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Leaving Your Mark: Seven Strategies for Indelible Leadership

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Abstract
One of the major concerns within contemporary leadership consists of the myopic view many leaders and followers have regarding leadership success. In the modern context, there are countless firms engaging in some variation of myopic management simply to drive short-term results. To counteract this restricted view of leadership, this article presents a leadership construct focusing on seven strategies designed to help facilitate long-term leadership impact and organizational sustainability. The seven strategies examined in this article consist of the following: embracing organizational diversity, encouraging positive change, displaying emotional intelligence, possessing a long-term orientation, casting a strategic vision, developing a strong corporate culture, and emphasizing ethical decision-making. The research design for this article consists of a hybrid literature review and case study approach examining previous leadership research regarding long-term organizational effectiveness as well as contemporary leadership examples. In the long run, leadership effectiveness is better determined by long-term organizational sustainability and an "indelible" leader as one who is able to precipitate a greater sense of permanency to organizational achievement and to help ensure that success can continue long after their leadership tenure has concluded. Each one of these seven leadership strategies deals with the long- term viability of a leader and their organization and implementing each of these strategies often represents the more difficult choice. This article presents an original leadership approach – the indelible leadership approach – implementing seven proven leadership strategies designed to help achieve long-term organizational vitality and effectiveness.

Introduction

Gus Levy, who was senior partner of Goldman Sachs from 1969 until his death in 1976, coined the interesting phrase "long-term greedy" when describing the outlook he wanted leaders at Goldman Sachs to demonstrate back in the 1970s (Berman, 2006). In his view, being long-term greedy was not necessarily an unethical or self-centered approach, but it was instead a way of looking at the long-term sustainability of a business. Essentially, he wanted to build a company that would last for generations and for the company to bring in clients that would be clients for fifty years, for a hundred years, or more. To Chairman Levy, effective leadership was best measured over the long haul. Unfortunately, this thought process of building for the long term has become outdated as many contemporary senior leaders of large and small firms alike are often too focused on their short-term leadership reputations.

To be clear, there is a distinct difference between long-term greediness and short-term greediness. Long-term greediness focuses on business sustainability and the desire to be financially successful over many years while short-term greediness focuses on the appearance of success over a much more limited time period. There have been numerous stories of modern-day leaders so focused on the short term that they may appear to be quite successful initially and receive early accolades for their performance only to be discovered over time to have failed their organizations (Fortune Editors, 2016). For the past thirty years, more longitudinal and complete examinations of leadership legacies have often revealed organizational inconsistency and longer-term problems (Jacobs, 1991).

In addition to the limited focus of many contemporary corporate leaders, followers within organizations in the modern context do not seem to mind this present-day mindset as they are often focused on the immediate as well. As a result of this relatively myopic view of organizational success, a good number of leadership theories seem to be centered on examining effective leadership based on a more short-term analysis and often give too much weight to the perceptions that followers have of their leaders in the moment. Leaders are often celebrated over a particular quarter's results, even though any longitudinal analysis could reveal that one or two quarters do not necessarily equate to permanency. However, for the purposes of this article, the understanding of lasting effective leadership is to take a long-term view of the organization. It is one thing to discuss short-term examples of effective leadership and a very different thing to look at the permanency of that effectiveness.

To counteract the short-term view of leadership, this article presents a leadership construct focusing on seven strategies designed to help facilitate long-term leadership impact and organizational sustainability. The seven strategies examined in this article consist of the following: embracing organizational diversity, encouraging positive change, displaying emotional intelligence, possessing a long-term orientation, casting a strategic vision, developing a strong corporate culture, and emphasizing ethical decision making. Instead of providing a quick and easy recipe for short-term leadership success, these seven strategies are more vitally important for helping to build longer-term and sustainable organizational efficacy.

The Seven Strategies
I.   *Embracing Organizational Diversity*
The first strategy centers on the leader's role in encouraging, enhancing, and embracing organizational diversity. In examining the permanency of leadership effectiveness, research has indicated that to achieve a significant level of long-term viability within any organization it is important to incorporate diversity into all of the segments and processes of the organization. The importance of organizational diversity has been addressed in a variety of industries from education to manufacturing and studies have shown that diversity leads to marked improvement in many different measures of organizational performance (Choi, Sung, & Zhang, 2017). The importance of organizational diversity has received far greater attention in recent years as research conducted over the past decade has revealed that many organizations have learned to "manage diversity because of the 'business case' for diversity as it may assist in forging a competitive advantage and improving a firm's innovative capabilities and overall performance" (Ng & Sears, 2012).

Indelible leaders need to recognize the vital role that they play in building and sustaining diversity throughout the organization. These leaders understand that they have to build accountability into the organizational system and take on leadership responsibility for creating a diverse and inclusive work environment. This can be achieved from a variety of different leadership perspectives as long as it is seen as a priority. Studies have shown that a deep leadership interest in organizational diversity can come from leaders representing a variety of leadership styles. In a 2012 study published in the *Journal of Business Ethics*, researchers found that transformational leaders as well as transactional leaders can have success in building strong organizational diversity programs. They note that: "While transformational leadership appears to be directly linked to the implementation of organizational diversity practices, transactional leadership appears yield a similar effect when combined with a value system that supports an appreciation for diversity" (Ng & Sears, 2012).

Regardless of a leader's personal style of leadership, the recognition of diversity as an agenda item worthy of time and investment can seem to be a risky proposition. There are certainly challenges in building diversity within organizations initially and a leadership approach focusing on thorough and effective organizational diversity represents a much longer-term approach. Some leaders avoid pushing the envelope on organizational diversity since increased levels of diversity can bring about initial conflict and difficulty in building relationships in the short term. Still, studies have shown that greater diversity leads to greater decision-making and organizational success over the longer period and when dealing with more complicated issues.

The importance of leading with a diversity agenda does not end with the particular management direction of the chosen CEO, but should also be exhibited through corporate governance processes and procedures. One of the very first studies regarding the importance of board diversity was a 2003 study of Fortune 1000 firms which found that "a critical factor in good corporate governance appears to be the relationship between board diversity and shareholder value creation" (Carter et al., 2003). This article represented breakthrough research as the first comprehensive study using empirical evidence to examine whether or not board diversity could result in improved financial value of studied firms. After controlling for firm size, specific firm industry, and other corporate governance measures, the authors determined that there was a significant positive relationship between the number of women or minorities on the particular board and the firm's ultimate value creation. Since that initial examination regarding the impact of board diversity, further studies have indicated that board diversity can not only increase firm value, but can also increase ethical behavior (Kakabadse et al., 2015), improve organizational commitment (Magoshi & Chang, 2009), and demonstrate higher levels of emotional intelligence (Báez et al., 2018).

II. *Encouraging Positive Change*

The second strategy represents the important leadership task of managing, directing, and inspiring organizational change. In recent decades, many organizations, including business enterprises, non-profit entities, and educational institutions, have faced the growing reality of organizational change at an ever-accelerating rate. The need to become more responsive to evolving technology and globalization impact has required organizations to continuously navigate through an often-challenging change management process. This reality, in turn,

requires leaders to provide both direction and inspiration in leading the organization through these changes. Leading through organizational change is one of the most difficult leadership tasks, but it is one of those inevitable duties which cannot be overlooked or underestimated.

Several recent leadership studies have revealed that there are some key behaviors that leaders can demonstrate in helping to build their sense of effectiveness and confidence in the organization throughout the changing landscape. These leadership behaviors include visioning, modeling, motivating, and coaching as well as using strategy to create an organizational culture that embraces change. Each of these behaviors is very important in leading throughout the change management process (Eisenbach, Watson, & Pillai, 1999). A true indelible leader has the understanding that when it comes to change leadership, the specifics of leader behavior can be very situational since "the requirements of leadership during periods of stability may be different from the requirements during periods of instability and organizational transformation" (Hechanova, Caringal-Go, & Magsaysay, 2018).

One very well-known example of leadership through organizational change is former CEO of Apple, Steve Jobs, who had a way of inspiring employees, despite being known as a demanding, take-no-prisoners type of leader. However, it was not just employees who Jobs was capable of inspiring through change. In many ways, he inspired an entire generation to think beyond the ordinary into a new world of expectant innovation. Jobs learned to leverage his public presentations to capitalize on the inspirational vision. Instead of being relegated to asking only employees to change the world, Jobs began to demand that kind of devotion from his audiences. "For instance, when he introduced the iPhone at Macworld 2007, Jobs passionately and logically argued that the iPhone [would] change how people interact[ed] with each other and the world. Past successful innovations, such as the invention of the personal computer, provided supporting evidence and credibility for his claim that his products exceed[ed] accepted barriers and change[d] the world" (Ivic, 2011).

III. *Displaying Emotional Intelligence*
The third strategy refers to the connection between a leader's emotional intelligence and the lasting impact on organizational effectiveness. While any longitudinal research examining the link between a leader's emotional intelligence and company long-term performance is non-existent at present, there have been a few studies that address the relationship between leader emotional intelligence and overall leader effectiveness. In one of the first articles relating the connection between emotional intelligence and leader effectiveness published in the *Harvard Business Review* back in 1998, journalist and author Daniel Goleman, who had published a book on the subject three years earlier, describes the importance of emotional intelligence stating that: "The most effective leaders are all alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader (Goleman, 1998)." While this article did not suggest that emotional intelligence alone guarantees successful leadership tenure, it was one of the first articles including emotional intelligence as a major component of effective leadership.

In a more recent article published in the *Journal of World Business* in 2018 (Miao et al., 2016), the researchers discovered, through a meta-analysis, a positive relationship between

leader emotional intelligence and subordinate performance and conduct. The study found overall that a "leaders' emotional intelligence (EI) demonstrates incremental validity and relative weight in predicting subordinates' task performance and organizational citizenship behavior" (Miao et al., 2016). The research also revealed that emotionally intelligent leaders can help create a gratifying work experience for their followers in that emotional intelligence can be significantly related to a follower's level of job satisfaction (Miao et al., 2016). Most certainly, task performance, organizational citizenship, and job satisfaction are key factors in long term organizational viability suggesting that organizations may be best served by "using EI assessments when recruiting leaders" (Miao et al., 2016).

There are several key reasons why a leader's emotional intelligence is directly related to subordinate job performance, organizational citizenship, and job satisfaction. First and foremost is the level of self-awareness that emotionally intelligent leaders possess. Emotional intelligence is largely defined in terms of the capacity for one's personal recognition of emotionality and the capacity to manage emotional triggers both inwardly and outwardly. As one organizational development consultant and ICF Certified Professional Development Coach, Anne Holland, put it: "the more you, as a leader, are aware of and the better you manage the elements to building and maintaining interpersonal relationships, the higher your emotional intelligence, and thus, it would stand to reason, the more effective of a leader you will be" (Holland, 2019).

Secondly, emotionally intelligent leaders are likely to have a better understanding as to what particular style of leadership should be matched to the particular organization with a certain organizational dynamic. This perceptive understanding can lead to high performance as leaders are able to share this understanding with their followers and adjust their own leader behavior to match the requirements of the specific setting. An emotionally intelligent leader is able to discern the most effective style of leadership which should be implemented within a given situation and possess the inward maturity to be willing and able to adjust their own leadership behavior.

Thirdly, emotionally intelligent leaders also have an advantage in motivating their followers because of their insight into the motivational aspects of human nature and their ability to influence both peers and subordinates. Emotionally intelligent leaders demonstrate a certain level of empathy which enables them to understand the different motivational tools available and to adjust those motivational tools depending on the particular organization and situation. Not only are emotionally intelligent leaders empathetic to given circumstances within an organization, they are also adaptable and positive, which are major motivational tools for both peer and subordinate job performance and job satisfaction.

As the aforementioned Miao study provides evidence that emotional intelligence is positively related to task performance and to the subordinates' organizational citizenship behavior, other studies have shown that emotional intelligence by itself is not sufficient to bring about organizational success (Antonakis et al., 2009). It is certainly more accurate to surmise that EI is only one component of an overall leadership strategy. Despite the fact that some contemporary research has failed to determine any significant correlation between emotional intelligence assessment scores and business results (Grant, 2014), it cannot be underestimated that emotional intelligence as one component of leadership strategy does have its place in the overall scheme.

IV. Possessing a Long-Term Orientation

The fourth strategy considers the leader's long-term orientation regarding strategic planning, corporate decision-making, and organizational investment. With this strategy, a long-term orientation refers to the leader's long-term priorities and goals in combination with the organizational investment that the leader is willing to put forward. It is often the case that many types of organizational investment require a good deal of patience prior to the realization of any noticeable positive impact. In real world practice, a leadership approach oriented for the long term may mean that performance could suffer in the short term as the organization invests for the future or undertakes initiatives with significant up-front costs in terms of personnel and/or financial resources.

In an article published twenty years ago in the *Academy of Management Review*, author K. J. Laverty (1998) examined the importance of a longer-term orientation for management decisions. As described in the article, going with a course of action that is most desirable over a longer time period may not necessarily represent the best course of action for immediate success and may appear to be the far riskier approach. However, it is increasingly proven through results, that in order to be a good leader, one must have the experience, knowledge, commitment, patience, and skill set to negotiate and work with others in achieving more sustainable organizational goals. As Laverty defends in her article, leadership with a long-term orientation can be developed through an on-going process of self-study, education, training, but is most significantly achieved through the accumulation of experience (Laverty, 1998). As leaders gain experience they often learn, even if through hard knocks, that decision-making geared for more sustainable organizational success requires a longer time horizon.

Additionally, research has shown that CEOs with longer time horizons in relation to their own careers are more inclined to make longer term strategic investments for their respective organizations than CEOs with shorter term career horizons. It is unfortunate when leaders are so focused on their own short-term career success that the limited time horizon approach can also impact their organization. Some CEOs are hesitant to take on longer term strategies as they feel that they may not fully reap the rewards during their own leadership tenure (Le Breton-Miller & Miller, 2006). Leaders focused on their own short-term success may well avoid more significant organizational investments that would be better for the firm over time. Essentially, researchers have found that when a leader's own time preferences are misaligned with those of the firm's other stakeholders, these "time-based agency problems occur" (Le Breton-Miller & Miller, 2006).

Perhaps the final argument concerning the long-term orientation can, in fact, be summed up by Apple's successor CEO. When Tim Cook, successor to founder Steve Jobs, presented his Stanford University commencement speech in May of 2019, he told the graduates that they should, more than anything else, "be a builder." "Great founders," Cook explained, "spend most of their time building piece by piece and believing their life's work is bigger than them and will span generations. In a way, that's the whole point" (Cook, 2019). This quote sums up very nicely the importance of that long-term orientation.

V. Casting a Strategic Vision

The fifth strategy focuses on the leader's ability to cast a strategic vision. The ability to cast a strategic vision includes the capacity to look out to the longer-term potential and possibilities of the organization and the willingness to address a much broader view of the

organization. A truly strategic leader is able to define a distinctive and unique vision for the organization with an appreciation for the firm's current and future competition and with an understanding of the current and future economic environment. Leaders with a pervasive and expansive strategic vision need to have a broad knowledge and understanding of business and the comprehensive economic environment and not simply focus on the narrow skills required for their organizational specialty. Their inner perceptivity and overall knowledge base enable the strategic visionary to make effective and well considered use of their power in helping the organization move toward achieving desirable, but realistic, future outcomes.

A major leadership decision based on this long-term visioning process also requires the potentiality for trade-offs with other possibilities. Michael Porter, Harvard business professor and creator of the five forces model of competitive strategy, describes this inevitability by stating that: "The essence of strategy is choosing what not to do" (Porter, 1998). With any long-term strategy, there are many difficult choices to be made in determining the most viable path for the organization. A leader must weigh and consider a multitude of opportunity costs prior to the final decision on the firm's direction. This often can require short term sacrifices in order to put the company on a path toward greater and more sustainable future results.

Previous leadership research has examined some key elements of a firm's strategic vision determining that such vision is most often presented in a top-downward model (Elenkov, Judge, & Wright, 2005). Therefore, this means that for most organizations, the leader is the primary source for casting that organizational vision. For a leader to effectively identify and communicate the overall direction of the organization is vital for the organization's long-term sustainability. A visionary leader is a leader who is able to create and communicate a "realistic, credible, and attractive" vision of the firm's overall goals and in line with firm's underlying mission (Elenkov, Judge, & Wright, 2005). In part contrived through the leader's intuitive perception combined with a strategic analysis of the particular environment, the organizational vision is the first step in developing a long-term road map toward organizational efficacy. As the resulting vision is disseminated throughout the organization, it can then be translated into challenging and meaningful goals, connecting the overall big picture to more specific tactics and short-term processes.

A number of the other strategies previously mentioned in this article can also impact a leader's effectiveness for strategic visioning. Not only does effective strategic visioning require a long-term orientation most obviously, emotional intelligence, in addition, helps a leader to understand their moods and emotions, as well as their impact on others within the organization. A leader's own strength of self-awareness can help clear the environmental fog which can often get in the way of the visioning process. Strategic leaders are not impulsive but are more discerning before they act. They must have the potential to control any potentially distracting moods and desires within themselves or help mitigate such distracting moods within the organization. In a 2012 study, researchers examined the role of emotional intelligence (EI) in family business leaders and the results demonstrated how EI "can help lead to a shared vision throughout the organization and result in a significant increase in overall financial success of the business" (Boyatzis & Soler, 2012).

Of course, casting a strategic vision and developing the resulting strategic plan is not enough. The vision has to be communicated throughout the organization and, ultimately,

has to be implemented. As one of the pioneers of the contemporary field of leadership studies, Warren Bennis, once explained, "Leadership is the capacity to translate vision into reality" (Kruse, 2013). Strong visionary leadership requires communication skills that are articulate enough to effectively communicate the vision throughout the organization. Strategic leaders constantly convey their vision until it is melded into the organizational culture. Implementation is not likely to be successful unless the vision becomes a vital component of corporate culture. The implementation of the vision also demands a leader's readiness to delegate activities and responsibilities. Effective visionary leaders have to be proficient at delegation, recognizing the fact that authorizing subordinates to make decisions is a very motivational tactic in having the vision take hold.

VI. *Developing a Strong Corporate Culture*

The sixth strategy represents the importance of the leader's role in helping to develop a strong corporate culture. While a leader's strategic vision is necessary to provide clarity and focus to an organization in establishing the organization's direction, it is the development of the organizational culture that can embed values, beliefs, and mindsets for the organization to build upon well into the future. In an article published in the *Harvard Business Review* in 2018 entitled "The Leader's Guide to Corporate Culture," the authors describe the importance of organizational culture and the relationship to strategy. They explain that since culture often implies the organization's informal social order and can shape overall attitudes and behaviors within the organization, it is a vital part of a firm's implementation of strategy. As they state: "When properly aligned with personal values, drives, and needs, culture can unleash tremendous amounts of energy toward a shared purpose and foster an organization's capacity to thrive" (Groysberg, B., Lee J., Price, J., & Yo-Jud Cheng, J., 2018). The article goes on to describe the role of the leader in developing this organizational culture by explaining that "the best leaders we have observed are fully aware of the multiple cultures within which they are embedded, can sense when change is required, and can deftly influence the process" (Groysberg, B., Lee J., Price, J. & Yo-Jud Cheng, J., 2018). Of course, the interesting caveat to this premise is that while a strong corporate culture is a vital ingredient to help the firm achieve its short term and long-term goals, success, by itself, does not necessarily develop a strong corporate culture (Dizik, 2016).

Contemporary studies have shown that a strong corporate culture can ultimately lead to organizational success due the benefits provided to organizational loyalty and employee satisfaction measures (Dizik, 2016). As these studies demonstrate, organizational culture has a direct relationship to organizational turnover, and this turnover, in turn, can impact an organization's efficiency and productivity (Siu, 2014). In a 2013 Columbia University master's thesis, the study found that turnover at an organization with a strong corporate culture is relatively low at 13.9 percent, whereas the job turnover in organization's with weak corporate cultures is significantly higher at 48.4 percent (Medina, 2013). This is quite important for organizational sustainability since "job satisfaction is inversely related to turnover intention and low turnover has been shown to increase organizational productivity and performance" (Medina, 2013).

In addition to the contribution made to job satisfaction and productivity measures, having a great company culture can also encourage innovation and creativity. As at least one author explains, these "solutions, inventions or innovations that might not have come to light in a more oppressive environment" (Siu, 2014). Most certainly, as employees feel valued,

appreciated and respected, they are likely to be engaged with the overall mission of the firm and enabled to discover creative and innovative opportunities through that organizational loyalty. This impact seems to be an international one. In a 2009 study published in the *Journal of Marketing*, researchers examined the impact of organizational culture and innovation from a global perspective finding that "innovative firms, it would seem, are similar: They share the same cultural practices and attitudes despite differences in location" (Tellis et al., 2009).

For further evidence of the important link, leadership researchers John Kotter and James Heskett, examined corporate culture in large effective companies and found that over an 11-year period, companies with healthy cultures had a 682% average increase in sales versus 166% for comparable companies without such healthy cultures. The Kotter-Heskett study also discovered that these companies with healthy cultures saw stock increases of 901% versus 74% for comparable companies (Warrick, 2017). In recent years, additional studies have followed the Kotter-Heskett study demonstrating that, to a very large degree, healthy cultures are the direct result of effective leadership and management whereas unhealthy cultures are the result of ineffective leadership and management (Warrick, 2017).

VII.   *Emphasizing Ethical Decision-Making*
The seventh and final strategy involves the leader's direct input and indirect influence in emphasizing ethics throughout the corporate decision-making process and decision implementation. An indelible leader is one who practices ethical decision-making in both personal and corporate decisions and, through this consistent ethical decision-making, ensures that the organization remains on solid financial, operational, and reputational footing going forward. While modeling ethical decision-making for an organization has always been an important aspect of leader engagement, the emphasis on ethical decision making within the corporate world continues to be challenged. As witnessed over recent decades, there are far too many news items related to leader misconduct and unethical decision making which most often have significant negative impacts on the organization, in terms of finances, performance, and reputation. This is unfortunate as studies have indicated that very often it is the organization's leader who establishes the standard for ethical decision making at lower levels of the organization (Wang, D. ed., Feng, T., & Lawton, A., 2017).

One such negative example in the modern context involves a formerly well-respected CEO of one of the world's largest automobile manufacturers. On November 19, 2018, former Nissan CEO, and, at the time, Chairman of the Board of Directors, Carlos Ghosn (he had stepped down as CEO on April 1, 2017 while remaining Chairman of the Board of Directors) was arrested on charges relating to what sources called "significant financial misconduct" (Mullen & Shane, 2018). Immediately upon his arrest, the value of Nissan stock dropped more than 6% and the ongoing strategic alliance between Nissan and Renault was put in jeopardy. The charges filed indicated that Ghosn had underreported his income by millions of dollars and had used corporate money to fund portions of his lifestyle. While at the time of this article, the issue is still yet to be completely resolved, there have been major negative impacts to Ghosn personally and to the company that continue to be revealed.

Prior to this arrest, Ghosn had been known as a very successful and innovative leader within the automotive industry having previously served as CEO of Renault where his aggressive restructuring of Renault returned the company to profitability in the late 1990s. While it

remains to be seen how this current litigation will resolve, his leadership reputation is certain to be tarnished and both the immediate and longer-term fortunes of Nissan threatened as well. In June 2019, the Renault Board of Directors began proceedings to attempt recovery of over $12 million dollars in unauthorized expenses that Ghosn had collected during the strategic alliance between Renault and Nissan (Reuters, 2019). Even though the long-term financial, operational, and reputational impact on Nissan is unknown, the proposed merger between the former strategic alliance partner, Renault, and Nissan global competitor, Fiat-Chrysler, certainly added insult to injury. In addition, following the company's dismal 2019 3rd quarter earnings report, the company announced that it would be cutting 12,500 jobs globally and that there could be further significant changes in its executive leadership ranks, including with Ghosn's replacement, Hiroto Saikawa (Dooley, 2019). This is just one recent example of the significant negative impacts that questionable leader behavior can inflict upon an organization that continues well after the leader's departure.

In comparison to many negative examples, there are some relatively unknown examples of ethical leadership with one being Dan Amos, Chairman and CEO of Aflac, 13-time recipient of Ethisphere's World's Most Ethical Companies award. As Ethisphere CEO Timothy Erblich described when awarding the unprecedented 13th recognition to the company: "Companies like Aflac recognized long before acronyms like CSR and ESG became mainstream that operating your business under the premise of doing the right thing is not only purposeful; it demonstrates a certain business savvy" (AFLAC, 2019). Dan Amos has clearly been an integral part of helping to build that corporate reputation. In an interview published in *Forbes* in 2017, Amos describes ethics as a "mindset not an option." He went on to explain that in the midst of a skeptical consumer culture, consumers respond much more favorably to those organizations operating with an ethical emphasis. Amos feels that the path to achieving this high reputational standard must begin at the top and that "building a culture of ethics will not work if leaders are not providing the moral compass" (Reiss, 2017).

Conclusion
Certainly, one of the major concerns within contemporary leadership examples consists in the myopic view many leaders and followers have regarding leadership success. In the modern context, there are countless firms engaging in some variation of myopic management simply to drive short-term results (Srinivasan & Ramani, 2019). To counter this myopic view, a different approach to leadership is proposed. Each one of these seven leadership strategies deals with the long-term viability of a leader and their organization and implementing each of these strategies often represents the more difficult choice. Very often it is easier to be homogenous rather than diverse, remaining stuck in the status quo rather than tackling organizational change, being emotionally reactionary rather than emotionally regulating, being short-term oriented rather than long-term oriented, remaining simplistically myopic rather than pushing forward a strategic vision, leaving the development of organizational culture to chance rather than helping to shape that organizational culture, or making unethical choices versus making the ethical ones. However, in examining leadership history, the more difficult, and initially challenging decisions, can result in greater long-term organizational efficacy.

Unfortunately, many leaders are hesitant to make those tough decisions due to the immediate nature of the modern context. Followers, stakeholders, and investors are so

focused on the quicker response that they are willing to sacrifice the long term. However, by focusing on these seven strategies, leaders may just be able to overlook the immediate gratification and think of success in years rather than months. In leadership, the ultimate legacy left behind is more important than we often realize and a new understanding of that importance is vital for the future success of our organizations.

While most leaders should first want to avoid leaving a negative legacy, the truth is that many leaders do not leave a legacy at all, either positive or negative. These leaders are easily forgotten and their organizational achievements are changed or altered beyond recognition and usually fairly quickly after their departure. However, some leaders are able to leave positive legacies that can live on for decades with subsequent leaders able to build upon that solid foundation. This theoretical examination of a new leadership behavioral construct can help leaders, regardless of particular leadership styles, implement specific strategies which can lead to long-term organizational viability and create a lasting leadership legacy.

For leaders to truly leave their mark long after their leadership tenure requires sufficient planning and forethought, and through being proactive in these seven areas, leaders can set a solid foundation on which to build. In the grand scheme of things, leaders are simply caretakers of the organizations to which they are entrusted. In the long run, leadership effectiveness is better determined by long term organizational sustainability and an "indelible" leader is one who is able to bring about a greater sense of permanency to organizational achievement and to help ensure that success can continue long after their leadership tenure is over.

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