

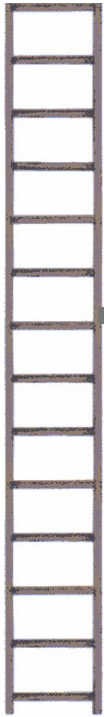
BBRC

*What Got You Here
Won't Get You There:
Helping Successful Leaders
Get Even Better*

Dr. Marshall Goldsmith

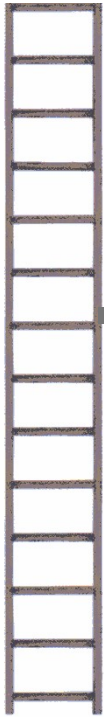
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Goals

- Learn classic challenges that come with success in leadership how to use 'to stop' in coaching.
- Practice and be ready to use **feedforward**.
- Learn a proven leadership development model that you can use to develop yourself, coach others and build teams.
- Understand the concept of triggers - how we create our world and how it creates us.
- Understand why we do not achieve our goals and share practical tools that enable us to use structure to increase effectiveness.
- Learn the daily question process and how active questions can be used to help achieve personal goals and increase employee engagement.





*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



Classic challenges for successful leaders

- **Winning too much**
- **Adding too much value**
- **‘I already knew that’**
- **Passing too much judgment**





What percent of all interpersonal communication time is spent on...


- **People talking about how smart, special or wonderful they are (or listening to someone do this)**

PLUS

- 
- **People talking about how stupid, inept or bad someone else is (or listening to someone do this)?**



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

- No, but, however
 - Great, **BUT**
 - Destructive comments
 - No, I agree!
- 



Learning from a great leader

- **The most important factor for successful change is the *client* – not the *coach***
- **Don't make coaching about your own ego.**
- **If they don't care – don't waste your time.**
- **If you don't care – don't waste your time.**





Coaching practice

- **What *one* behavior change will make a significant positive difference for you?**
- **Why will this change make a difference?**
- **Repeat with your partner.**



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





Coaching practice

- **What is your behavior for change?**
- **What did you learn in the *feedforward* process?**
- **What are you going to do about it?**
- **Solicit ideas that will help to ensure 'back on the job' execution**
- **Repeat the process with your partner**



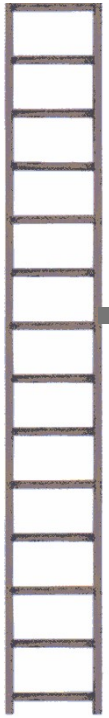
Developing yourself as a leader and partner

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



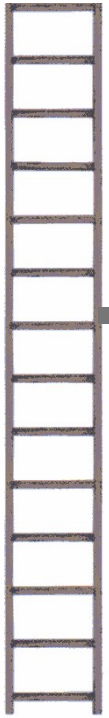
ASK

- **Why don't we ask:**
 - At work?
 - At home?
- **Case studies at home**
- **Who great leaders need to ask**



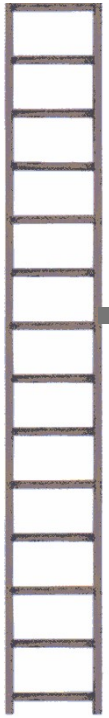
LISTEN

- **The first thing that we want to do – is the last thing that we should do**
- **Stop:**
 - Asking for input - then expressing my opinion
 - Making excuses
- **Classic challenges for leaders**



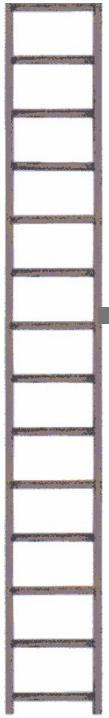
THINK

- **The Frances Hesselbein story**
- **Avoid ‘speaking when angry or out of control’**
- **Hard at work – even harder at home**



THANK

- **Avoid ‘punishing the messenger’**
 - The ‘correcting my driving’ case study
 - Why do we punish people who are trying to help us?
- **Two very different examples of asking for input:**
 - Negative – the operating room
 - Positive – the fighter jet



RESPOND

- **Responding to 360° feedback:**
 - **Positive**
 - **Simple**
 - **Focused**
 - **Fast**
- **Ask for ideas for the future – not more feedback about the past**
- **Promise to listen and think – not to do everything that people suggest**



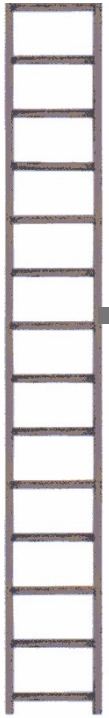
INVOLVE

- **Keys to successful behavioral change:**
 - Set a clear goal
 - Write down the goal
 - Publicly state the goal
 - Measure your success in goal achievement
 - *Involve a support group in helping you achieve the goal*



CHANGE

- **After 12 years - a great question**
- **Can people change? Definitely**
- **Will people change? Maybe**
- **28 years in determining an answer**





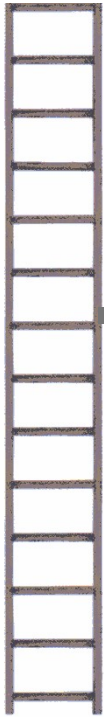
FOLLOW-UP

- **The key to making change last**
- **Frequency is more important than duration**
- **Sticking with it**
- **Implications for coaches and their clients**



“Leadership is a Contact Sport”

- **Summary impact research**
- **Over 86,000 participants
(248,000 in upcoming study)**
- **Cross-cultural, cross-industry,
multi-level validation**
- **One of nine most-outstanding
articles ever published in
*Strategy+Business***





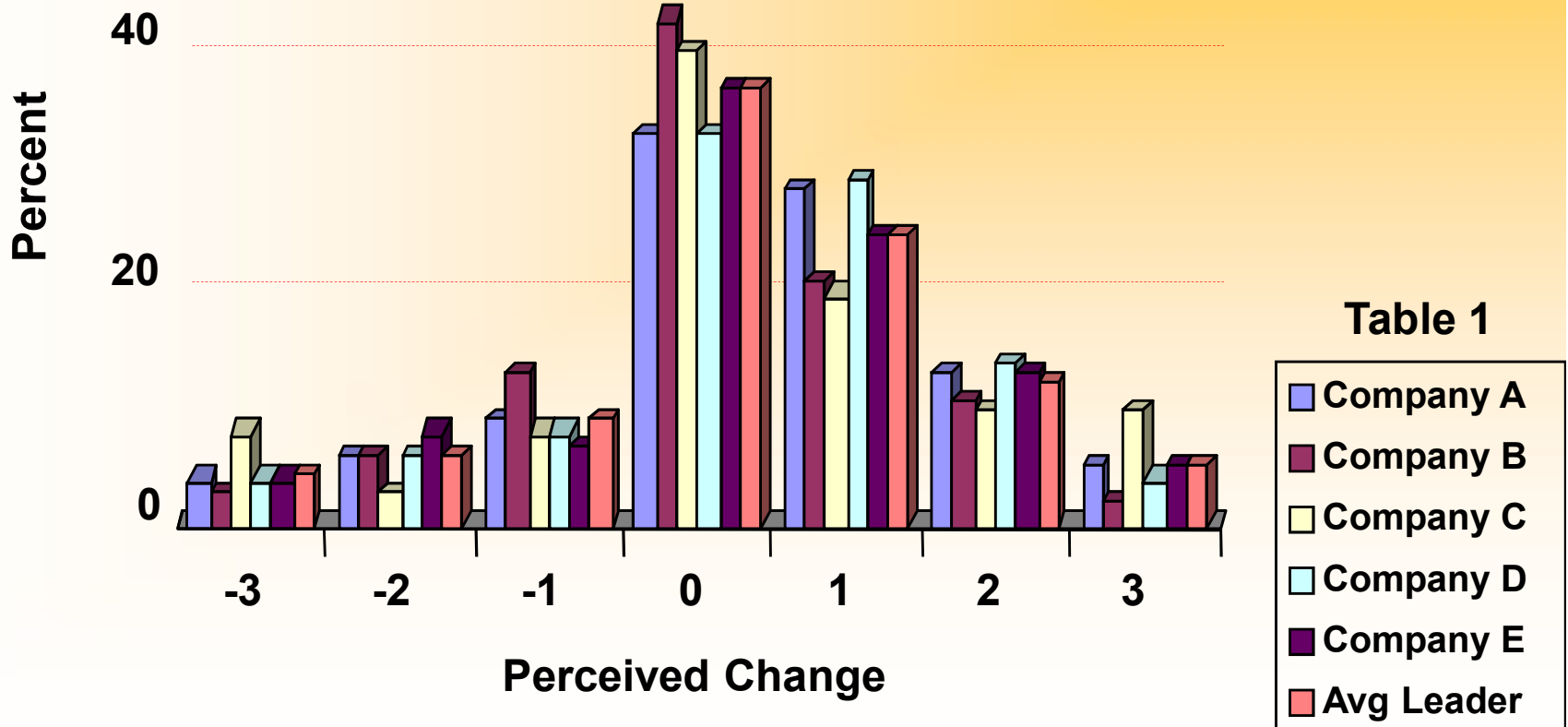
Commonalities

- **Multi-rater feedback**
- **Focused areas for improvement**
- **Discussion with co-workers**
- **On-going follow up**
- **Custom-designed mini-survey**



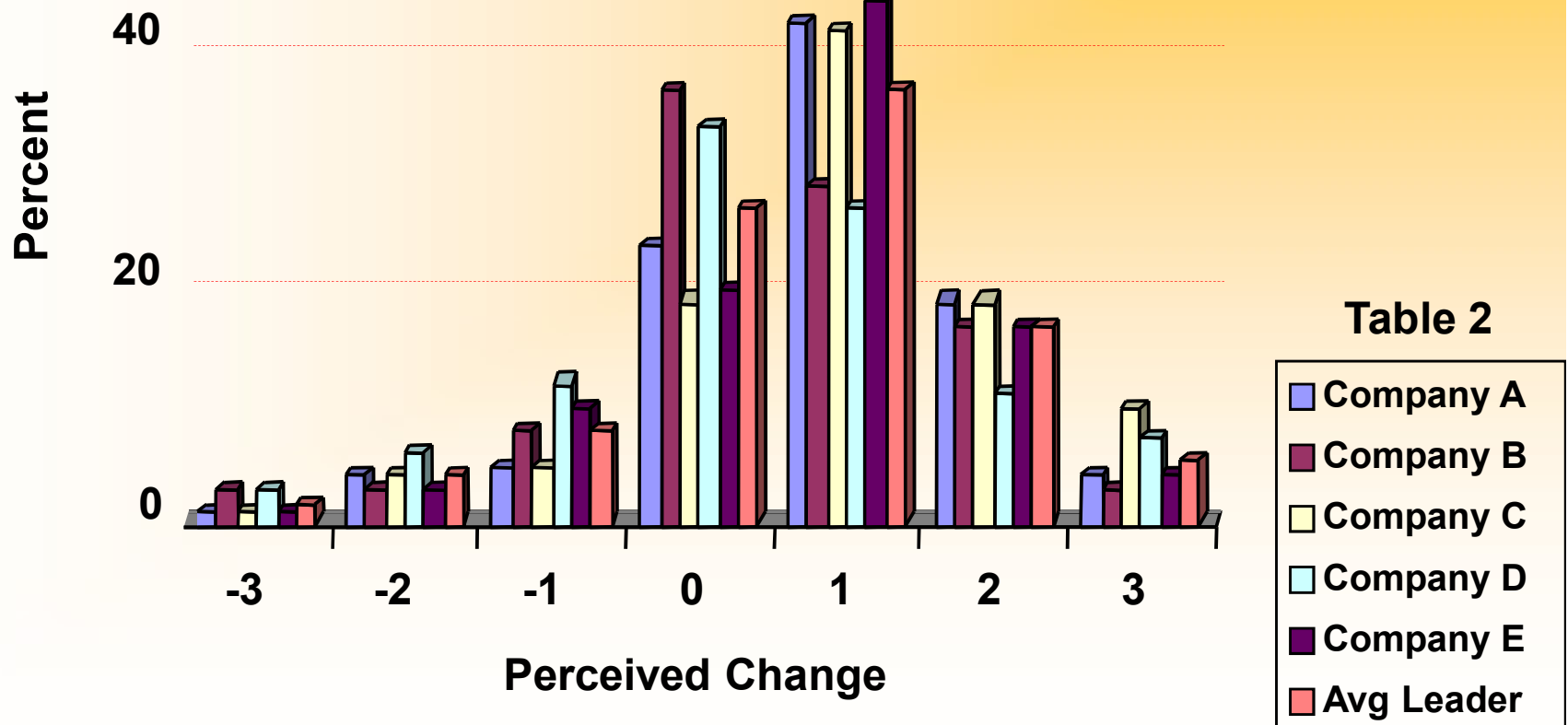
Change in leadership effectiveness

*My co-worker did **no** follow-up*



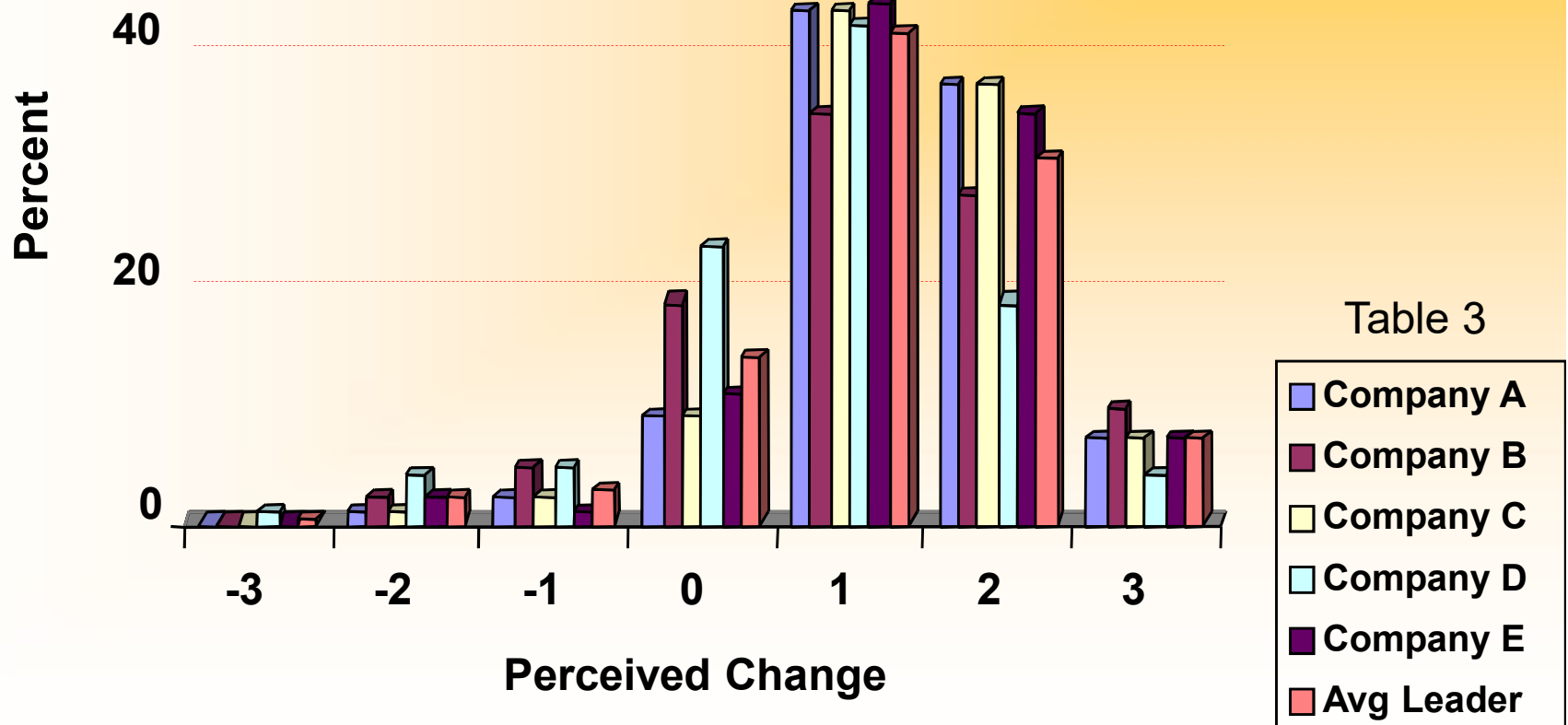
Change in leadership effectiveness

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



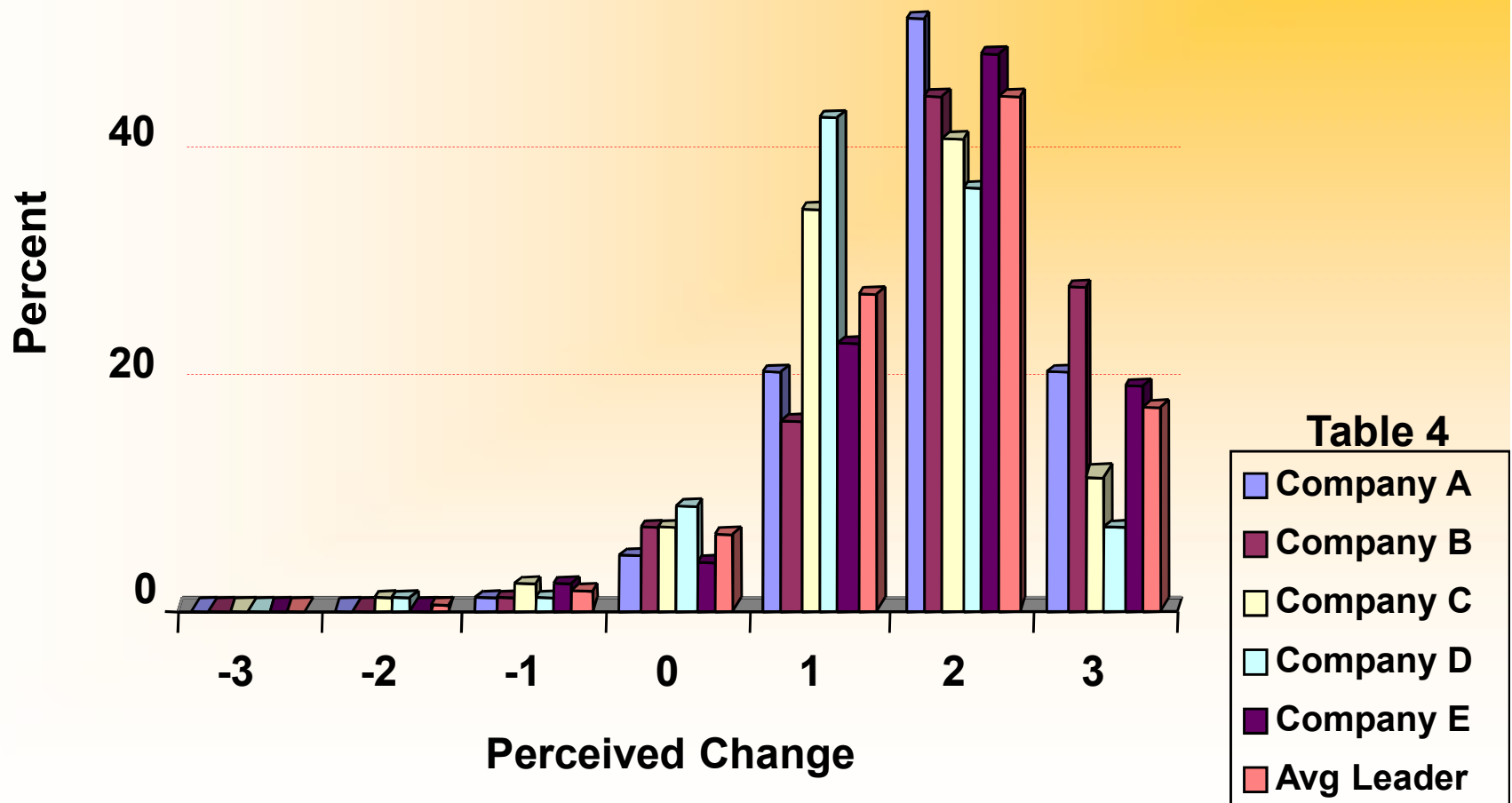
Change In leadership effectiveness

My co-worker did some follow-up



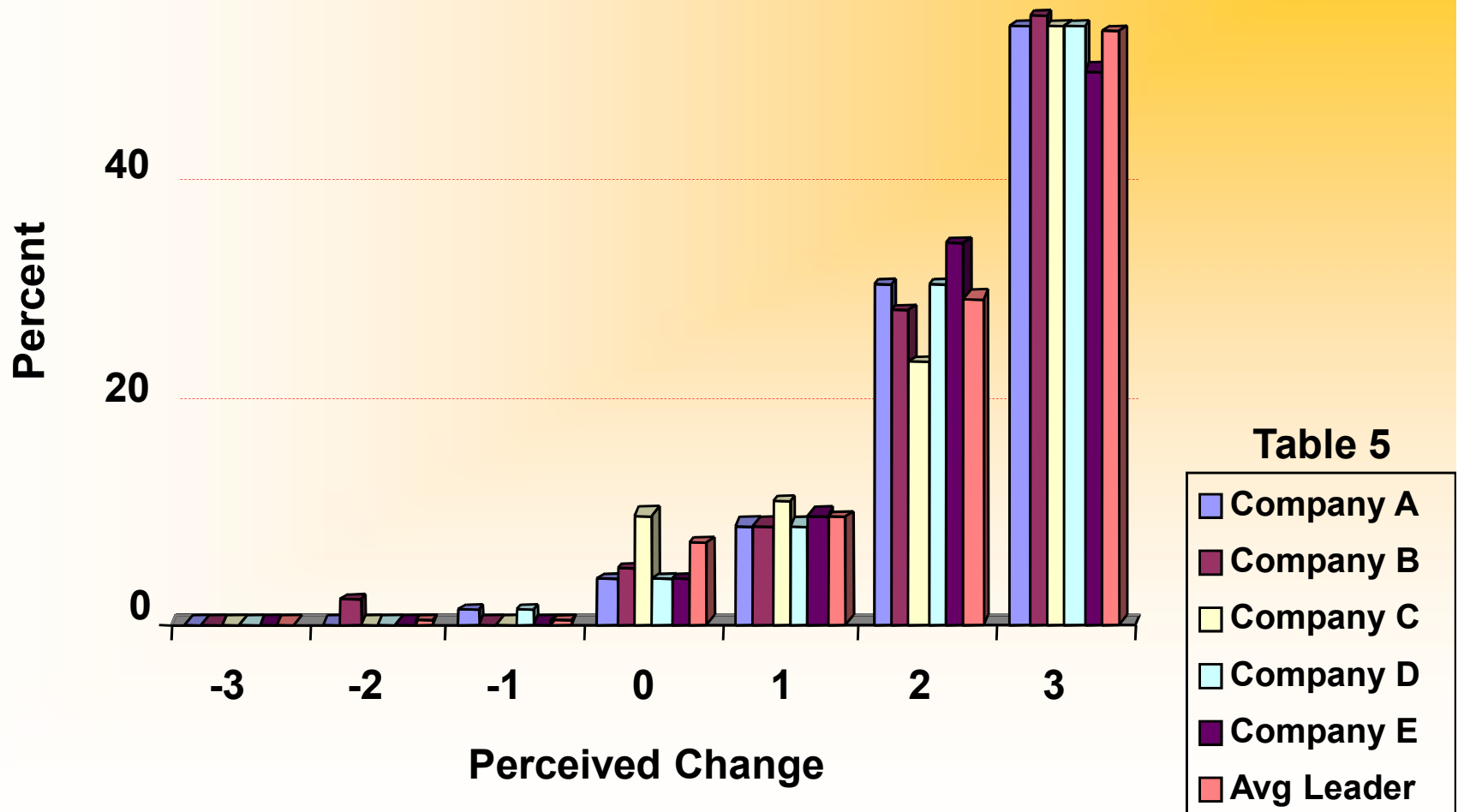
Change in leadership effectiveness

My co-worker did *frequent follow-up*



Change in leadership effectiveness

My co-worker did **consistent/periodic** follow-up





Changing perception

- Why changing *perception* is more difficult than changing *behavior*
- How follow-up leads to a long-term change in perception – as well as behavior
- The Roman numeral watch case study




The 'Is it worth it?' exercise

- **Pick a key behavior**
- **What will be one benefit when you get better at this?**
- **Go to the next person**
- **Repeat the process**





*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 - company
- 



Coaching for behavioral change

- Involve the person (and boss) in determining ***key stakeholders***.
- Recruit key stakeholders to be part of the change process:
 - Let go of the past
 - Be positive and supportive
 - Tell the truth
 - Two-way improvement



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.**





Team building without time wasting

- **Determining ‘where we are’ vs. ‘where we want to be’**
- **Choosing team-wide behavior for change**
- ***Feedforward* with team members**
- **Deciding on individual area for change**
- **The three question follow-up process**
- **Measuring positive change**





What happens?

- **If we know the people that we want to become**
- **Why don't we become these people?**
- **Millions of employees around the world:**
 - **Disengaged**
 - **Depressed**
 - **Not achieving personal goals**
- **Many teams and organizations are dysfunctional**





Why is change so difficult?

- **New Year's resolutions that are never achieved?**
- **Coaching clients that don't change?**
- **Our daily failures to do – even the small things – that we plan?**





What is a trigger?

**TRIGGER –
ANY STIMULUS
THAT MAY IMPACT OUR BEHAVIOR**

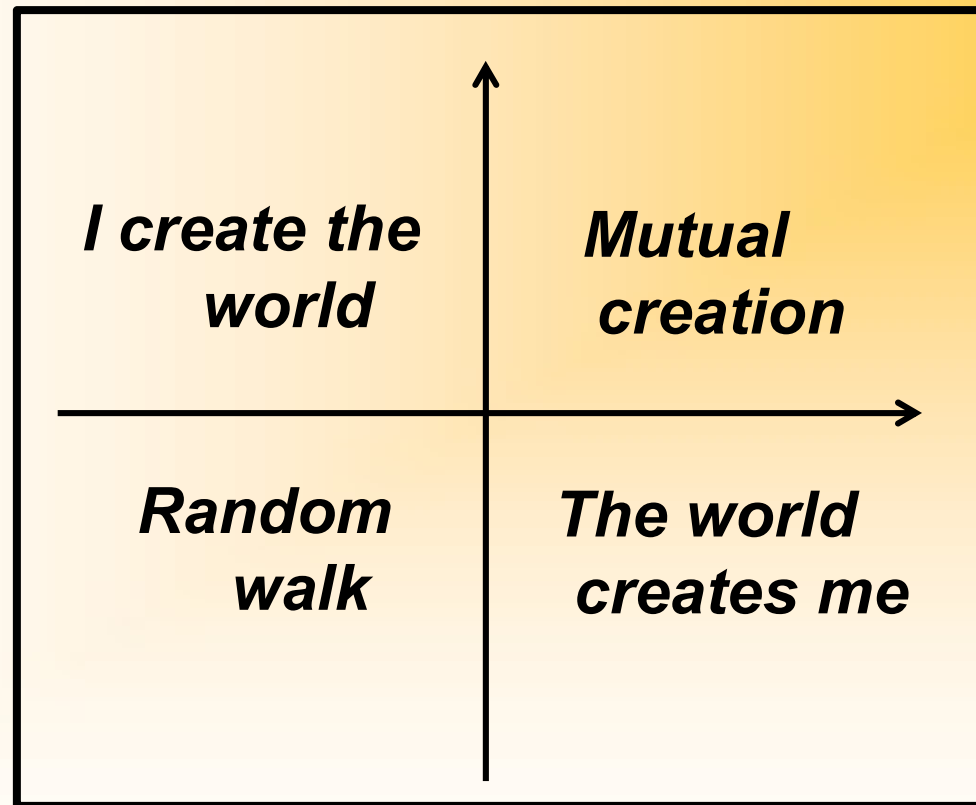


Who is in control?



**Internal
Control**

High



Low

External Control

High



Mutual creation

**I am creating my world
and at the same time
triggers in my world
are creating me**



Fate vs. choice

- ***Fate*** – The hand of cards that we have been dealt.
- ***Choice*** – How we play the hand.





Changing the impact of triggers

Trigger →

Impulse →

Behavior

Trigger →

Impulse →

Awareness → Choice →

Behavior





Dealing with triggers

- **The negative case – correcting driving**
- **The positive case – the hard day**





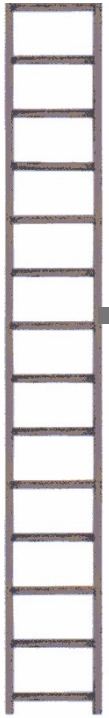
Triggers: today's 'perfect storm' for distraction

- **Emails, cell phones, tablets, texting**
- **On demand TV, movies, games**
- **Social media**
- **Multi-tasking**
- **'The dream'**




Classic delusions

- **Planner bias, understanding – doing gap**
- **It won't take that long or be that hard**
- **High probability of low probability distractions**
- **I have willpower and won't become depleted**
- **I don't need help or structure to achieve my goals**





It is OK to need help and structure

- **The changing role of coaching – from ‘fixing losers’ to ‘helping winners’**
 - **27 top executive endorsements**
 - **Athletes, movie stars, world leaders**
 - **If could have fixed it by yourself, it would probably be fixed by now**
 - **‘I need help and it is OK!’**
- 



The value of structure

- ***The Checklist Manifesto***
- **Stakeholder centered coaching process**
- **Six question coaching**
- **Alan Mulally process**
- **Daily question process**





Six Question Coaching

- 1. Where are we going?**
- 2. Where are *you* going?**
- 3. Doing well?**
- 4. Suggestions for improvement?**
- 5. How can I help?**
- 6. Suggestions for me?**



Mutual Responsibility




Alan Mulally: the Ford turnaround story

Establishing clear leadership behavior:


- **Determining the desired behavior**
- **Communicating across the company**
- **Zero tolerance for behavior violations**

Getting clear on priorities

- **The 'top five' per person**
 - **Red, yellow, green**
 - **Complete alignment to the plan**
- 

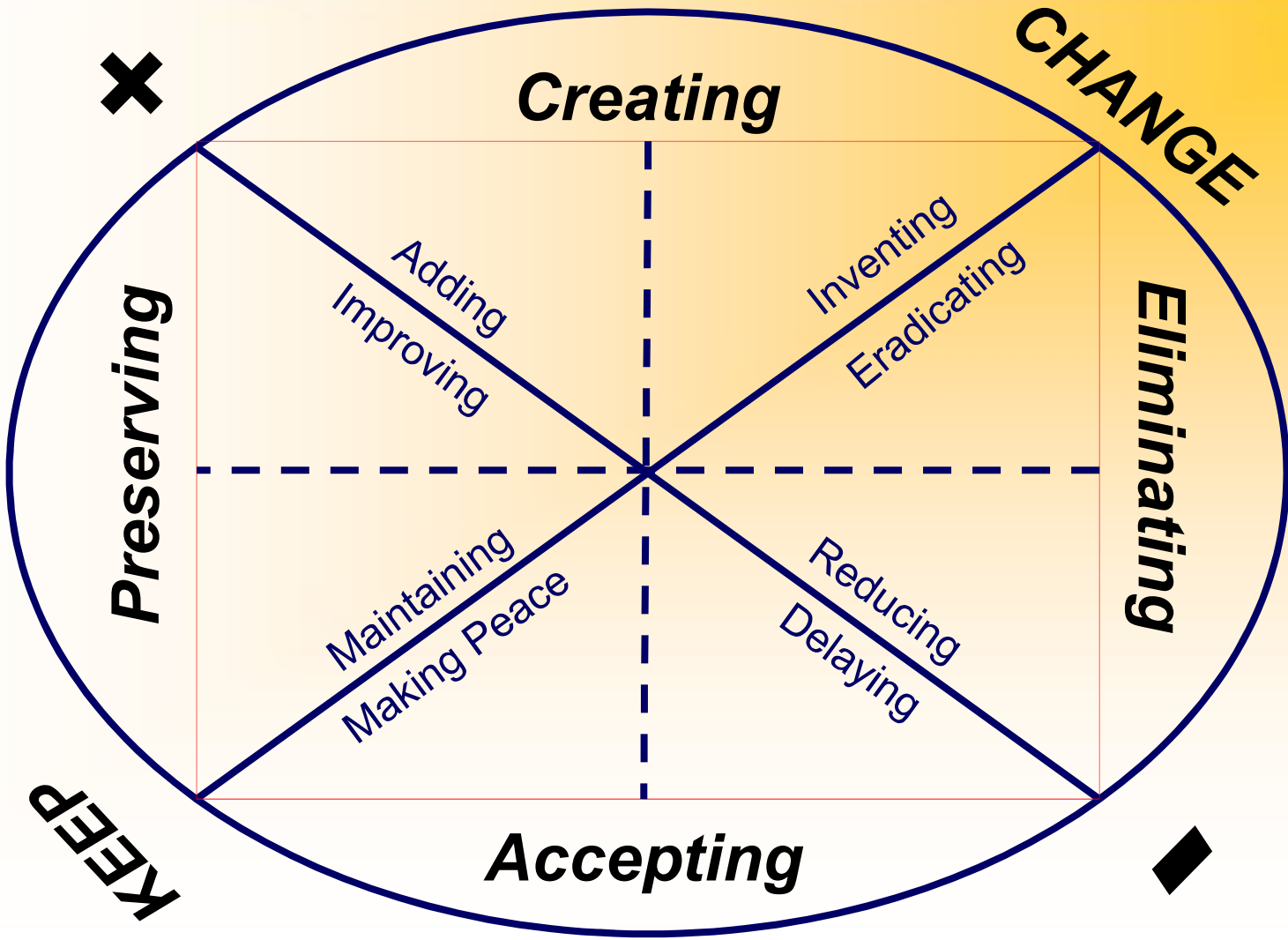


Previous work on employee engagement

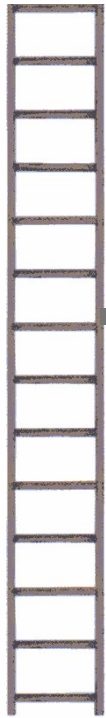
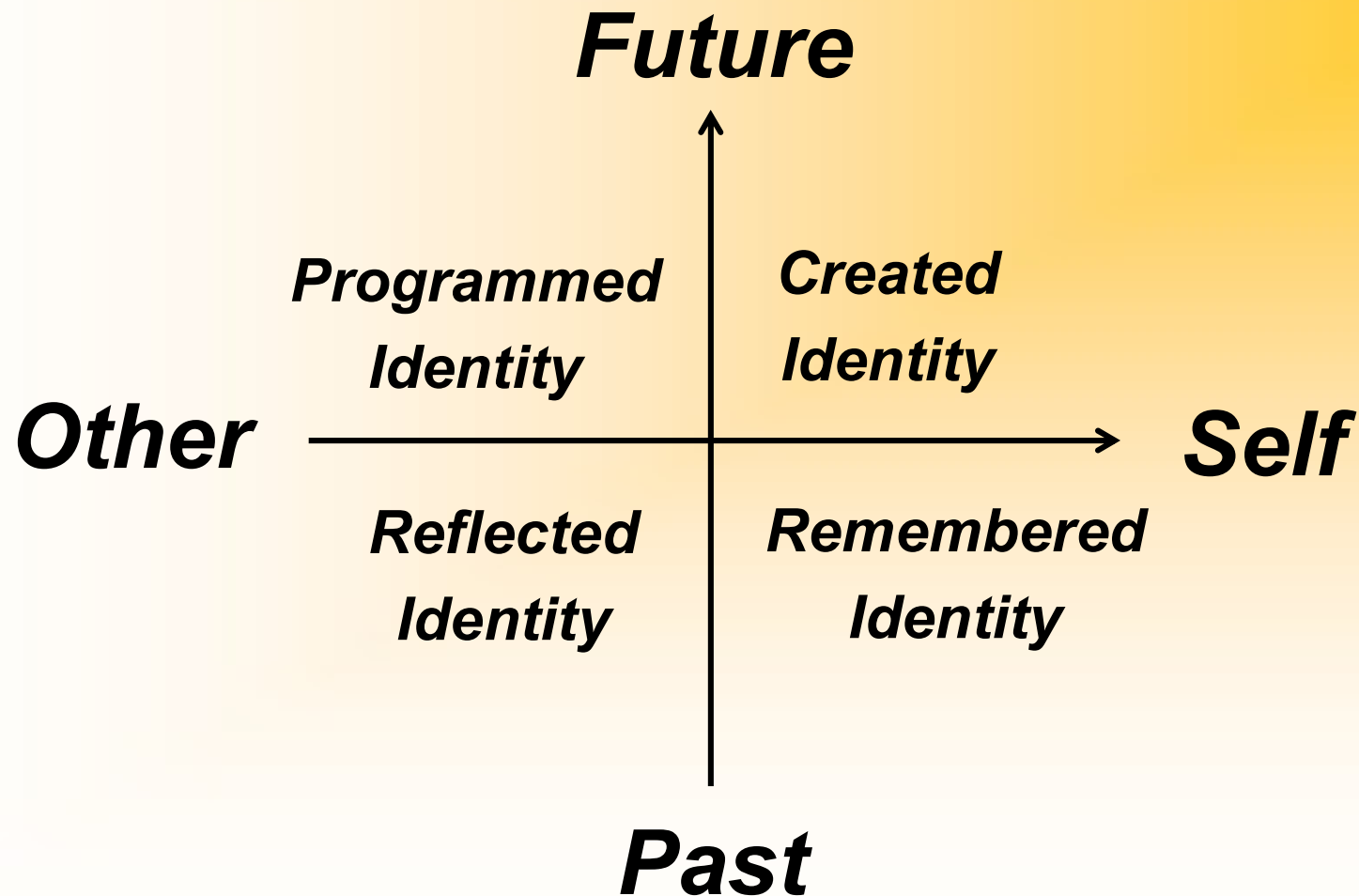
- NAHR presentation
 - Recognition, reward programs, training, compensation, empowerment
 - In spite of all previous efforts, global employee engagement is near an all-time low
 - Focus on what the *organization* can do to engage *you* – not what you can do to engage *yourself* – JFK in reverse
 - The two flight attendants
- 

The Wheel of Change

Becoming the Person that We Want to Become



The identity matrix





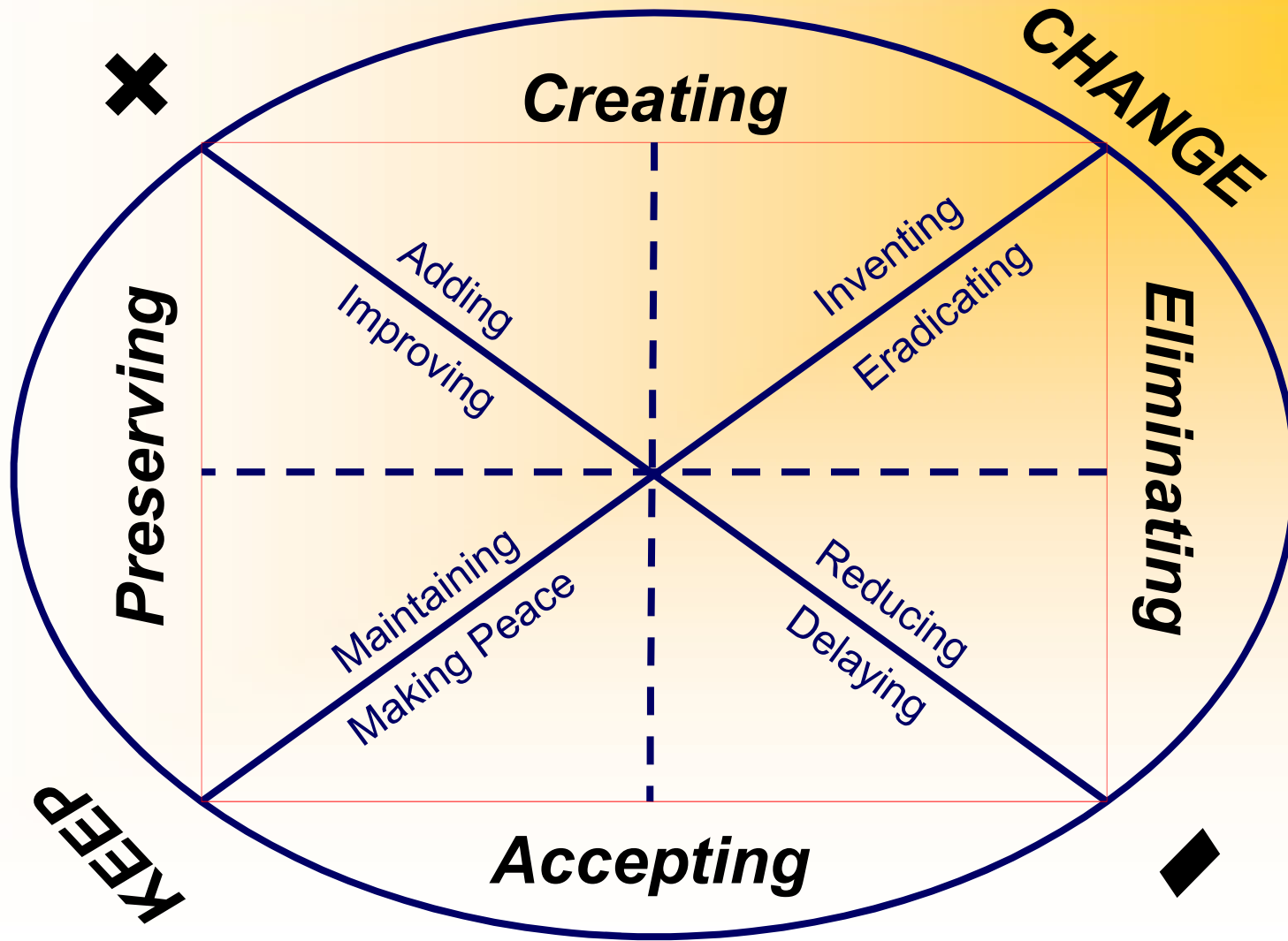
AIWATT

***AM I WILLING
AT THIS TIME***

***TO MAKE THE INVESTMENT REQUIRED
TO MAKE A POSITIVE DIFFERENCE
ON THIS TOPIC?***



Becoming the person we choose to become





The great engagement myth

**Employees will be engaged
when...**





Daily Question Process

- **Why the process works**
- **How the process works**
- **Applications on employee engagement**





Active questions vs. passive questions

- How active questions focus on what *you* can do to make a positive difference for yourself and the world
- How passive questions focus on what *the world* needs to do to make a positive difference for you






The hardest daily question you can ask yourself

- **You write the question.**
- **You know the answer.**
- **You believe that it is very important.**
- **All you have to do to get a high score is try!**





Six active questions

Did I do my best to:

- **Set clear goals?**
- **Make progress toward goal achievement?**
- **Find meaning?**
- **Be happy?**
- **Build positive relationships?**
- **Be fully engaged?**





That boring meeting!

Imagine that *you* were going to be tested on:

Did I do my best to:

- *Be happy?*
- *Find meaning?*
- *Build positive relationships?*
- *Be fully engaged?*



What would you do differently?



The two week study

- **You will get an email every day for two weeks – asking six active questions**
- **You will receive ‘before and after’ questions**
- **The daily process takes just a couple of minutes**



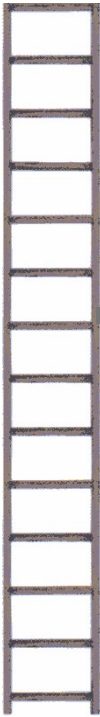


Active question research

2793 participants – 95 studies

- **46% reported improvement on all six items**
- **75% reported improvement on at least four items**
- **94% reported improvement on at least one item.**
- **6% reported no improvement**
- **Less than 1% of respondents reported overall lower scores**





Six active questions

Did I do my best to:

- **Set clear goals?**
- **Make progress toward goal achievement?**
- **Find meaning?**
- **Be happy?**
- **Build positive relationships?**
- **Be fully engaged?**





The best coaching advice

- **For you as a person**
- **For you as a professional**

