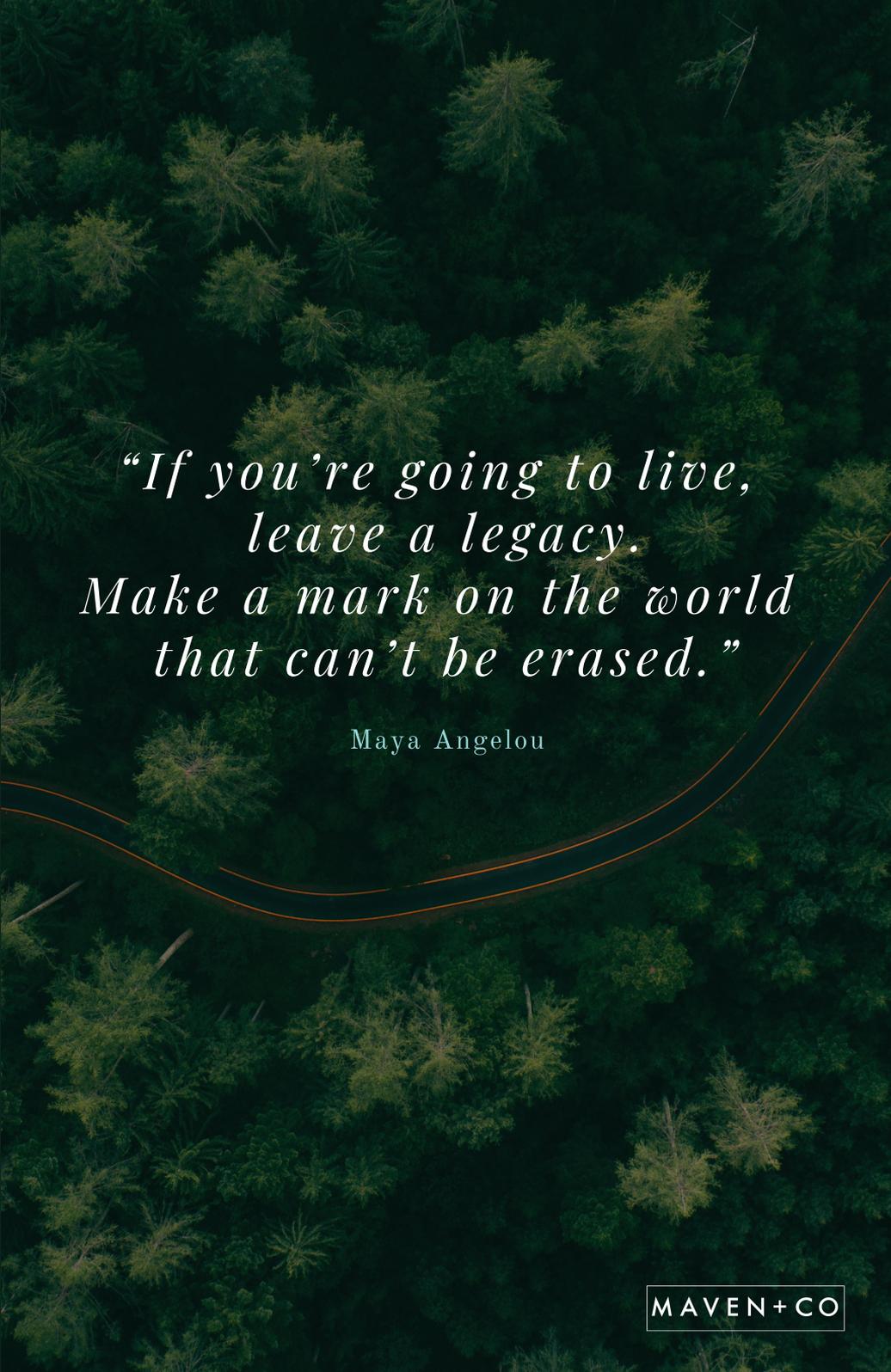
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An aerial photograph of a dense forest of evergreen trees. A winding road with two orange lines runs through the forest, curving from the bottom left towards the right. The text is overlaid on the upper half of the image.

*“If you’re going to live,
leave a legacy.
Make a mark on the world
that can’t be erased.”*

Maya Angelou



THE CHOICE OF LEADERSHIP

If you're reading this book, chances are you are a leader. Let's take a moment to clarify that, as I know someone's imposter syndrome is popping up its chronically inconvenient head saying, "wait wait wait, I'm not a leader. Well, not really, not yet. I mean I'm not a major CEO or a billionaire, so I don't really count."

To that imposter syndrome: Anyone who makes decisions that have impact on the lives of other people is a leader.

So we've established that you are a leader. At some point in your life and career, you have made the choice to lead. That much is clear. But the question we are going to ask ourselves in this book is: have you taken the step of true leadership - to choose how and why you lead?

We commonly gauge the true mark of a leader through the lives touched by the leader. This is why we revere the Rockefellers, the Gandhis, the Greta Thunbergs of the world: because their legacies touch such a magnitude of people. Think of John Astor or Andrew Carnegie donating the New York Public Libraries. How iconic their contributions have become: centres of learning, emblems of democratized information, monuments impacting the lives of generation after generation. These titan-sized contributions perpetuate the work of these titan-like leaders throughout time immemorial.

For many of us though, creating impacts of this scale seems impossible, too daunting to bear, or for a different pinnacle of our success. We content ourselves with what will emerge later in life and mostly take shape after our tenure expires. We resign ourselves to waiting and seeing what impact unfolds.

This mark, this contribution, this magnitude of impact that we leave behind is our legacy.

The word legacy might make us think of our estate planning or the fleet of children and grandchildren we leave in our wake. Or even just something to deal with down the road.

In a professional context, we probably think of a “legacy” as that tidal wave of the titan-like figures. Someone who has worked, flowed, acted, led with intention - building a force whose impacts will be felt and survive long after they are gone.

Look at Marie Curie, Henry Ford, or Yvon Chouinard or the examples listed above. Their work has shaped countless lives, business, and societies. More importantly, their work became a unifying force for the actions + impacts of others. The tidal wave is not just the actions of one person, it is the actions of many following the rallying cry and example of the intentional leader.

Legacies of leaders have become this lofty beacon: an impact to which we aspire, yet feels realistic for only the titan-like few. We have this mental divide around defining our own legacies: it is either not time yet or we are not there yet.



But, in that "yet" mindset, what we are overlooking is that our legacy is here. Our legacy is now. It is not shaped and defined at the end of your tenure, but through the multitude of moments throughout your career.

We leave a legacy of impact each and every day, whether consciously or not. Our actions, our time, our work, our words all create ripples of cause and effect. Each touchpoint builds into our legacy. Now that legacy can be fractured chaos or it can be a tidal wave.

So when we reflect back on our positions as leaders whether in our team, business, community, even family, don't we want to have that rallying cry? To have been an example of the world we know is possible? To undoubtedly be able to say that we contributed to making that possible world a reality?

To do so, we have to take active ownership of our leadership and our impact. We have to begin to cultivate, build, and unify the framework of that wave. We have to be intentional about creating the catalyst for action rather than relinquishing it to the chance of the fates.

As leaders we are in a uniquely opportune position for impact. We have the position, the influence and the resources to create a real affect in our business, in our people, in our community, in our market, and in the world. The very nature of leadership means that we have people and systems looking to follow our vision, our decisions. Ready to help shape our very legacy.

When we think of our work as not just chasing the optimal bottom line, but in this bigger context of the pebble creating a ripple effect, the captain building a fleet, or as the unifying glue of a tidal wave, it becomes impossible to ignore the existence of our impact/legacy, chosen or not.

When each step we takes creates a ripple of action, resources, and causality, why not make them all work together to create something colossal rather than a cacophony of unrelated chaos?



LEAVING YOUR MARK

Legacy



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DEFINED AND ALIGNED.

Why is it important to actually define your legacy?

Well, the answer to that is a complex multifold, but let me try to break it down into four key reasons. First, unity and clarity. Second, elevation. Third, alignment. And fourth, active ownership.

We spoke about the tidal wave and rallying cries at the open of this book. And how great it would be if we could create one of our own, right? Well, the critical element to the success of both and either is a clear, unified message. Martin Luther King, Jr. did not become an icon of the American Civil Rights Movement by having an opaque, discombobulated message. He did not say "Hey, I'm going to meander down this route in Washington and have a chat with myself about a dream I had, maybe on 28 August. Who knows. I think I'm going to do it because I want to be treated equally. And sometimes I think our systems aren't great. If you happen to be in town and want to join me, I think I'll be there."

Can you imagine how far that rallying cry would have gone? Instead, he had a clear message. A clear focus. A clear purpose. A clear impact in mind that he was determined to create. As a result, he conveyed that message to the world. He told the world what he was going to do, the society he was going to build, and invited everyone else to join him in bringing it into reality. He built the pipeline through which the tidal wave's rushing waters could flow and continue to flow long after he was gone.

His legacy is a great example of the potential and power of the ripple effect we can catalyze. We still learn his iconic words in schools nearly 60 years later. We discuss the history he helped to create. Even after his murder, the movement did not disappear. He had built strong foundations and a reliable compass to amplify the tidal wave for generations to come.

We do not have to be Martin Luther King, Jr facing down threats to life and limb in our legacy. Nor do we have to take on the world and the very fabrics of society. But, we do need to unify our efforts in an intentional manner and direction. The more we unify and clarify our intentions, the stronger pipeline and direction we build for our work, the more all of our actions and efforts amplify one another and work in unison. We can create reinforcing systems as our legacy evolves and invite others and their impact in to contribute.

The second reason for defining our legacy is elevating our potential as a leader and therefore our business' potential for success. If we are at the helm of our business, it is our navigation and direction that will determine the path of the business. Therefore, the business' potential for success is directly tied to our own. It is limited by our limitations. If we invested in elevating our leadership and potential, the business' potential elevates as well. In the words of John Mackey, Co-Founder and CEO of Whole Foods Market, "we elevate business through our humanity, and we elevate humanity through our business. In this way, everyone wins." We, as leaders, are the baseline upon which businesses are built and run. What better way to elevate business and humanity than improving that baseline, that very foundation upon which the businesses are built.

Unsure how a leaders potential and a business' potential are directly correlated?



A young child with curly hair, wearing a blue and white striped suit, is climbing a white staircase. The child is positioned on the left side of the frame, moving upwards. The background is a solid teal color. The text is overlaid on the upper half of the image.

*“We elevate business
through our
humanity, and we
elevate humanity
through our business.
In this way, everyone
wins.”*

John Mackey

Let's think about it this way. If the leader dislikes the colour blue and it's innately biased against anything blue. This bias factors into their decision making. The leader sets the vision and course for the business. If they are fundamentally biased in that decision making then all the subsequent choices are impacted. If the supply chain needs a new logistical partner and the best candidate happens to have a blue logo and brand colouring, so the CEO is biased against them and chooses a subpar alternative solely on that ground, then the entire supply chain is now impacted which in turn affects performance and the success of the business.

So the business is limited to the limitations of the leader. Now if that leader becomes aware of their bias and works to dismantle it, then that limiting factor is now removed, the leader's potential is elevated, and therefore the business' potential is elevated.

I appreciate this is an oversimplified example, but it does highlight the interconnected nature of the leaders position. Often we trick ourselves into thinking that as a leader we are in a protect position and that our personal thinking and "leadership" are separated like Church and State. We are one human, with one brain. Try as we might to protest it, we are connected to our leadership. Leadership is not a static position, that we step in to at 9am and clock out from at 5pm. It is an active endeavour that mirrors us as an individual. What we are experiencing, whether connected to work or not, is mirrored in our leadership.

If we want to elevate our leadership and our business' success, we must become more conscious. Defining our legacy is an important piece of this process as it helps "turn on the lights" in our journey of self-discovery. This journey requires self-knowledge, curiosity, humility, integrity and a commitment to self-development. It is not an easy 3 step system to unlock your million dollar potential. It's not a magic potion. It can be hard work and requires patience. It is an evolution. Your commitment to defining your legacy through discovering your self, intention, and purpose will be an ongoing journey that positively impacts many aspects of your leadership and life in general.

As part of this journey, we will create the third reason for defining our legacy: alignment within our self and our leadership. Whilst navigating this greater purpose and self discovery journey as described above,



elements we discover in this part of the process (our legacy) will fuel, reinforce and unify the rest of our journey.

Discovering what calls to us and what we want to leave behind as a legacy helps us create a direction and a mission. As we clarify this desired legacy, we uncover what we want to build, what our rallying cry will be - our guiding light. This evolving guiding light then helps to clarify direction on our day to day and more tangible activities. It guides our actions, our behaviours, how we show up in the world from moment to moment. It lays out the blueprint of the path for our words and actions to become the bricks.

Just as with our purpose, brand, mission, or even our business' product offerings, the more clearly we can communicate our legacy to ourselves, to others and through our actions, the less room there is for misinterpretation. In the case of our legacy, it unfolds long after we are gone. Therefore, the less muddled we can make it during our tenure, the less muddled its continuance will be after our time is up and we are no longer there to keep it on course.

Our legacy survives and continues to amplify impact when others join our rallying cry. That thought can make many of us feel the pressure of perfectionism (Check out [this article](#) on [Embracing the Draft](#) if you need help breaking through the perfectionist voice.) and think we have to have all of the answers in order to begin. Don't worry, having perfect clarity is not a requirement here. All you need to begin is intention: the intention that you are setting out on this journey as well as the intention to discover and define your legacy. You just have to begin. It will be a process of revision and refinement. As you fine tune your legacy, you will clarify the call and therefore the people who answer it. So, try to see this desire to clarify as a reward not a burden. As you learn for you and your self-awareness, you naturally will create an aligned tribe around your legacy.

Elevating and creating alignment in our leadership is a journey dependent upon the understanding of several influences: a critical one of which is learning to identify and separate our ego. We will explore this facet of the Conscious Leadership journey in our next ebook and workshop, but will give a glimpse of it here as it correlates to legacy.



Our ego, in the terms of leadership and legacy, is neither good nor bad. It just is. We all have an ego. It's inevitable. We are not looking to slay our ego or succumb to it. What we are looking to do is instead to build a dialogue and recognition of our ego. Our ego likes to "run the show" and is very good at convincing us that it is one and the same as us - how it keeps its position of control.

Our ego is an incredible resource: it's one of our best motivators, protectors, and sounding boards. But it is also, often, prone to reactivity and distraction. Therefore, our goal is to learn to recognise our voice versus the voice of our ego and to begin to build separation between them. As we do this, we will begin to recognise where our ego sits in our motivations, decision-making, perspective, and situational responses. This awareness enables us to harness the ego for our benefit but not to be derailed by its impulses.

It's entirely okay for us to fuel our ego and to be fuelled by it in return, as long as it is one of our tools not leading the charge. What do I mean by this distinction? Think about hunger. When we use our stomach as part of a decision - does that truffle pasta sound good to me right now? Am I craving it? - it's a strong source of additional context to our decision making. This is our ego as a tool - our stomach in the example is our ego. It's just one piece of the decision. We are still able to weigh it against other information - how will I feel later? Tomorrow? Oh I just had pasta for lunch.

On the other hand, when our hunger leads above everything else, we rarely make our best decisions or present our best selves...cue hanger memories!

The ego is an incredible motivator not just in terms of getting through our to-do list, but in terms of striving for bigger, greater, more. It's our ego that wants to leave behind a legacy for our own personal validation. We want that motivation to fuel our journey, we just do not want to be enslaved to it.

This separation of our ego allows us to transition our leadership from a static position (our title) into an active endeavour and flow of service. When our ego is still leading the charge and it's reactivity driving our decision-making,



we are stuck in survival mode: focused on fuelling our insecurities, our egotistical drives, and accumulating from a scarcity mindset to “keep us safe.”

We are not in a position of abundance where we can share, champion, or give. We are basically in hoarder mode, an all-consuming black hole. We see the success of others as a threat to our own, for in survival mode success is a pie: more for you means less for me. So, we succumb to the drives to protect what’s ours and our title rather than to truly fulfil the role of leader.

When we can calm our ego, turn off survival mode, and are able to self-validate, we activate a mindset of abundance and embody true leadership. We champion the success of others, encourage their growth, see success not as a pie but as an ever-expanding candy shop: enough for everyone, each in their own flavour. And we can celebrate in the joy of others as they strive for and savour their “candy.”

Because we are not panicked about our own existence and survival, we are comfortable in ourselves and our role (this doesn’t mean we won’t have flare ups or little panics). We don’t have to direct all of our energy to keeping us there and can begin to look outside ourselves - switching into service and coming into alignment. The success of others becomes not a threat, but an affirmation of our leadership and our own success.

To truly unlock our legacy, we must be able to flow in service and true leadership. Lasting legacies require the contribution and participation of others, otherwise it’s just our work. What makes the great legacies, like those of MLK, Gandhi, and the Rockefellers, so magnificent is in the service they render to the masses: the amplification they have upon the potential and impact of others. They are able to not only amplify their own success in the moment, but can see that by amplifying the success and work of thousands of others only fuels their success even further. Their ego separated and in alignment facilitates that leadership as service journey.

The last of our highlighted reasons to define your legacy is to take active ownership of our impact and contributions as a leader. Our legacy is not just what we internally select; it is also externally perceived.



If we are the only one working in alignment with our legacy and the rest of the world perceives a completely different legacy then we have an issue in our rallying cry.

For example, if we internally decide that we want to be remembered for making business more compassionate, yet our leadership and business are known for being ruthless in limiting employee benefits then our legacy probably will not be externally perceived as compassionate business but as “tough” leadership, optimising the bottom line, or business above humanity. When we work to clearly define our legacy, it enables us to reflect upon our past, present and future actions and impacts to bring them into alignment with what we want to build.

In order to create this alignment, we first must step in as the active owner of our actions not just the passive recipient. This active ownership can be intimidating. It requires accountability, responsibility, integrity, transparency, and commitment. It requires us to take our head out of the sand and be grown ups. It’s also one of the most freeing steps in our conscious leadership journey. We must accept that we are the creator and guide of our ripple effect. That our actions have consequences.

I am sure we each have actions we would prefer to forget or times where we acted from our bruised ego. Taking accountability for these isn’t really something we have a strong inclination to do. So we would rather not and keep having the option to fall back on blaming the world for our problems, playing victim.

But if we can’t take culpability for these actions, we also cannot claim our positive actions. We convince ourselves that we get to pick and choose what we claim, just like we think we can pick and choose the emotions we feel. This might be a harsh wake up call, but that is not true. We feel universally, just as we are universally responsible. We either live our lives at war with that fact, creating cognitive dissonance, wasting our energy keeping up this delusion, and unable to look up from the battle at our feet.

Or, we accept what might taste like a bitter pill in the moment, but is ultimately incredibly freeing. (For a deeper dive into Active Ownership, please see my [Medium article](#) or our Active Ownership ebook.)



When we are consciously claim active ownership and responsibility for our actions and impact, we open ourselves to feedback, to learning, to planning, and, most importantly, to navigating without being stuck looking at our feet, but able to look up at the path ahead. To build our most powerful, lasting, and authentic legacy, we must be looking up at the path ahead. Thinking far beyond our feet to the possibilities of generations to come.



LEAVING YOUR MARK

CHECKING IN +
RECONNECTING

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CONNECTING THE UNIQUE.

Are you building on shifting sand?

When we are disconnected from our unique voice and leadership, we building upon foundations that are not entirely our own and are more like shifting sand than we may realize.

Before we jump into our visions for the future, let's take a moment to check in with our foundations.

In the Christian tradition, there is the Parable of the Wise and Foolish Builders which goes as the following:

“Therefore everyone who hears these words of mine and puts them into practice is like a wise man who built his house on the rock. The rain came down, the streams rose, and the winds blew and beat against that house; yet it did not fall, because it had its foundation on the rock.

But everyone who hears these words of mine and does not put them into practice is like a foolish man who built his house on sand. The rain came down, the streams rose, and the winds blew and beat against that house, and it fell with a great crash (Matthew 7:24-27)."

In our case, the parable provides a good reflection point. The house which was built on strong foundations was able to weather the elements, survive the tests of time, and remain standing despite challenges. All because it was well-built upon stable, sturdy, solid foundations. The house which was built upon shifting sand was unable to even stand against the elements, much less the test of time. No matter how big, beautiful, well-intentioned or glorious the house itself was, it was always doomed to fall because the foundations could not support it.

So, like the Parable of the Wise and Foolish Builders: are we building our legacy on solid ground or shifting sand?

In order to build our most powerful, lasting, and authentic legacy on the solid foundations, we need to have an active understanding of who we are as a person and as a leader. To do that, sometimes we have to invest time reconnecting with ourselves.

As leaders, we are each one of a kind. I don't mean that in a stroke your ego empty affirmation way. It's a simple fact of reality. We each have travelled our own course, collected our own experiences, learned our own encyclopaedia of lessons. We might have similarities between us, but no one else is exactly us. That uniqueness is what enabled to you to be where you are today and to become the leader that you are/will be. Yet, despite the value of this uniqueness, there is a strong drive as leaders to succumb to leadership homogenisation: to make ourselves into the "leader" society + our market tells us we ought to be, not whom we are and want to be. We are incentivised to mirror the "success" we see around us or in the leaders to whom we aspire.

We mute the voice, experiences, perspectives, style, and individual that led us to where we are now. But, why?

When every business book, podcast, aspirational instagram account, FT/WSJ article, resource around you is constantly



feeding you stories about easy steps to be a “better” leader or simple rules to unlocking your top dog mindset, it’s easy to chase after the expert-verified ideal of a leader. “It’s verified after all,” we tell ourselves, “and I’m just a hodgepodge. So, better get on board with that HBR backed method...”

Don’t get me wrong, learning is incredible. I encourage you enthusiastically to be a lifelong learner and a curious sponge ready to learn the secrets of the world. We should seek to be constantly expanding, evolving, refining, discovering. But we want to learn with roots. Like the Wise and Foolish Builders, learning helps to build the house, but, without roots: a knowledge of who we are, our innate value, and where we want to go, that house of learning is on shifting sand and we will not be able to derive its full value.

So, to build the legacy of which we are truly capable on solid ground, we need to start with 3 pieces to lay our foundations of solid rock.

- 1/ Checking the Imposter Syndrome
- 2/ Owning Your Definitions of Success
- 3/ Clarifying Your Unique Contribution

Checking the Imposter Syndrome

Are you familiar with Imposter Syndrome? Have you felt that little voice in your ear telling you that you don’t belong, aren’t good enough, are going to “get caught” as a fraud? Who tells you that you being not there yet means that you aren’t good enough, not that you are still learning.

Trust me, you are not alone.

According to the American Psychological Association, “impostor [syndrome] occurs among high achievers who are unable to internalize and accept their success. They often attribute their accomplishments to luck rather than to ability, and fear that others will eventually unmask them as a fraud.” It is a commonly experienced phenomenon affecting women and men



alike, but often amplified in individuals who belong to a “different” / distinctive subset of their community and/or peers.

We will all struggle with self-doubt in the course of our lives and careers. It will take many forms, play out in many ways. It’s a part of our brain’s wiring and survival system evolved over thousands of years to keep us safe. Once upon a time, our ancestors faced very real threats from Saber tooth tigers and predators who would pick you off if you deviated from the “safe” path. These days our physical threats are minimized so our survival circuits now have to play in the psychological and emotional realms for which they are definitely not designed.

Similar to how we must learn to hear and identify the voice of our ego, we must learn to hear the voice of our survival system in its many forms: self-doubt, imposter syndrome, self-sabotage, etc.

Imposter Syndrome can be another powerful contributor, alongside our ego, to reactive leadership, which disconnects us from our alignment, legacy and purpose, rather than aligned, responsive leadership. It puts us in “hangry mode.” As we learn to recognise the voice of our self-doubt and to see its dialogue, we are able to separate it and harness it into a tool, just like our ego. It is there to keep us safe. It is not good or bad, malicious, or out to get you. It is a neurological response trained by trauma, ancient drives, and society to keep us safe. We don’t have to learn to hate it and plow through it; we just have to learn to understand it and rewire it.

Back in the age of sabertooth tigers, we needed to stay on our little island of safety to survive. Deviating bore far too high a cost - our lives. This instinct to safety in today’s day and age is like our bubble wrap. It is trying to use this same principle which protected our ancestors to keep us invisible, static, alive, and wrapped up in endless bubble wrap on our little oasis of “safety.” The beauty is our world today is designed for deviation and individuality. Being different doesn’t have to mean an existential crisis. We are given the luxury to ask “Is this safety what I want?” And to make our own choice about how to proceed. Do we want to stay stuck on the safety island, or do we want to venture off to explore the possibilities?



Imposter syndrome is a voice of our inner child, it's like legacy code for those familiar with programming. For the rest of us, what is legacy code?

Legacy code is source code (like computer programming) inherited from someone else or inherited from an older version of the software. [Major note of gratitude: I was fortunate enough to have a friend, the ever-fascinating Daniel Boutros, illuminate this concept of our emotional legacy code for me and am I ever so grateful he did as it is a brilliant metaphor for the work we will undertake.]

Think about it this way: Meet Alex. Alex has a deep discomfort with and aversion to things that are hot. He will take extraordinary steps to avoid contact with heat or to minimise the risk of himself or anyone else getting burned. It turns out when Alex was 2 years old he burnt himself quite badly on the hot stove. Little 2 year old Alex didn't have the language or capability to explain to himself what had happened. To understand the nuance and situational context of the experience. He just learned hot = danger, bad, pain. This legacy code written by 2 year old Alex is still a part of 42 year old Alex's operating system.

Now if the same encounter happened again to 42 year old Alex, would he still write the same simple code "hot = danger, bad, pain?" Probably not. With the language and reasoning he has developed over the years, he would probably learn the lesson: "fondue pots stay hot for longer than expected, I ought to use something to handle them properly next time so I don't scald my fingers again." He would understand the specificity of this situation and learn a highly focused safety lesson rather than fear of all heat.

Our imposter syndrome is like the code written by 2 year old Alex. It is "lessons" we learned through our life which we tried our best at the time, with our limited language and experience, to leave a code that would keep us from the pain in the future. It is a little you, an inner child, standing guard beside that lesson, ready to protect you from it and keep you safe. It is well meaning, trying to be our ally, just misdirected in its methods and application. If we can learn not to ignore it or to shame it, but to hear it, to identify the fear and subsequent lesson, to say "thank you for your



service,” to rewrite the code, and set the little you free then we get to evolve our code. If we learn to hear and dialogue with our imposter syndrome and self-doubt, we are given the precious gift of freedom: we get to heal the old wounds, learn new lessons, grow from the experience, and move on from the fear. It becomes our signalling system for identifying legacy code.

So, when we next encounter a feeling of imposter syndrome or self-doubt, take a moment and try to recognise the voice of your legacy code. Once you can identify that voice, then you will start to be able to recognise the voice that is ourselves. Not the voice of doubt, fear, narratives, The voice that guides us when we are feeling confident and in flow. Lean into the voice. It is unique. It has gotten you to where you are today. It will get you to where you need to go tomorrow if you give it space and faith. It is this individual, unique, still learning, still growing voice that has gotten you to where you are today. Hear that voice.

Hear the legacy code voice as well, learn its lessons, evolve its code, seize its growth opportunities, then integrate it back in to your unique voice.

Owning your Definitions of Success

Now that we are learning to tune in to what makes us us, the next step to building our solid foundations is owning your definitions of success.

In order to know what we are pursuing and to gauge our progress along the way, we must understand how we, as an individual, define our success.

Our societies are wired with generic standards of success already embedded in them. Especially if you grow up in a commercially/materialistically oriented society like much of the Western World. We are told we want the car, the house, the watch, the bag, the clothes, and on and on. “Success is having a million in the bank” an infomercial preaches to you. Everywhere we look we are influenced by these societal definitions of success.

The issue is if we are always chasing someone else’s definition and picture of success, we will always be chasing a moving target



that we are unable to reach - like trying to hold on to a wisp of cloud. The target will inevitably move, leaving us feeling like outsiders, inadequate, empty. Why will the target inevitably move? Because the journey in pursuit of these goals and emblems of success will feel empty as they do not satisfy our individual needs. Therefore, we will then look to the next “fix” thinking oh that one will definitely make me feel successful, better, happy, stable, top dog. The harsh truth is that no matter how many we achieve, how high we climb, how much we sacrifice we will never feel fulfilled on that chase.

To feel fulfilled by our pursuits, we must understand what fuels us, what fuels our ego, what we need, what makes us feel satisfied, what makes us feel safe, what is important to us. This can be a challenging dialogue to build with ourselves if we don't learn to tune out the cacophony of voices in every commercial, instagram ad, magazine, etc selling us “our dream.”

Even as leaders we experience this sales pitch. In the leadership homogenisation described earlier, as we lose track of our individuality in leadership, we lose our unique voice which disconnects us from what is important to us, the impact we wanted to make, and what truly satisfies us.

For example: If you want to change the standard of customer service for your industry, yet all of your industry peers aren't investing in changing their standards because they don't want to hurt their bonuses nor have to deal with the headache of getting the board behind the idea, if you are not clear about how and why this is important to you then you might be swayed to chase their definition of success not yours.

As we learn to hear and identify what we truly need, we can more clearly define how to satisfy those needs. Let's be clear here, these needs are not altruistic, high in the sky ideals - “I need to solve world hunger.” Now that may be something you want to do, but your needs will be much more human than that. I want to own a house. I want to make £150k per year. I want to only work four days a week so I can have more time with my kids. I want to work in a culture that invests in my growth. I need to feel validated and also stimulated - I need work that is fast paced and where I can see the results of my effort.



Who knows what they will be. Some will be driven by your ego, some by your inner child, and some by you.

This will be an evolving journey. The idea is not to have perfect clarity but to build that dialogue to understand what is truly important to you and what is not. Your needs over time will change. As you build a more effective dialogue with the reactive part of your ego and your inner child, you will notice that some of their needs fall away and others will shift into alignment with your core needs. Ask yourself along the way “what is coming from a motivation of insecurity, narratives I’m telling myself, or fear and what is coming from my place of true leadership?”

You will have multiple layers to your definitions of success. There will be your personal definitions, perhaps your family’s (if that is part of your path), then you will have your definitions of success as pertains to your leadership. Just as moving your ego and inner child into alignment liberates your personal definitions of success, when we are in a place of leadership as an act of service our leadership successes will change.

Defining your success will go hand in hand with your legacy + purpose discovery journey. What you are building and why creates the path and your definitions of success will be your markers guiding your progress in fulfilling our purpose and building our leadership legacy.

Clarifying your Unique Contribution

Now that we are learning to recognise our voice and our motivations, we are able to start reconnecting to what really makes us powerful as leaders: our unique contribution.

As we discussed earlier, in the journey to your current position you developed unique experiences, learnings, perspectives, lessons, and style that helped you climb up your ladder. We each carry our own weights, motivations, and drives upon our shoulders. Instead of trying to answer someone else’s call to success that doesn’t actually satisfy you or alleviate the burden on your shoulders, take time to find out what only you can bring to this world.



*"The one thing you
have that no one
else has is you.*

*Your voice, your
mind, your story,
your vision.*

*So write, draw,
build, play, dance,
and live as only
you can."*

Neil Gailman

Your unique journey has shaped you into a unique leader. You lead in a way and from a position that no one else can. As a unique leader (yes, I am very aware of my repetitive use of unique here - hopefully it will drive home to you how one of a kind you truly are), you are the only person qualified to make your unique contribution to your team, business, industry, community, the world. Only you have this contribution, only you can share it with the world. If you do not share it, the world will never hear it, learn it, know it, benefit from it. The world will miss out on the wisdom of your unique contribution.

What is your unique contribution? What can only you bring to the table?

Ask yourself this question. Ask yourself in layers. What can only you bring to your day? To your mindset? To your team? To your products? To your company? To your community? To the world? Before you lead others, you must first lead yourself.

Understanding what you bring to the table creates powerful anchors in your leadership. It fosters responsibility: you will feel the weight of your unique contribution and appreciate the opportunity cost and accountability of your actions. Whether we want to acknowledge it or not, we know when we are honouring our potential. Having this appreciation for what we can do, helps keep us anchored to a mission to delivering upon it.

This self-awareness also keeps us anchored within ourselves. Whenever those voices of self-doubt or sabotage come to play or when someone externally tries to make us feel small, we can appreciate that we hold something that the world needs and only we can give it. We don't remind ourselves of this to inflame our ego, but to remember that we are valuable, we are needed, and we deserve our seat at the table.

Our journey is important, our experiences are important, our vision is important - they have all helped shape your unique contribution. Next time you question whether or not you are worthy of your position, remind yourself that you have something no one else has and that you will do your best to bring it to this role.



Your unique contribution will evolve as you evolve. It will change and grow. It is our job to keep cultivating it and to keep sharing it. To keep seeking to learn what makes up our unique contribution.

“On what would the world lose out if I did not show up in the way of which I am truly capable?”



LEAVING YOUR MARK

IDENTIFY YOUR LEGACY



MAVEN+CO



THE FLOW OF LEGACY

If you were to stop working right here, right now, what is the legacy you would leave behind?

How would your team describe your legacy? Your clients? Your friends? Your family? Your industry?

Do they align?

Does the narrative you would tell others - your internally selected legacy - align with the narrative they would tell back - your externally perceived legacy?

Let's quickly review the concept of legacy.

Glenn Llopis sums up legacy well:

“Legacy is not bound by age or time served. Legacy represents your body of work at each stage of your career as you establish the foundational building blocks and accumulate the required wisdom to contribute to growth, innovation, and opportunity both in and outside of the workplace. Your legacy grows with each new experience, with each previously untested idea and bold ideal you are courageous enough to deploy, and each time you inspire others to see something through to fruition.”

What a vivid definition. Legacy is a living intention: always growing, always adapting, always responding to the investment you make into it - not just after your tenure is over but moment by moment as you navigate your path.

We’ve discussed the importance of legacy and reconnecting to yourself in order to be the wise Builder, now it’s time to discuss actually identifying, defining and building your legacy.

Picture the infinity symbol ∞ - an image of perfect balance and flow. Our legacy leadership is that symbol broken down into three parts, which, when unified, creates a symbiotic flow that lasts the test of time. For visualization of our three pieces, imagine if you cut the symbol in half you would be left with two loops. Then to piece these two loops back together, you would need one link. These are our parts: two loops and the link.

If we can cultivate a practice of investing in and evolving these three parts, we will build an aligned legacy where the internally chosen and externally perceived elements of our legacy fall into alignment.

The Three Parts to our Legacy and Impact:

1/ Personifier

2/ Champion

3/ Amplifier



The Personifier

This element is you as a human being. It is the character you exemplify, the values you embody, the way you show up in the world. On the infinity symbol, this is the first loop.

Start by asking yourself:

How do I show up in a way that those who are looking to me for leadership are impacted in alignment with my legacy?

Keep in mind, leadership here is not referring to your title/position. Remember that clarification we made at the very beginning of the book? Leadership is decisions and actions that have impact on the lives of others. In this question, we are talking about leadership as inspiration, motivation, accountability, example. We are talking about the way your leadership as a position is brought to life - whether in the office, at home, in your community, or in the greater world.

Another way to ask the earlier question:

How do I show up in a way that those who are looking to me for inspiration, guidance, example are impacted in alignment with my legacy?

This question is a great reminder for us that our leadership legacy is not assigned at the end of our tenure, but is built throughout our tenure, moment by moment, through the impact and influence we have on others and the values we use to guide our decisions and actions.

How do we shape our Personifier? Start with reflecting upon yourself. Start with looking at your identity and values.

What are your core values and beliefs?

Take some time right now to identify the values you want in yourself and in your leadership. Afterwards, take a moment to reflect on the values you are currently representing in your actions and leadership. Are they aligned?

What are the standards and expectations you set for yourself, your character, and your actions?



Do these standards and expectations align with your values? Are you holding yourself to a standard that properly honors these values?

When you are clear about who you want to be as a leader, your behavior and actions naturally start to fall in line and allow you to show up accordingly. If you can build this practice of checking in into your regular reflections, it will help build insight and accountability. It will enable you to more easily build alignment. I personally reflect on my values for even just 2-3 minutes every morning as part of my morning routine. This practice keeps me aware of how I am showing up in the world and forces me to check in each day “Am I personifying the values of my legacy?”

Now, the important thing about values is not actually values themselves, it is virtues. Values are what we believe and find important. Virtues are the way those values are embodied and brought to life. Virtues are what you actually do. Not only when times are good and morality is easy, but when the pressure is on, temptation is rampant, and abandoning our values is the easier option.

Go back to the values you identified a moment ago. Are you bringing those to life as virtues? Do your thoughts, words, and actions embody those as virtues?

For most of us, this will be a learning curve along with many other elements of our journey. Our values and virtues will evolve. Some, we already embody so innately we don't even have to think about it; others we will strive to incorporate. With those, we will struggle, we will fail, we will learn, we will progress, and one day they too will become innate. Do not worry if you aren't in alignment with the values you selected yet. With intention and commitment, you will get there.

Finding (or striving towards) alignment on bringing your values into virtues leads to the next step of the personifier: behavior modeling.

As the leader, we are the exemplification of the company, its culture, and principles. How we act will set the tone for the actions of all others under and around us. Your legacy will be revealed in how your employees, suppliers, customers, partners,



and colleagues think and behave as a result of the time they spend working with you.

Think about you as a leader. What is the value system and culture you are currently reflecting to the company?

What is the value system and culture you want to build for the company and for your stakeholders at large?

Are they aligned? If not, are you reflecting what you want to build?

You have not only an incredible power, but an incredible opportunity as a leader. You get to set the example that brings the culture to life. Your actions, decisions, attitude and perspective directly impact, inspire, and guide those under your watch. As you grow and develop in your legacy practice for yourself, you will also be sharing your learning with all of those you impact - enabling them to benefit from your journey as well. You have the opportunity to elevate the stakeholders around you just through the discovery, evolution, and development of you.

Think of Richie McCaw, the former New Zealand rugby captain - one of the most decorated and winningest players in the sport. After every match, he would pick up a broom and “sweep the sheds” in his team’s locker room - sweeping up all the rubbish, tape, gauze, and bits from the locker room floor. Did he have to do this? No. But in doing so, he set the example for his team of humility, consistency, and dedication. Even though he was their captain, he was not too mighty to do his part, to treat others with respect (so the stadium staff would not have to clean up after them), to carry his weight, and to behave with compassion. He embodied the type of person and player their team would represent.

The best leadership is not through fear, but through respect. We inspire others and their respect most effectively by embodying the virtues we are trying to inspire in them.

The first piece of solid ground foundation we build in our legacy then is this personification. Keep checking in with yourself: what Personifier am I embodying?



LEAVING YOUR MARK

*"We are called to
be architects of
the future,
not it's victims.*

R. Buckminster Fuller

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The Champion

This piece of our legacy, the second loop of the infinity sign, is most commonly our “tombstone” item: the cause, change, or mission we championed throughout our time in our career and here on earth. This is life on Mars for Elon Musk, ending British Imperialism through non-violence for Gandhi, wireless electricity for Nikola Tesla, or to help the poorest of the poor for Mother Teresa.

What is the greater, lasting impact you would like to have on the world?

If you could catalyze one change, what would it be?

This is our rallying cry in the tidal wave of legacy we discussed at the opening of this book. It does not matter whether our intended impact or change is great or small; the grandiosity is irrelevant. All causes championed are important. In the words of Dabbs Greer, “Every character actor, in their own sphere, is the lead.” What is important is that whatever change you choose, it is a catalyst. A brave, visionary act upon which others can be built.

As R. Buckminster Fuller described, “we are called to be architects of the future, not its victims.” In the building of a house, every piece is important. From the smallest nails to the support beams, every piece is critical in the construction of that house. If we are to answer Fuller’s call to be the architect’s of the future, we must know what piece we want to contribute to the construction of the future.

For me personally, my grandiose goal is to leave the world, humanity and capitalism 1% better each day. Why not insist on a bigger number? Because I understand the compounding power of my 1%. Therefore, I am constantly thinking “how can I make this 1% better?” It constantly pushes me to level up my behavior, leadership, impact, even each interaction I have throughout the course of my day. It motivates me to strive for better and sets the example for my team and those with whom we interact to look for better as well.

What impact would you like to have on the world?



Using your unique contribution, what are you uniquely positioned to catalyze in the world?

What will you contribute as the architect of the future?

As we begin to identify our champion, do not be surprised if you don't have one singular mission ready at hand. We will likely have different focuses for our champion and that's great. At first, they may seem random, disconnected, or ad hoc. Over time you will find the common thread that runs between them, tying them all together. You will find your story.

Some of our changes we can catalyze quickly, others will take lifetimes. It makes sense that we should have multiple facets to our story and multiple focuses for our champion. Just keep an eye out for the common thread.

A friend of mine is a great example of the common thread. She was a jack of many trades for years: a traveller, culinary enthusiast, photographer, advocate for local artisans in remote markets, entrepreneur, and so many other hats. Over time, she discovered that all of the different causes she championed shared the common theme of storytelling. She was incredibly passionate about helping talented people share their stories with the world and creating a common humanity through shared stories. This became her common thread for her champion. It unified all of her "random pieces and causes."

Take a moment and think of one or a few things that intrigue your champion. Hold these goals in mind everyday whilst showing up in the world and as a leader. Ask yourself:

How can I create this impact?

How can my business, under my leadership, create this impact?

This will help direct your perspective to always be on the lookout for opportunities to implement your champion. To start bringing alignment between our internally chosen legacy and our external perceived legacy - remember what brings them together is often action. Like our virtues, it will take our impact from being something we want to do, into something we bring to life.



We will also want to build accountability to ensure we are delivering upon our champion not just doing the discovery and planning. It's good to ask ourselves questions such as the following to get an idea of whether or not we are actually bringing to life our champion.

In the course of my leadership, how do I insist on my impact?

Or when facing a decision, always question “what’s the impact?” Does it align with your champion?

These two loops, the Personifier and the Champion, keep us flowing in leadership as service. We are fulfilling ourselves, pursuing our definitions of success, fostering our growth whilst also enabling the same for those around us. We are implementing within ourselves and also within the world around us. Each one is deeply powerful and an important piece of our legacy, yet, individually, they don't fully cover what we want to leave behind. We need to join them together.

The Amplifier

Our third piece is the amplifier, the link between the two loops of infinite flow. The piece that holds it all together. This is what takes those two pieces from being a guiding compass of morality and character into a legacy. It brings all three pieces into full flow and welcomes the impact and contribution of others.

The question we ask ourselves for this piece is:

How do I take what I personify and champion out into the world?

The foundations we set in the first two pieces, Personifier and Champion, determine how effective we will be in elevating and multiplying this third piece. If we are personifying our legacy, setting the example for the behavior to model, and clearly communicating as well as building our change in the world, the easier it is for people to join in our legacy. With clarity we become more effective amplifiers.



Think about our degrees of impact. Leader - team. Team - team. Team - industry. Team - world. Business - stakeholders. Business - community. Business - industry. Business - world. At the heart of both the teams and the business is the leader. You have a precious opportunity to amplify your legacy out into the world, not just through your own actions but through the network of actions dependent upon yours.

If these actions are affected by your choices and actions, we want to ensure that we are creating the right environment for our team to follow our rallying cry?

What is the invitation that I am offering to myself, my team, my business and the world to create?

We do not get to control the actions of those led by us nor those who join the rallying cry of our legacy. We only get to shape the invitation and what we invest in to them.

“Leadership is about the courage, capacity, curiosity, and commitment to work with, learn from, and give voice to the ‘other.’” Gianpiero Pietriglieri puts this idea of amplification beautifully in his conceptualization of leadership. As leaders we not only guide others through our example and make decisions to shape our organization’s path, but we also invest in others. We become the champions and enablers of the their success. For if we are the only person succeeding, our business is highly unlikely to thrive. Now if we helm an entire organization of successful people, then we all thrive.

Our legacy manifests over time through others, not solely through our actions. How can we invest in others to build that pipeline of impact? How can we invest in others to facilitate their own growth and to pursue their champion in a way that amplifies and aligns with our own legacy?

Remember leadership is an act of service. Our goal is to build an organization and a culture that aligns with the three pieces of our legacy, but also that invests in the people working for and with us to grow and develop within their definitions of success. This might mean that sometimes we have to lose or let go of people who do not align with our business, its culture and its value system.



This is hard, but okay. It is the flip side of the coin of investing in people. This could be what they need to catalyze their own definitions of success.

Our goal is then to build a culture, team, and organization where when our amplifier is turned on, amplifies our legacy.

Look at Yvon Chouinard, the founder of Patagonia, and the legacy he built through Patagonia. Every employee, supplier and customer of Patagonia does not exactly mirror Yvon and his personal legacy. But, they do answer his rallying cry. Patagonia fights for a better planet and a better form of capitalism as its founder does. They inspire their customers to behave differently, to consume differently, to protect their planet. Yvon Chouinard personified and championed his legacy clearly so that when the rallying cry was turned on, the pipeline he built through Patagonia was able to amplify the thousands of people who answered the call.

Legacy can be thought of as the establishment of traditions that can be passed on to future generations.

Ask yourself two questions about the traditions you are creating:

How am I enabling and amplifying the development of others in alignment with my personified values?

How am I enabling and amplifying the work of others in alignment with my champion?

Our goal is then to build a culture, team, and organization where when our amplifier is turned on, amplifies our legacy.

As you cultivate and unify these three pieces of legacy, you will experience the symbiotic flow that they create together. They will influence the evolution of one another, they will reinforce the growth and strength of one another. Like the never-ending flow of infinity, you are creating the infinite flow of your legacy built by the wise builders upon strong foundations.



LEAVING YOUR MARK

START WITH INTENTION

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STONE BY STONE

Rome was not built in a day. It was not one moment nothingness, the next the Colosseum, Forum, palaces of Palantine Hill miraculously springing out of thin air. No.

They were built, one step and one stone at a time.

Your legacy will be the same way.

You do not need to have all the answers or total clarity to start. You don't even need to have most of the answers or clarity to begin. Yes, having any clarity on your purpose, definitions of success, self-discovery helps facilitate your legacy journey and can make starting out feel easier/more confident. Ideally, the clarity on all of these will naturally fall into alignment, but we don't have to have the clarity or alignment on one to start the journey towards any of the other.

The pursuit of each is a journey. And collectively they build into the grander journey. What enables them all is intention.

Just start. Start with intention. Seek with intention (and curiosity). Build with intention. Over time, each will take shape. Alongside your practice of reflection, reinvention, and evolution you will bring them together into a unified tidal wave of impact.

Grab a pen and a piece of paper. Take a moment to write down your first draft of your Personifier, Champion, and Amplifier on that piece of paper. Pick one thing you want to try, to do, or an impact you know you want to make. It doesn't have to be the "perfect" all encompassing one. This is just a step to get you started, for we all know the hardest step of any journey is the first step out your door.

If you feel stuck, make it really simple. Pick something generic or non-specific you want to work on for each element. To help, my 3 pieces recently were as simple as:

Personifier: Humility - I noticed a few conversations where there was a growing bravado rising up in the spaces where I lead. Not from hubris, but from insecurities. A culture of he who flaunts loudest is the best was building and I want to personify a different culture.

Champion: Compassion - I want business to be done with more compassion. I've seen some incredible examples recently of compassionate cultures and also encountered some shockingly compassion devoid-cultures. I also noticed that in my team a by-product of this bravado was that we were not hearing, seeing or valuing each other. In worrying about ourselves/our survival state, we weren't able to be compassionate to one another.

Amplifier: Listening - what better way to build humility and compassion than by listening to one another. We are hard pressed to not have compassion for someone else once we've truly heard their perspective. If I can invite my team to practice an active, open listening, I can build a pipeline for us all to practice compassionate business and lead with humility.

See it doesn't have to be answering the world's problems on your first go. It can be addressing a situation at hand, something



you've been wanting to try for ages, a little something you've noticed. The point here isn't what it is, the point is that you are starting. You are setting the intention that you are beginning your legacy journey and are taking that first step out the door.

Another example of my target pieces from Q1 2021 were:

Personifier: Intention + Integrity - To align with my legacy of 1% better every day, how can I integrate intention and integrity into my daily behaviour? How can I exemplify making the less convenient, but better and more aligned choices? How can I put collective wellbeing over my own convenience?

Champion: Minimising single use waste - In encouraging more intentional business, let's focus on how we consume. What can we make digital v. Print? Where can we reduce our footprint? What "easy choices" are we making instead of intentional choices? Say no to straws + water bottles in meetings. Our spaces, events, my car are all plastic free zones. Create spaces for accountability and intentional action. Encourage others to adopt similar principles/practices.

Amplifier: Making Intentional choices - I want to encourage those around me to think collective + impact first, rather than just reaching for the most convenient option. To build an awareness of "What's the impact?" as well as an awareness of available alternatives. To not just accept what is first at hand, but to behave, think, act, and consume with intention.

Written something down? Welcome to the journey. You have officially begun to take ownership of your legacy. Glad to have you on board and well done you.

You got this.



LEAVING YOUR MARK

THE EVOLUTION

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THE AUDIT

To build effectively, we need to keep our foundations not only solid, but relevant - free of those pesky legacy codes. We don't want to be adding new materials onto broken ones. We need to be auditing what is new and existing to make sure it's all in alignment with where we are going.

Just as we need to keep "turning on the lights" in the discovery portion of our journey, we also need to learn, evolve, and refine what we discovered as we go - the audit and feedback portion.

This portion of the journey is equally as critical to the discovery and implementation portions. It is what keeps our solid rock from turning into shifting sand. As we grow, learn, evolve and develop as people and leaders, our perspectives, definitions of success, priorities, and our legacies will evolve with us. If we do not check in on them and keep them updated, then we will be building on outdated foundations. Our legacy is a living organism

not a static fact. It requires care and cultivation as it grows. This evolution ensures our legacy stays in alignment with who we are.

During the discovery elements of our journey, we identify our latent legacy codes which influences our ego, self-doubt, broken narratives, and keep us disconnected from ourselves. I wish I could promise that once we did one sweep, we would be free of all those pesky little wounds. In truth, we will continue to shine lights upon them over the course of our journey and perhaps even pick a few new ones up along the way. This is why the discovery must be an ongoing practice throughout your journey. If we were to pretend that we cleared out all the legacy codes with our first ah-ha moment and what we decided our legacy would be right then and there, then we would miss out on all the growth opportunities but also on using the insight and perspective we've acquired since then into our legacy. We wouldn't be leveraging to the full extent of which we are capable.

Different lessons and legacy codes come to the light at different times. Sometimes we aren't ready to properly address them until a certain time. Sometimes we need specific experiences to see a different perspective. Sometimes we just need a reminder that the wound is even there. By building a practice of auditing or self-check ins, we can open ourselves up more effectively to the learning these lessons hold. We will spot them more easily and quickly. And learn how to heal them converting them into growth and more conscious leadership - in ourselves, how we show up in the world in general, as well as at work.

In order to audit effectively, we need to actively build feedback loops and accountability into our journey, just as we do in our standard course of leadership. We need to be open to feedback from those around us, to hear when we are deviating from course, to learn when something isn't working, to be held accountable when we aren't showing up in alignment with our legacy.

Just as we were separating our egos at the beginning of the journey to shift into a state of leadership as a service, where our egos are safe, we will need to do the same if we are to open ourselves to feedback. If we are in a survival mode and our egos are fragile, we will inevitably attack those who bring well-intentioned feedback and deter any future feedback, potentially leaving us myopically exposed to the shifting sand.



Encourage people to come to you, to share their opinions with you. Better yet, learn to go out and seek them. Get curious. Hear the opinions of others, but also build a practice of self-reflection so you can hold yourself accountable in your audits.

A few questions to help reflect on your action - intention alignment:

How are you currently spending your limited time, energy, and resources?

What percent of time are you currently allocating to actions that are bringing your legacy to life?

Do your priorities match your legacy intentions?

What adjustments can you make to amplify your legacy?

A good way to introduce accountability, if it's not a practice you already utilise, is to select 2-3 trusted peers, friends, mentors, colleagues who you respect, whose opinion you not only value but listen to, and who you know are advocates for your success. It's easier to receive feedback sometimes when we know it's coming from an ally, minimising the opportunity for villainous narratives in our defence mechanisms.

Start by asking them to join you for a feedback meeting. Communicate your intentions for your legacy (what you think your 3 elements - Personifier, Champion, Amplifier - may be). Practice sharing your rallying cry. Ask for their opinions, their reflections on your past and current behaviour, and how they perceive your alignment. Seek their feedback on where they think you are succeeding, where there is misalignment, and where you have room to grow. Outside perspectives help us break through our biases, blindspots, and myopia. They empower us to expedite progress + growth and avoid shifting sand.

This process can be hard and make us feel attacked, judged, defensive. If you start to feel that way, take a moment. Acknowledge those voices just like we do with the ego. Recognise their message, thank them for their service and let them go. Remember this person is here to help you. Their opinion is not

fact, just their opinion. This is an opportunity to get curious and to help strengthen your legacy with someone who wants to see you succeed.

If you already have invested in building feedback and accountability into your leadership practice, make sure that you add your legacy into the territory covered and onto people's radar. Ask intentionally for people's input on your legacy: if your internally selected and externally perceived legacies are aligning. Get used to communicating your message, your rallying cry to the world. It will take some intentional advocating from you to integrate this feedback perspective into people's feedback. Create awareness so they know to be on the lookout from a legacy-perspective as they interact with your leadership and impact.

I recommend on building a feedback loop with a peer/fellow executive. Someone who is also building their leadership legacy where you can build a space to hold each other accountable and "call each other out" in a productive way. These kind of accountability spaces push your efforts up to the next level as it makes them an ongoing active focus and intentional growth process.

Building in feedback not only is a helpful practice in navigation and accountability, but it also moves your legacy itself forward. Our legacies require the contributions of others, right? By sharing your legacy with others and practicing / refining your rallying cry, you are naturally creating your pipeline. You are creating other advocates for your legacy. Other voices who can disperse your rallying cry to their spheres. You are also deepening your intentions with yourself as it means you are claiming active ownership and setting your mind to bringing it to life. This practice becomes another force contributing to the success of your legacy.

Hopefully by this point, you are able to see and appreciate the power of your legacy leadership journey. To know what a gift this opportunity to identify and define it is not only for you, but for the ripple effects that you create and will carry on long after you. The journey demands integrity, focus and dedication. Staying true to course is an ongoing practice and often not an easy one. Challenges will arise; temptation to give up or take the "easier" path which counters your legacy will rear its head. There will be



times where giving up seems the easier option. You will disagree with people you value and question yourself. Inevitably, you will slip up. You'll acquiesce and make choices counter to your legacy. It happens.

These moments are not failings, mistakes or any form of commentary on your worth. They are opportunities for learning and growth. What is important is that you seize these opportunities, learn from the experience, get up and keep trying. These moments keep your path a living, evolving entity rather than a fragile, stagnating concept. They keep us invested and incentivised to do better.

Stay your course. You know its power and meaning to you. You know the significance this journey holds for you and for the world as you share what only you can. Enjoy the process and the opportunity to see the impact you are having in the world as you are in it (rather than waiting until the end and missing out on all the fun). Keep learning, keep evolving, keep showing up. Step by step, you'll build your Rome. And the world will thank you for sharing your unique contribution. You've got this.



“No matter how long a leader’s list of achievements or heroic successes are, if she leaves without making a long-term impact on people, it is a failed leadership. [...]

It is all about leaving an enduring quality and impact behind for people to learn from.”

Julia Clukey

LEAVING YOUR MARK

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