

ASTD 2008 International Conference & Exposition

**Session SU200 – *What Got You Here Won't Get You There:
Helping Successful Leaders Get Even Better***

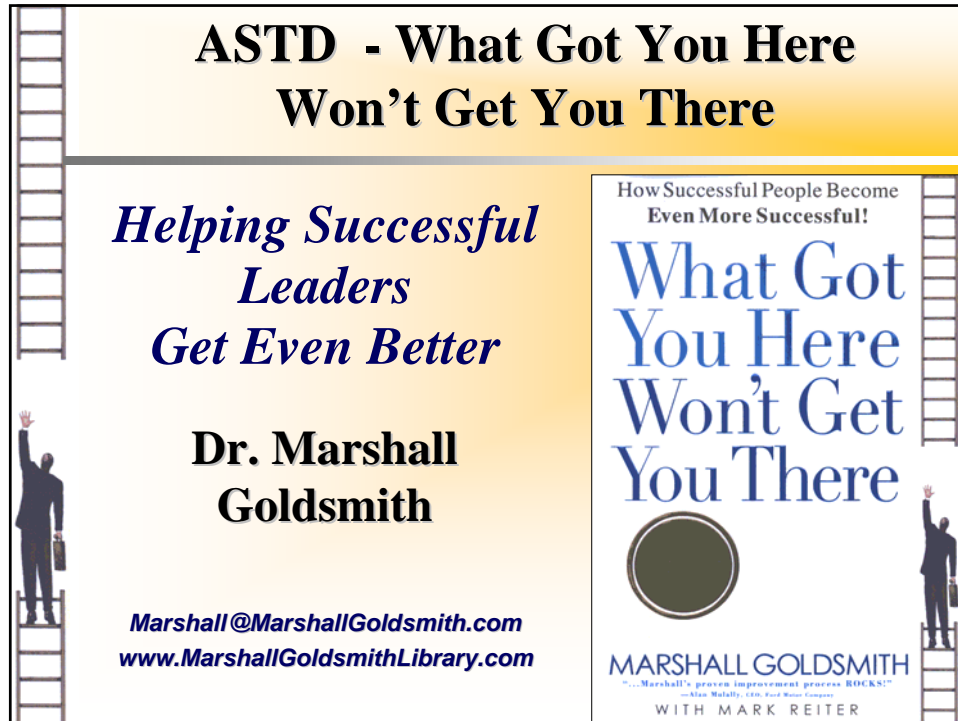
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Session Learning Objectives:

1. Learn how to use 'to stop' in professional development and coaching
2. Practice and be able to apply *feedforward*
3. Be able to use a proven model that leaders can use to develop themselves and coach their people.

What Got You Here Won't Get You There
by Marshall Goldsmith, Ph.D



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

*Helping Successful
Leaders
Get Even Better*

**Dr. Marshall
Goldsmith**

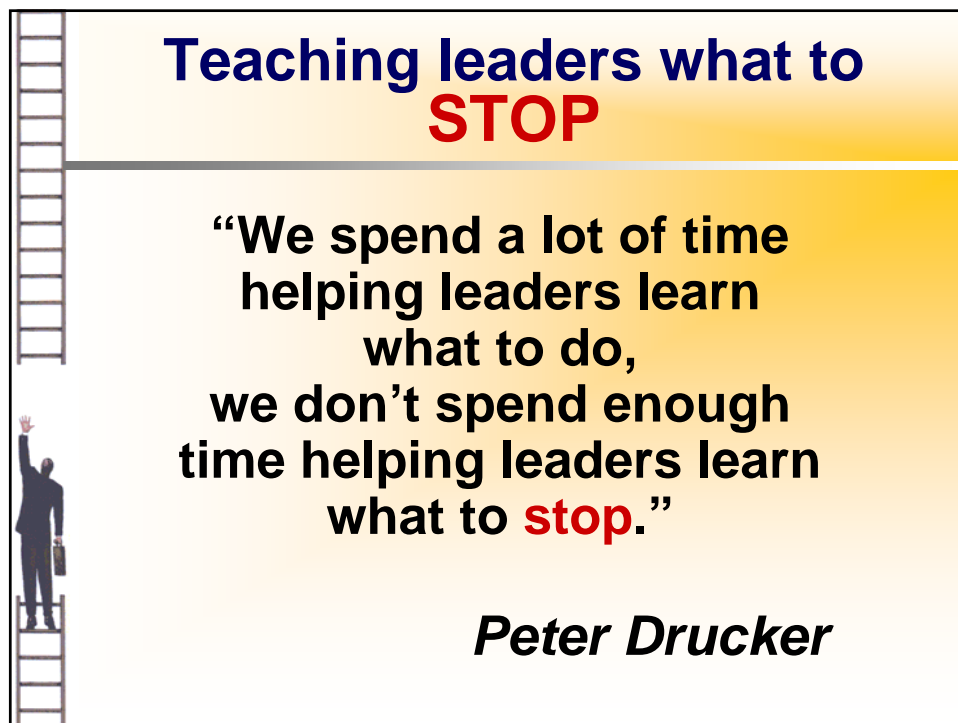
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How Successful People Become
Even More Successful!

**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**

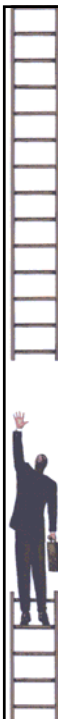
**“We spend a lot of time
helping leaders learn
what to do,
we don't spend enough
time helping leaders learn
what to **stop**.”**

Peter Drucker



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 interpersonal communication is spent on...

- **Listening to other people talk about how smart, special or wonderful they are (or saying it)?**
- **Listening to other people talk about how stupid, inept or incompetent someone else is (or saying it)?**

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


- **No, but, however**
- **Great, but (however)**
- **Destructive comments**




Playing Favorites

- **One behavior everyone says they don't want – that happens all the time**
- **Effectively 'sucks up' to higher management**
- **How to avoid favoritism**

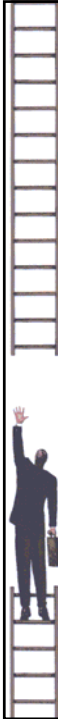
Feedforward

- 
- 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

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

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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

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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

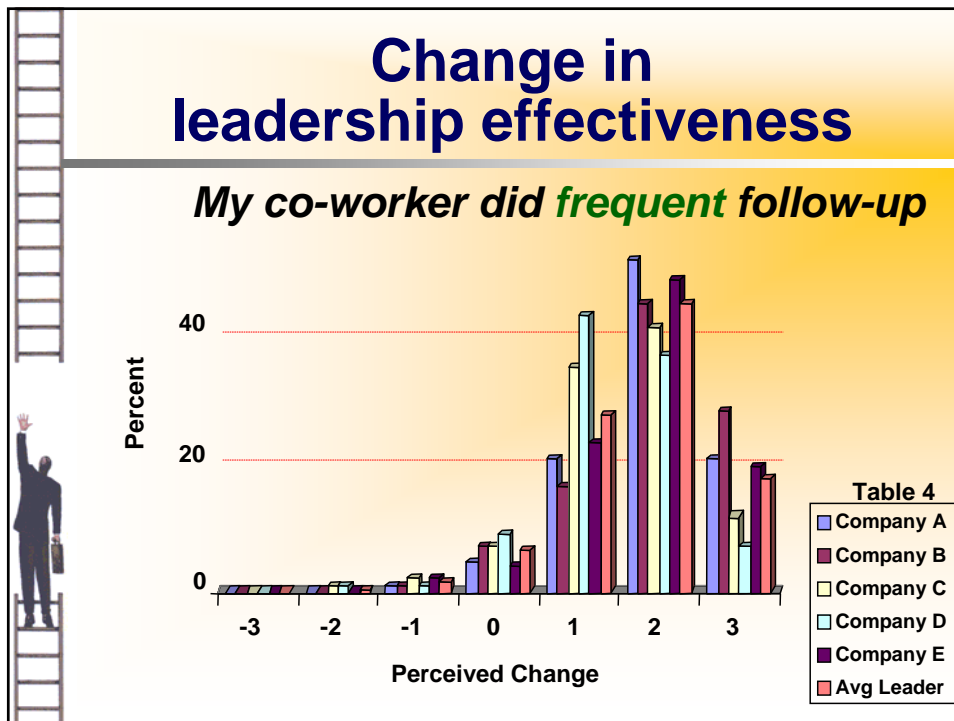
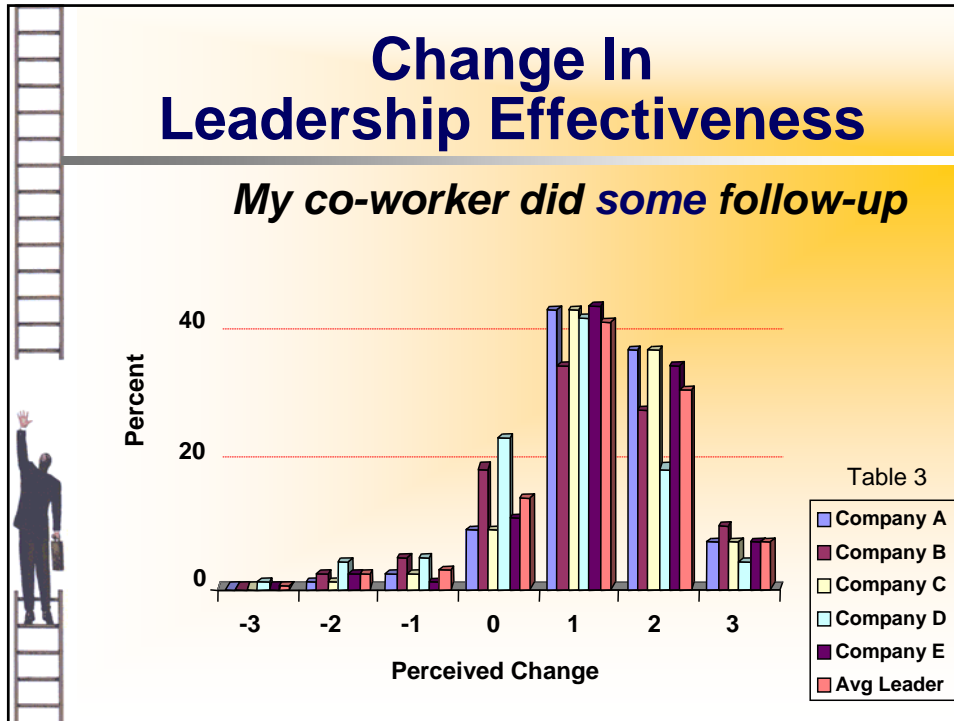
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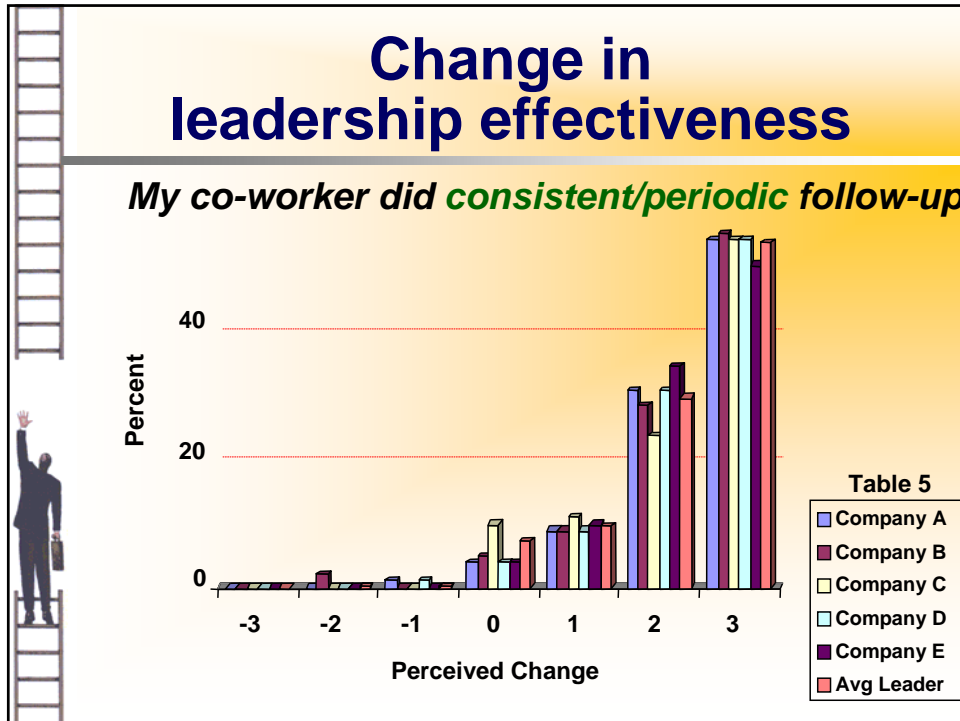
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- ## Key learnings
- Follow-up works.
 - **The “program of the year” doesn’t work.**
 - This process works around the world.
 - **Many leadership development programs measure the wrong things!**
 - This process works at home as well as work.
 - There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



Coaching for behavioral change

- **Won't work when:**
 - Clients don't care
 - The issue is not behavior
 - There is an integrity violation
 - The client has been 'written off'
 - It is just the wrong person for the job or company



Coaching for behavioral change

- **Contracting with your client**
- **Contracting with their manager**
- **Involving key stakeholders**
- **Encouraging follow-up**
- **Achieving positive, measurable change**

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Team building without time wasting

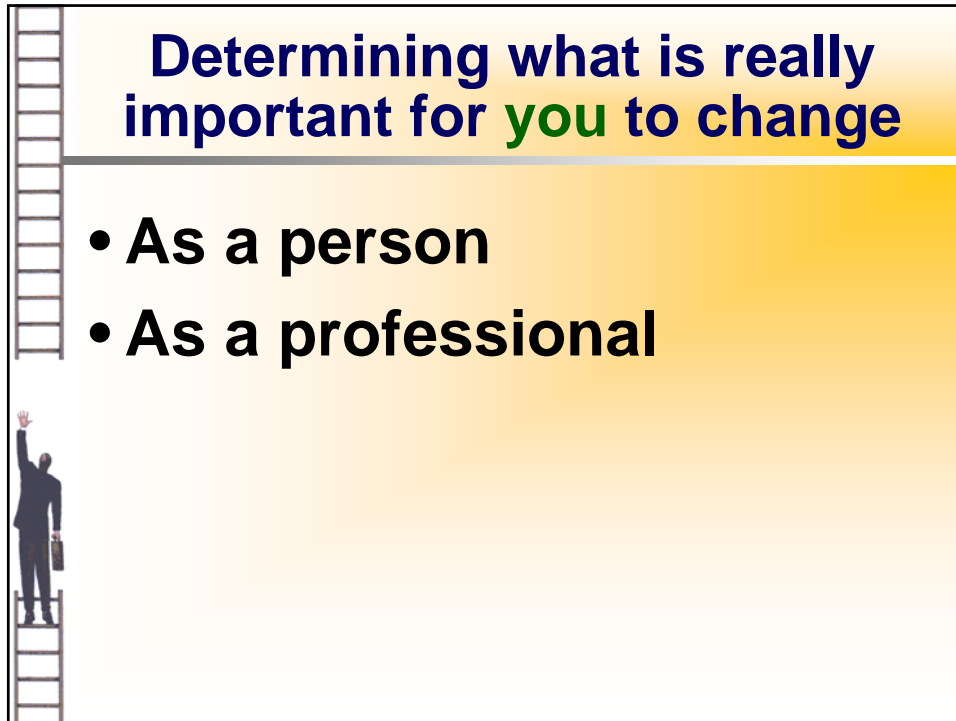
- 'Where are we now' vs. 'where do we need to be'.
- Picking one team-wide behavior for change.
- Picking one individual behavior for change.
- Following-up (three questions) and getting better!



The 'daily question' process

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

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

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