

# What Got You Here Won't Get You There

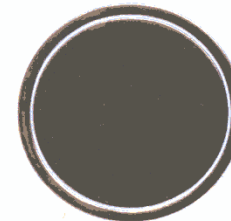
*Helping Successful  
Leaders  
Get Even Better*

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How Successful People Become  
Even More Successful!

What Got  
You Here  
Won't Get  
You There



**MARSHALL GOLDSMITH**

"...Marshall's proven improvement process ROCKS!"  
—Alan Mulally, CEO, Ford Motor Company

WITH MARK REITER



# 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***

# Goals for today

- Know how to use 'to stop' as a coaching tool.
- Practice and be ready to use **feedforward**.
- Learn a proven model that you can use to develop yourself and coach your staff.
- Discuss and practice new applications of peer coaching.



# **Annoying habits that can hold us back**

- **Winning too much**
- **Adding too much value**
- **Telling the world how smart we really are**
- **“I already knew that”**
- **Passing 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) - or**
- **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 (however)**
- **Destructive comments**



# Feed*forward*

- The **feed*forward*** 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



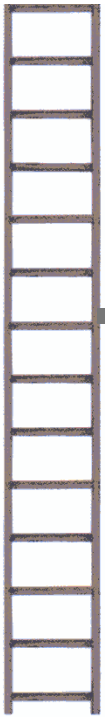
# Peer coaching practice

- 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**



# “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

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- **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*

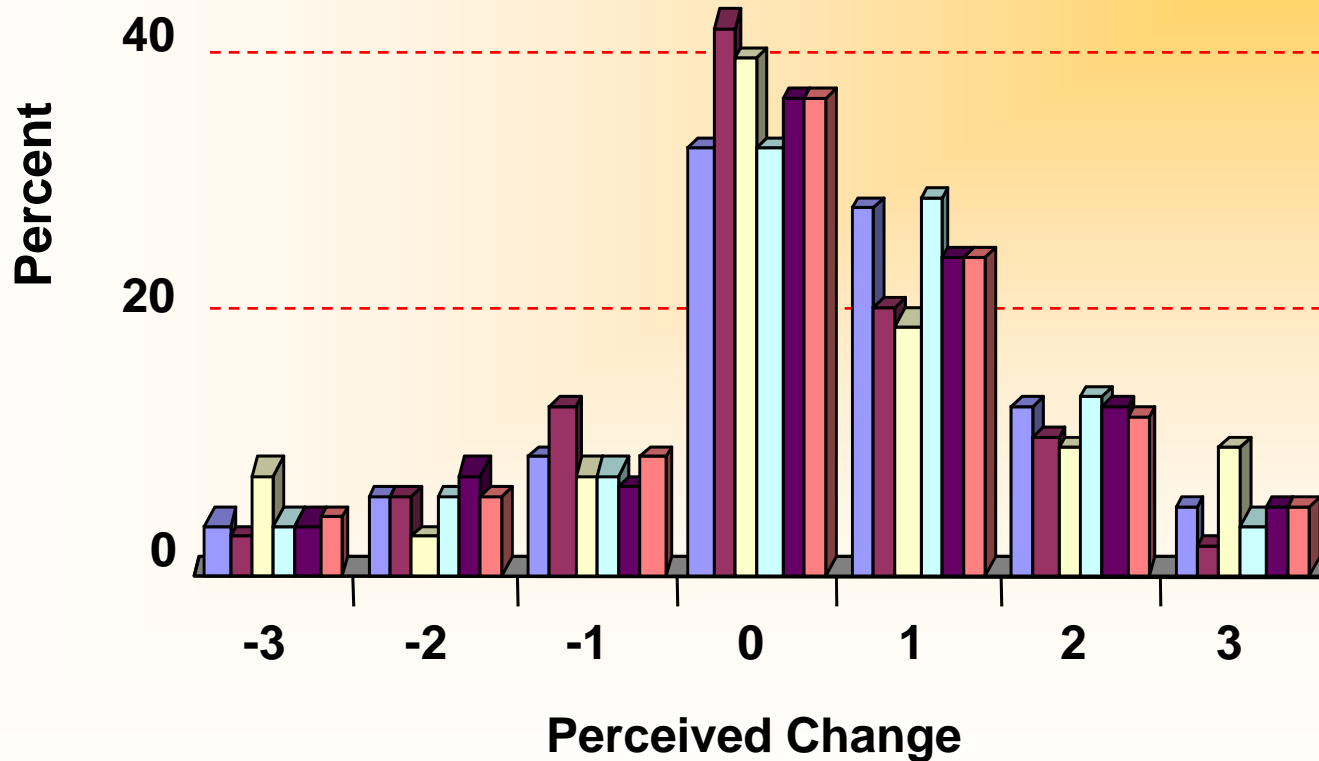
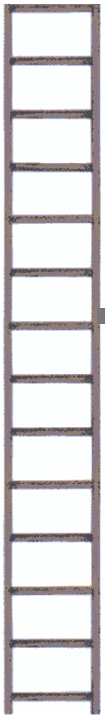


Table 1

Company A
Company B
Company C
Company D
Company E
Avg Leader



# Change in leadership effectiveness

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

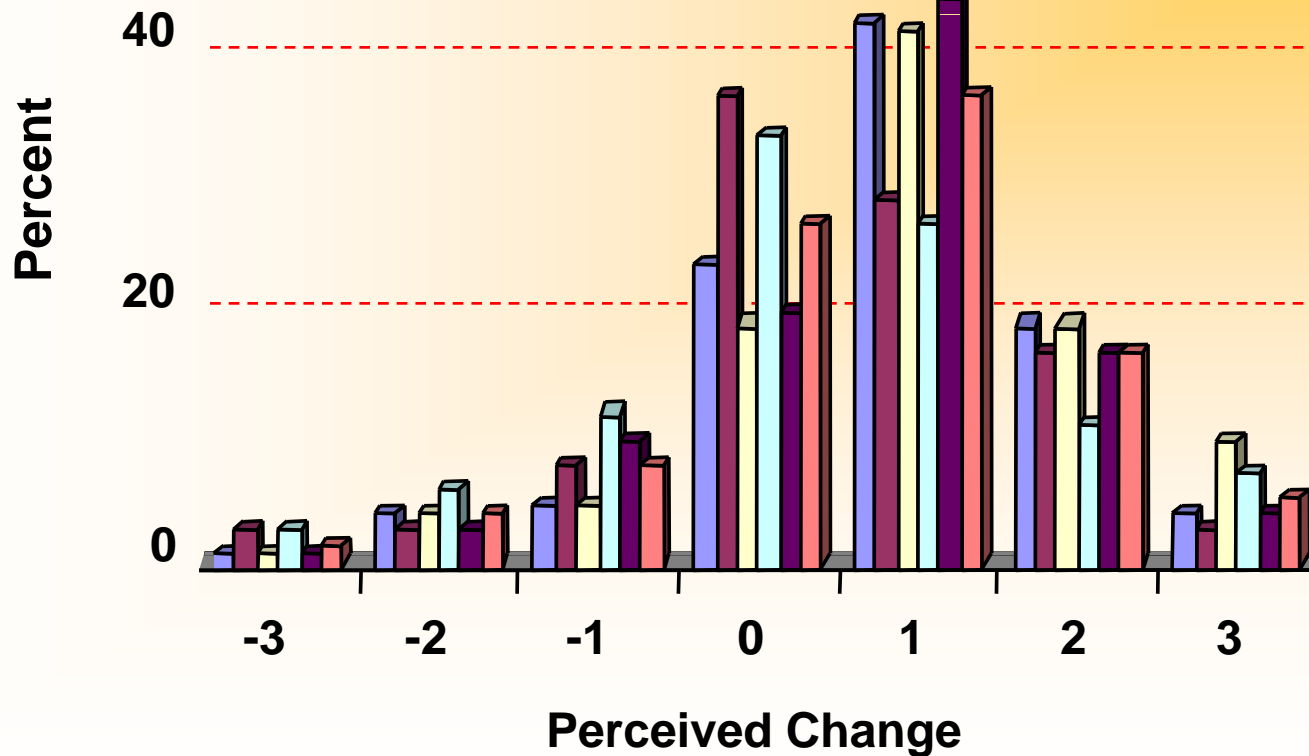
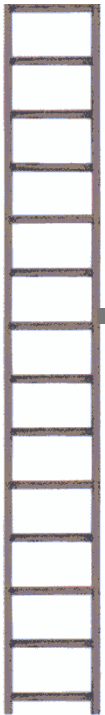
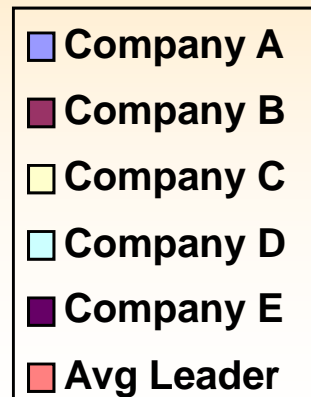
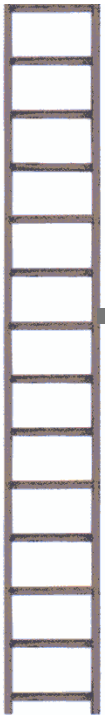
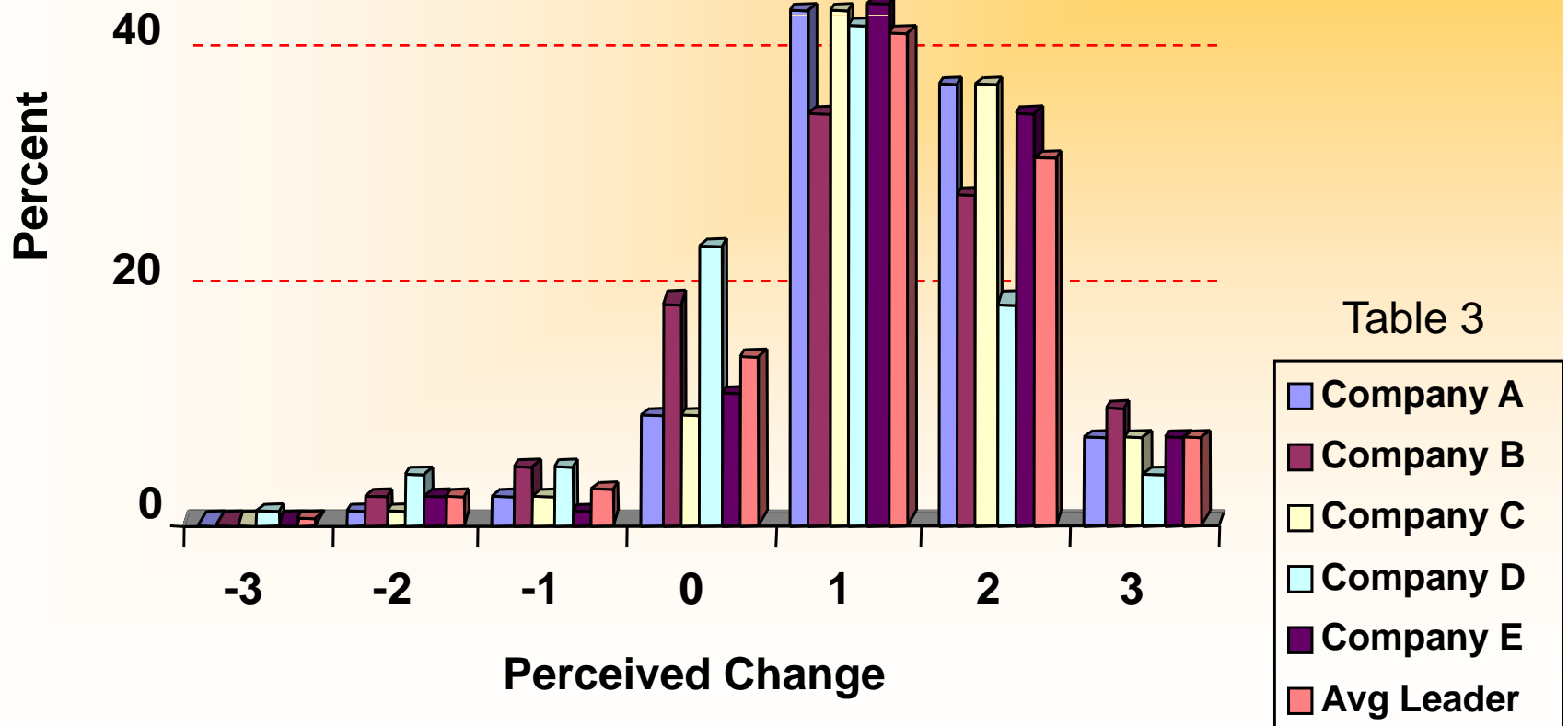


Table 2



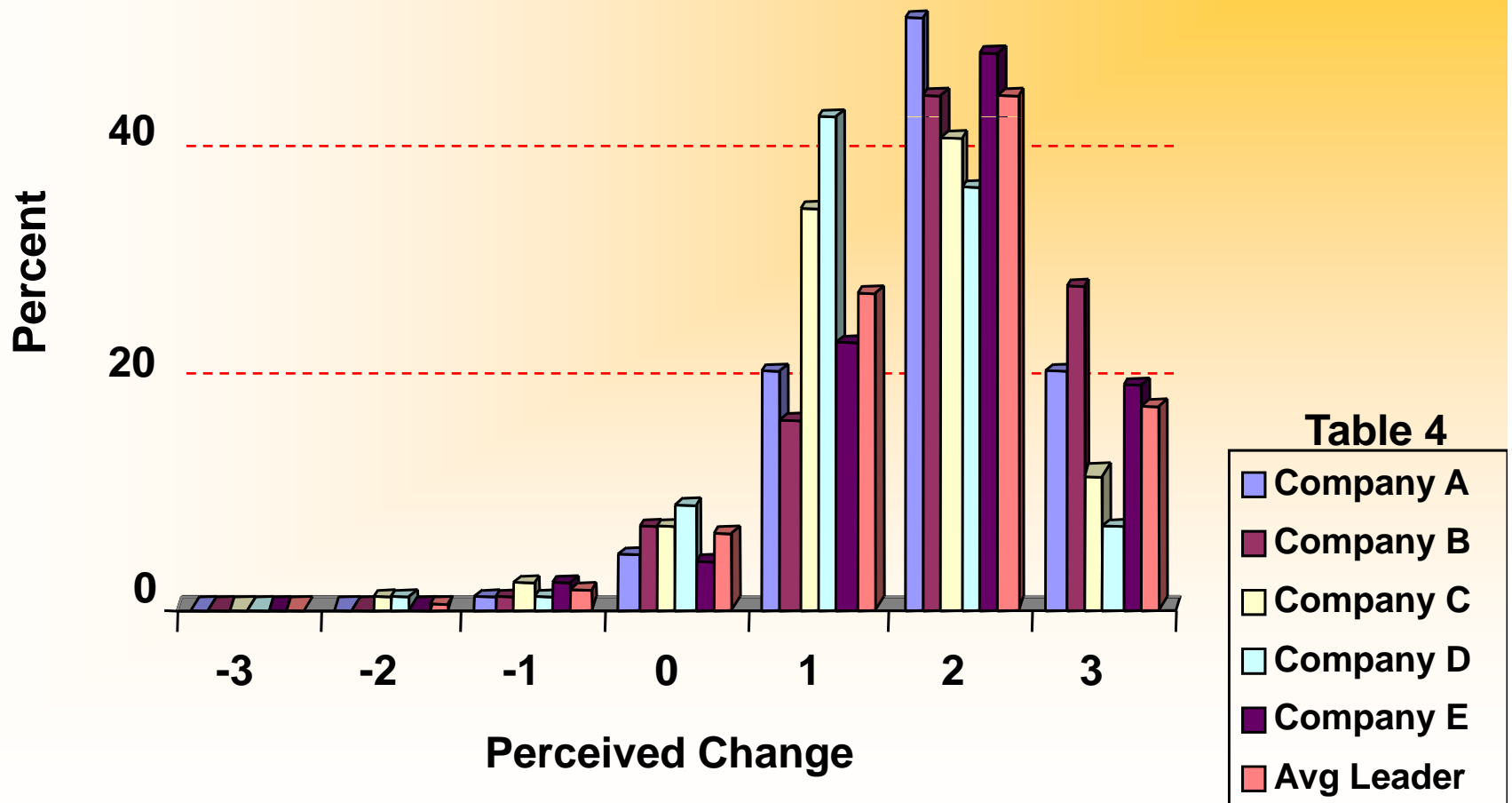
# Change In Leadership Effectiveness

*My co-worker did some follow-up*



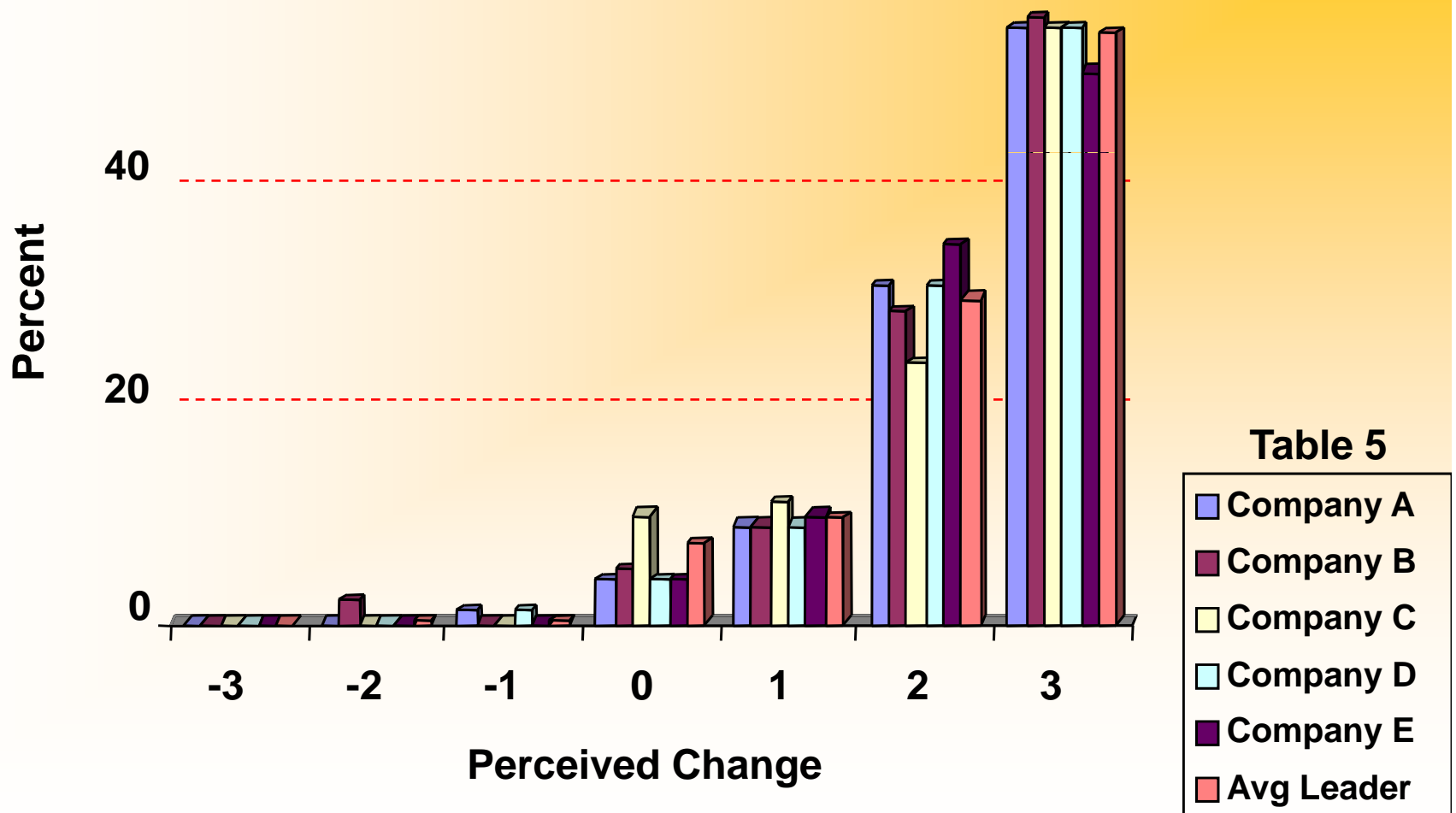
# Change in leadership effectiveness

*My co-worker did frequent follow-up*



# Change in leadership effectiveness

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



# 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 'daily question' process

- **Writing your questions**
- **Daily follow-up**
- **Ensuring that your daily behavior is aligned with your values**





# Determining what is really important for **you** to change

- **As a person**
- **As a professional**

