



Helping Great Leaders Get Even Better

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

Dr. Marshall Goldsmith

MarshallGoldsmith.ai
Marshall@MarshallGoldsmith.com



*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**
- **Passing too much judgment**
- **Proving how smart or right we really are**
- ***Four Bad Habits of Super-Smart Leaders***





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)?**



Before speaking, ask Will this comment help...

- **Our customers?**
- **Our company?**
- **The people I am talking to?**
- **The people I am talking about?**



***If the answers are no, no, no and no
don't say it!***



Using small amounts of money to create large changes in behavior

- **Destructive comments**
- **No, but, however**
- **Great, BUT**
- **No, I think that is a great idea**





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.





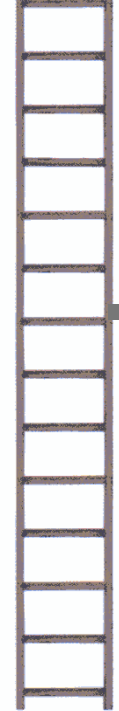
Peter Drucker on asking

***“The leader of the past
knew how to tell
the leader of the future
will know how to ask”***



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



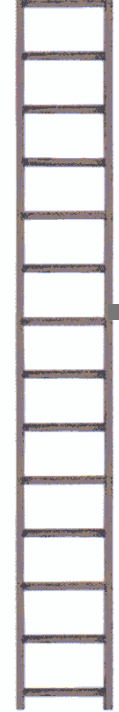
Stakeholder Centered Leadership Development

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



“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***





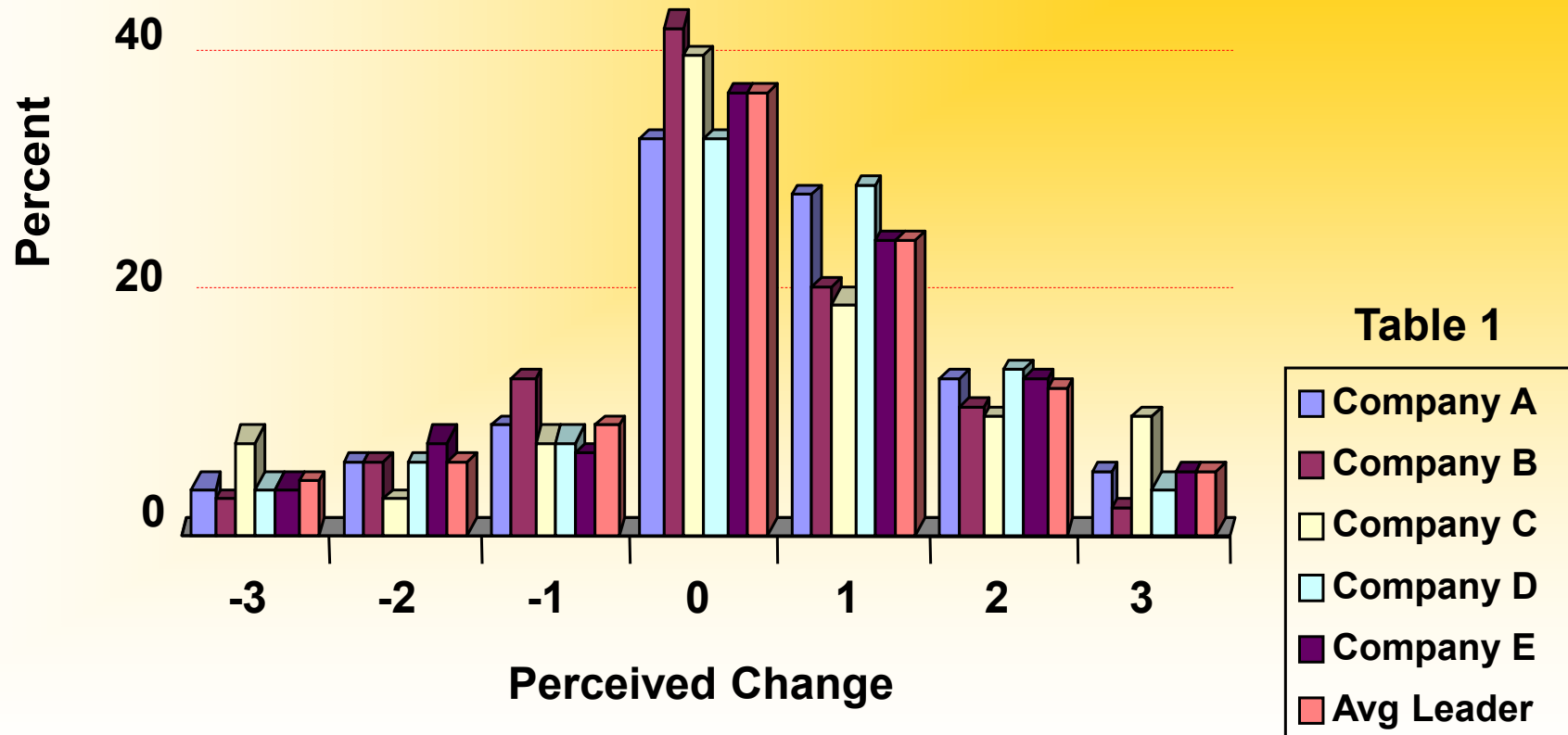
Commonalities

- **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*

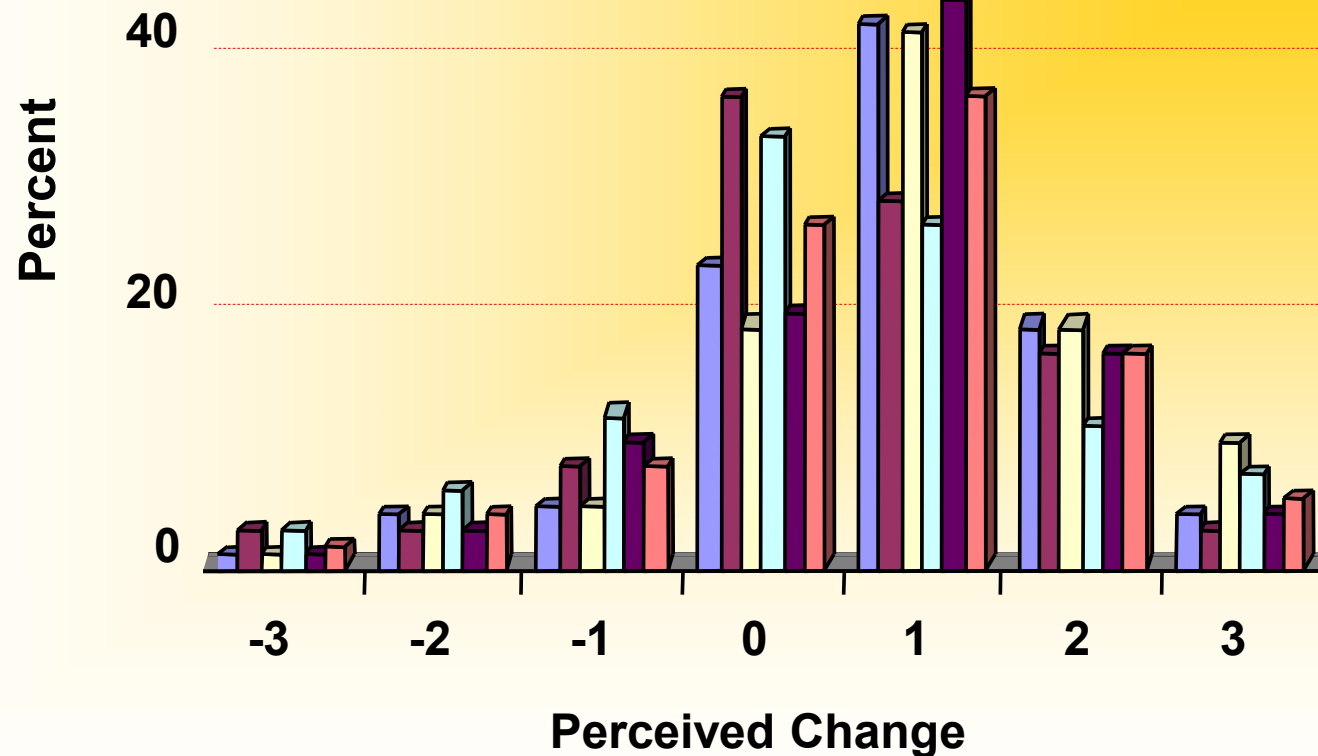
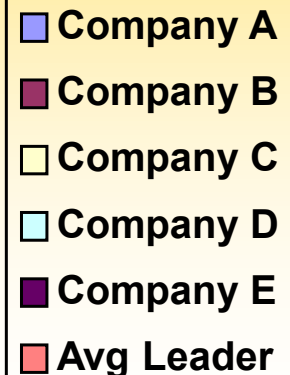
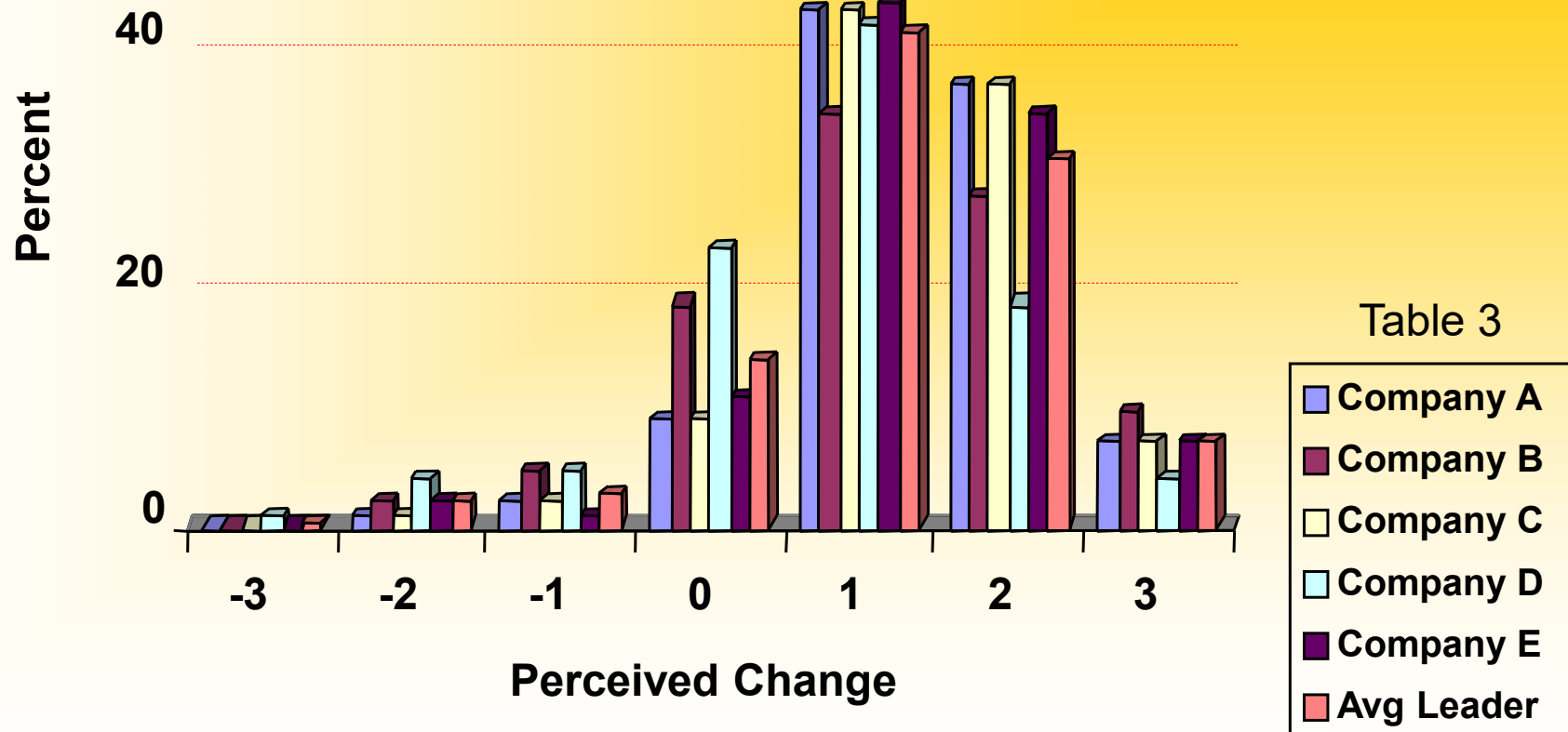


Table 2



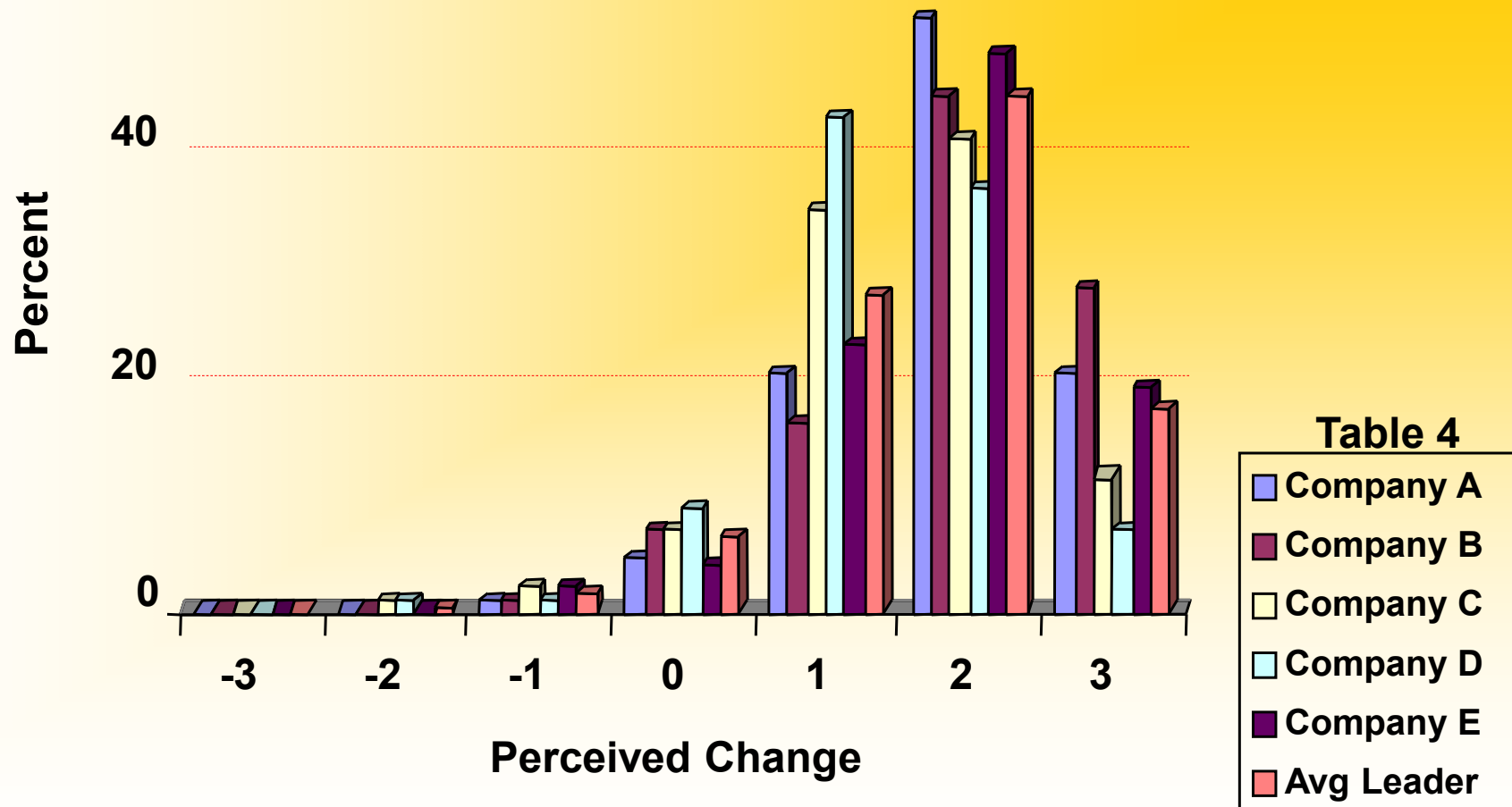
Change In leadership effectiveness

My co-worker did some follow-up



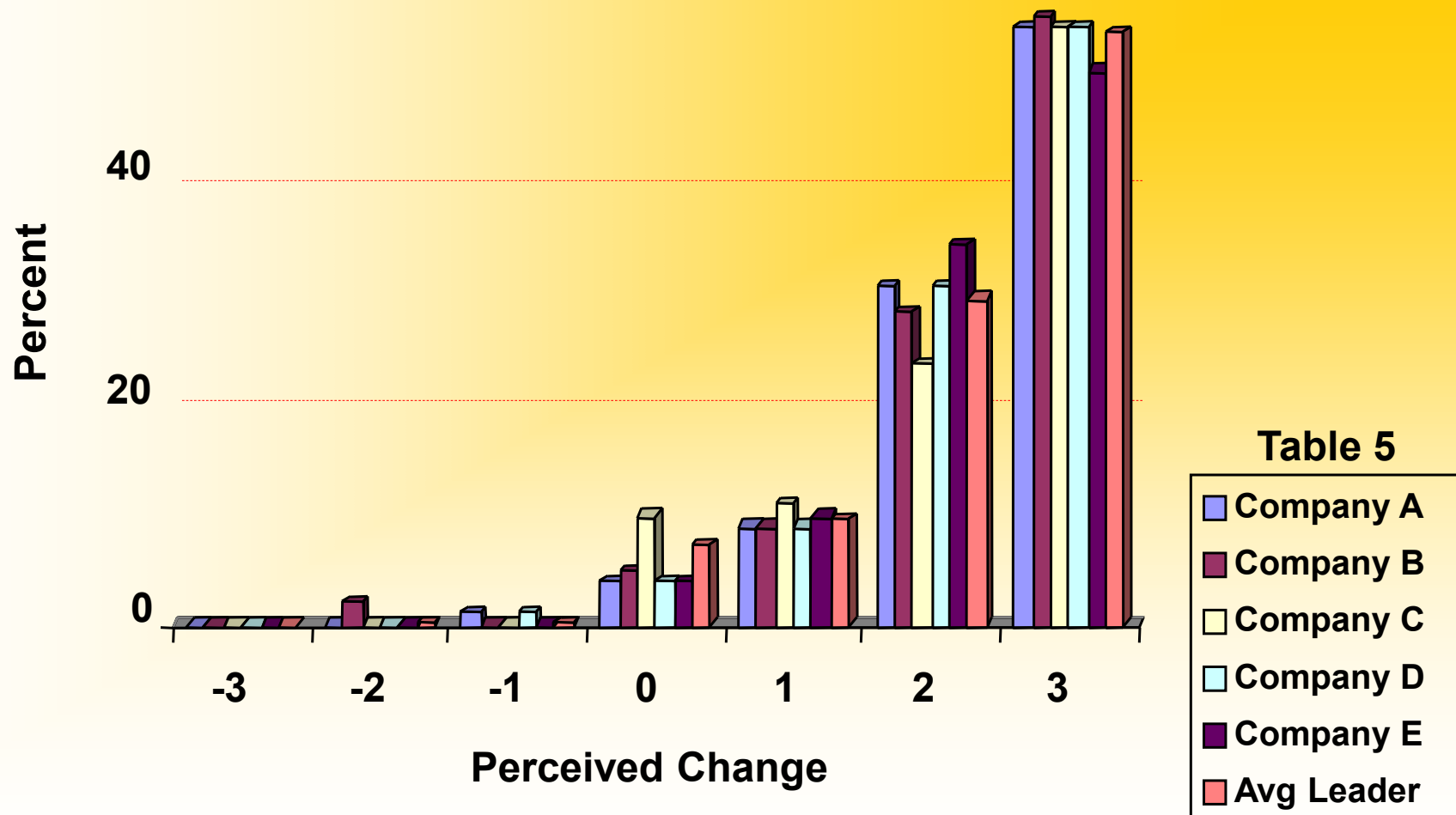
Change in leadership effectiveness

My co-worker did frequent follow-up



Change in leadership effectiveness

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



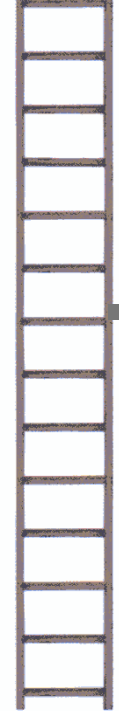


Changing perception

- **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 United States quiz**
- **The Roman numeral watch case study**


Expanding the value of coaching

- **Four great case studies**
 - **Alan Mulally**
 - **Frances Hesselbein**
 - **Kent Kresa**
 - **Hubert Joly**






It is OK to need help and structure

- **The changing role of coaching – from ‘fixing losers’ to ‘helping winners’**
 - **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!’**
- 



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
- 



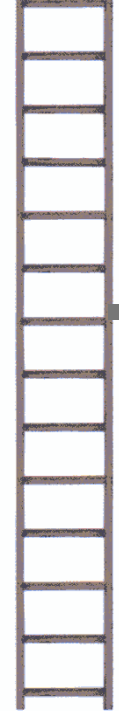
Daily Question Process

- **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

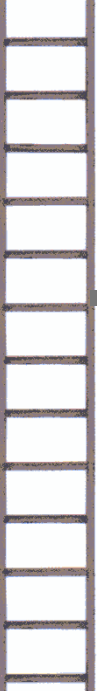




Active question research


4885 participants – 95 studies

- **34% reported improvement on all six items**
 - **67% reported improvement on at least four items**
 - **91% reported improvement on at least one item**
 - **9% 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?**
 - **Be happy?**
 - **Find meaning?**
 - **Build positive relationships?**
 - **Be fully engaged?**
- 

The best coaching advice you will ever receive

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

