

## Helping Successful Leaders Get Even Better

### What Got You Here Won't Get You There

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How Successful People Become  
Even More Successful!

### What Got You Here Won't Get You There



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## Goals for Today

- Understand classic challenges faced by successful leaders.
- Know how to use *feedforward*, a tool that is being successfully implemented with leaders around the world.
- Learn a proven model that leaders can use to develop themselves – with successful benchmark examples.
- Be ready to coach your clients and help them achieve positive, lasting change in behavior.
- Understand new applications of peer and HR coaching.

## Teaching Leaders What to Stop

“We spend a lot of time helping leaders learn what to do, we don't spend enough time helping leaders learn what to stop.”

*Peter Drucker*

## Annoying Habits That Can Hold Us Back

- Winning too much
- Adding too much value
- Telling the world how smart we are

Using *small* amounts of money  
to create *large* changes in behavior

- No, but, however
- Great, but
- Destructive comments

## Playing Favorites

- One behavior that is never 'supposed to' happen – but often does
- “Effectively sucks-up to higher management”
- Why it happens
- How to avoid it

## Feedforward

- The *feedforward* exercise
- *Letting go* of the past
- *Listening to suggestions without judging*
- *Learning as much as you can*
- *Helping as much as you can*
- Learning points to help you be a great coach

## - Key Beliefs of Successful People

- I *have* succeeded
- I *choose* to succeed
- I *can* succeed
- I *will* succeed

## I Have Succeeded

- We have a great belief in our previous success.
- This belief gives us the confidence we will need to achieve even more success in the future.
- Successful people are delusional! The more successful we become the more delusional we get.
- We all want to hear feedback that is consistent with the way we see ourselves. We all tend to reject feedback that is inconsistent with the way we see ourselves.
- The more successful we become, the harder it can be to hear negative feedback.

## I Choose to Succeed

- We do what we do because we choose to, not because we have to.
- Choose to – leads to commitment, have to – leads to compliance.
- The more committed we are to a path, the harder it is for us to admit it is the wrong path.
- Attempting to change the behavior of successful adults who have no interest in changing is a waste of time.

## I Can Succeed

- We believe that we have the capability to make a positive difference in the world.
- Not only are successful people delusional, successful people are superstitious.
- Superstition is the confusion of correlation and causality.
- The more successful we become, the more we are in danger of falling into the "superstition trap".

## I Will Succeed

- Successful people are optimists.
- Optimists tend to over-commit.
- Successful people face the danger of chronic over-commitment.
- Why we *don't* do – what we know we *should* do!

## Developing Yourself as a Leader and Partner

- ASK
- LISTEN
- THINK
- THANK
- RESPOND
- INVOLVE
- CHANGE
- FOLLOW-UP

## "Leadership is a Contact Sport"

- Summary impact research
- Over 86,000 participants
- Eight major corporations
- Published in *Strategy+Business*

## The Eight Corporations

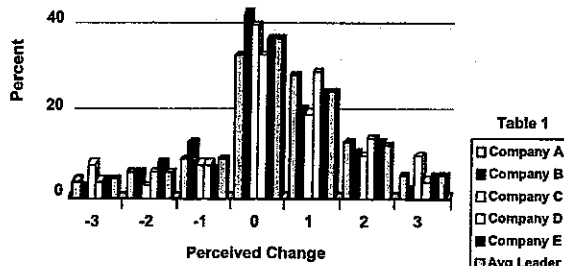
- Aerospace / defense
- Financial services
- Electronic manufacturing
- Diversified services
- Media
- Telecommunications
- Pharmaceutical / healthcare
- High-tech manufacturing

## Commonalities

- Multi-rater feedback
- Feedback consultant
- One to three areas for improvement
- Discussion with co-workers
- On-going follow up
- Custom-designed mini-survey

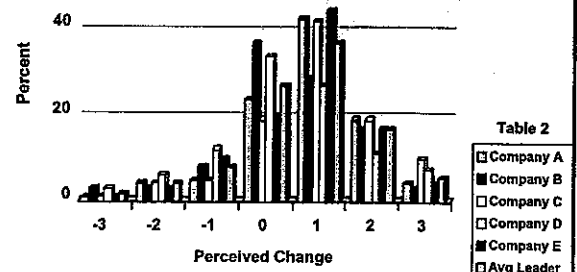
## Change In Leadership Effectiveness

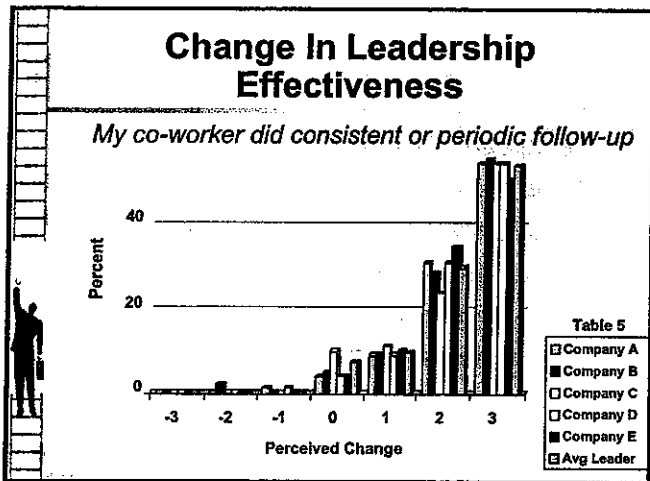
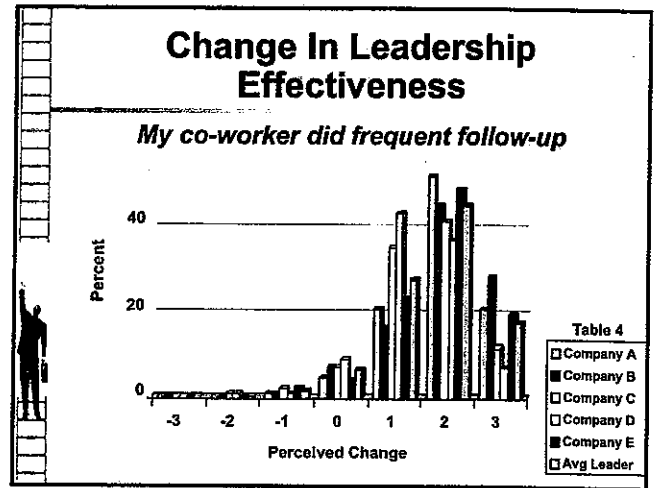
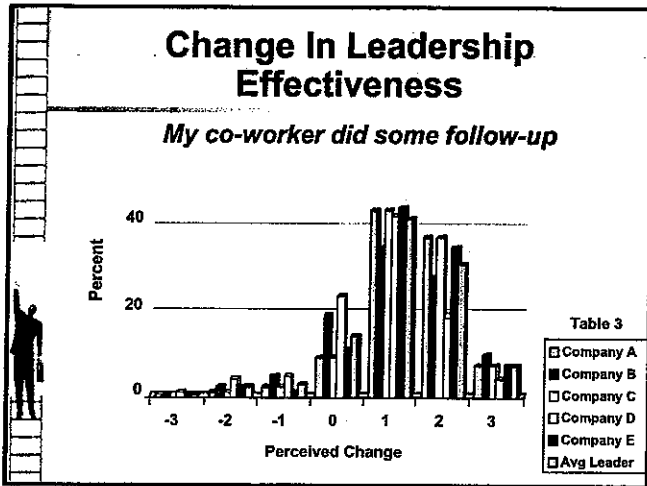
*My co-worker did no follow-up*



## Change In Leadership Effectiveness

*My co-worker did a little follow-up*





- ### Key Learnings
- Follow-up works.
  - The "program of the year" doesn't work.
  - This process works around the world.
  - Many leadership development programs measure the wrong things!
  - This process works at home as well as work.
  - There is no reason that internal coaches cannot be as effective – or even more effective – than external coaches!

- ### The 'Is it worth it?' exercise
- Pick one behavior for change
  - Name one potential benefit – for you or the people around you
  - Have your partner do the same thing
  - Repeat the process (5-6 times)
  - What did you learn?

- ### When behavioral coaching will not work
- The person doesn't want to change
  - "Written-off" by the company
  - Lacks business or technical knowledge
  - Wrong strategy or direction
  - Integrity or ethics violations
  - Person in wrong job
  - Person in wrong company

## Coaching for Behavioral Change

- Involve the person in determining *desired behavior* for this position.
- Involve the person in determining *key stakeholders*.
- Recruit key stakeholders to be part of the change process.

## Coaching for Behavioral Change

- Collect feedback.
- Analyze results.
- Have the person respond to key stakeholders.
- Provide ongoing suggestions.
- Follow-up.
- Conduct a mini-survey to measure change.

## Successful Applications of HR and Peer Coaching

- UBS
- Cessna
- Schering Plough
- GE
- UC Berkeley

## Questions that Make a Difference

- Writing your daily questions
- The value of peer coaching
- Why the daily question process works so well

## Determining What is Really Important for You to Change

- As a person
- As a professional