

What Got You Here Won't Get You There

Developing Ourselves and Future Leaders

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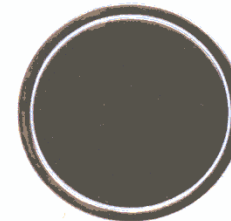
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How Successful People Become
Even More Successful!

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


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 – as both a manager and partner – and measure positive change.
- Be better able to coach your staff and help develop them as leaders.
- Discuss unique challenges of developing your successor.
- Understand the basics of peer coaching.





Recent publications

- ***What Got You Here Won't Get You There*** (Hyperion 2007)
 - ***Succession: Are You Ready?*** (Harvard Business 2009)
 - **“How not to Lose the Corner Office”** (*Harvard Business Review* January 2009)
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Teaching leaders what to **STOP**

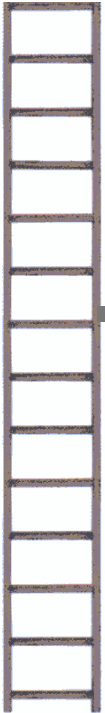
**“We spend a lot of time
helping leaders learn
what to do,
we don’t spend enough
time helping leaders learn
what to **stop.**”**



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 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



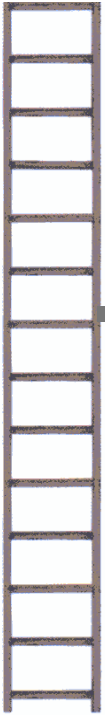
Peer coaching

- 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

- **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*

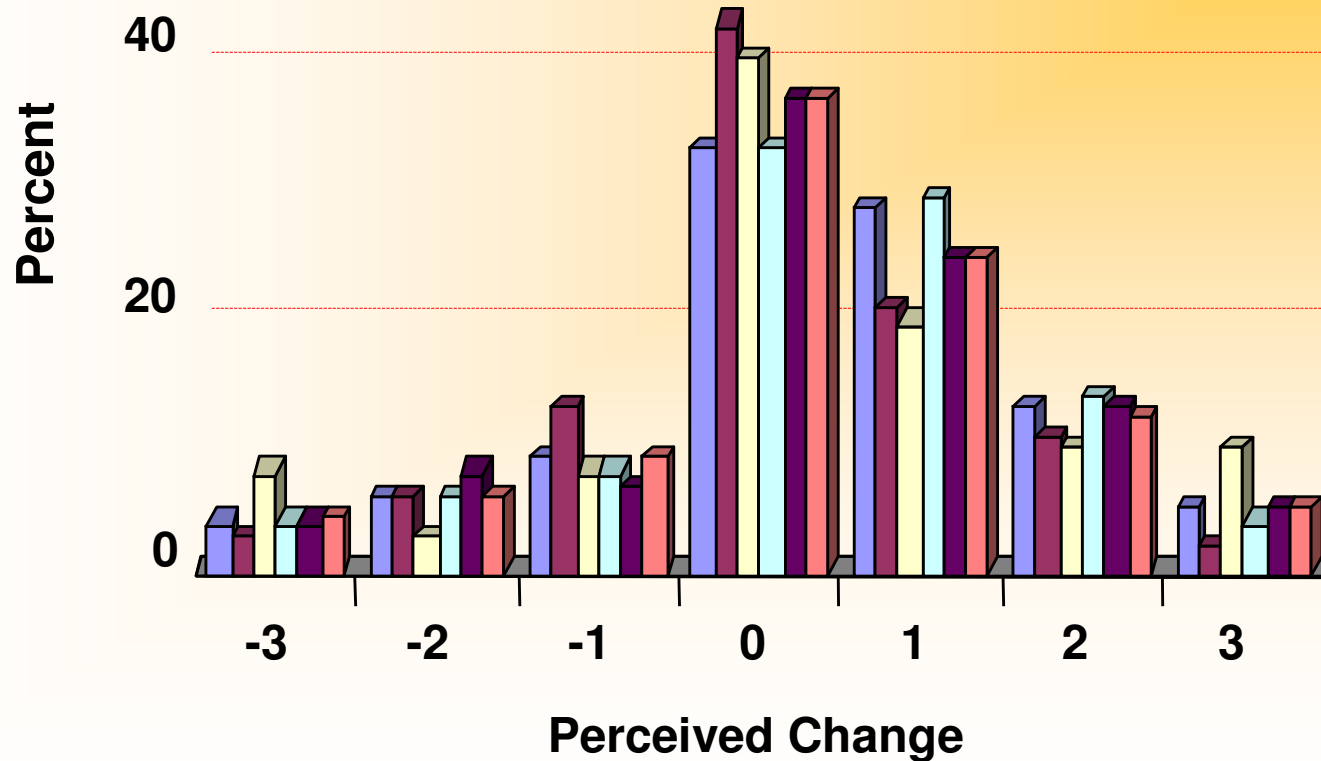
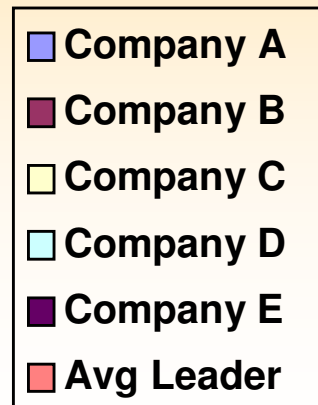


Table 1



Change in leadership effectiveness

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

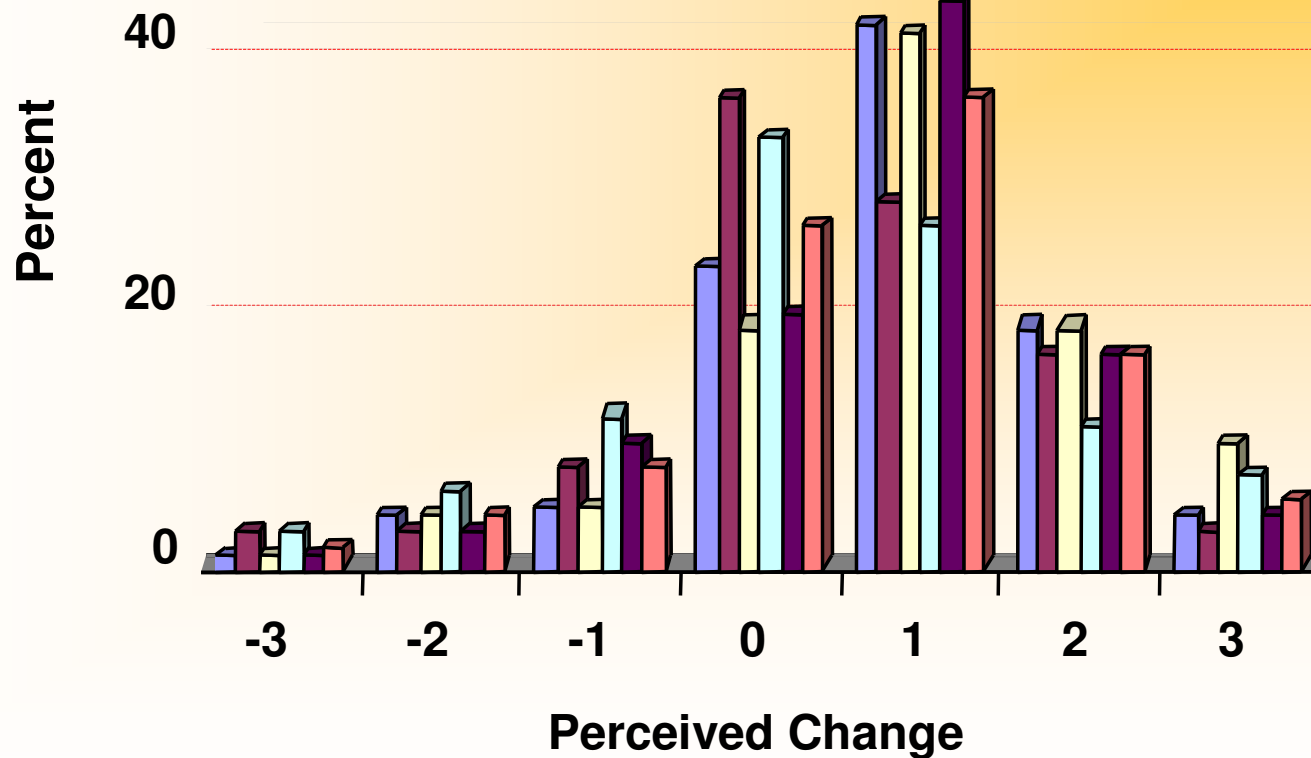
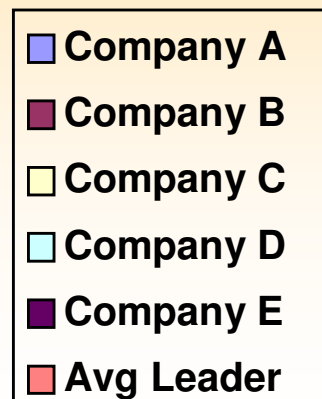


Table 2



Change In Leadership Effectiveness

My co-worker did some follow-up

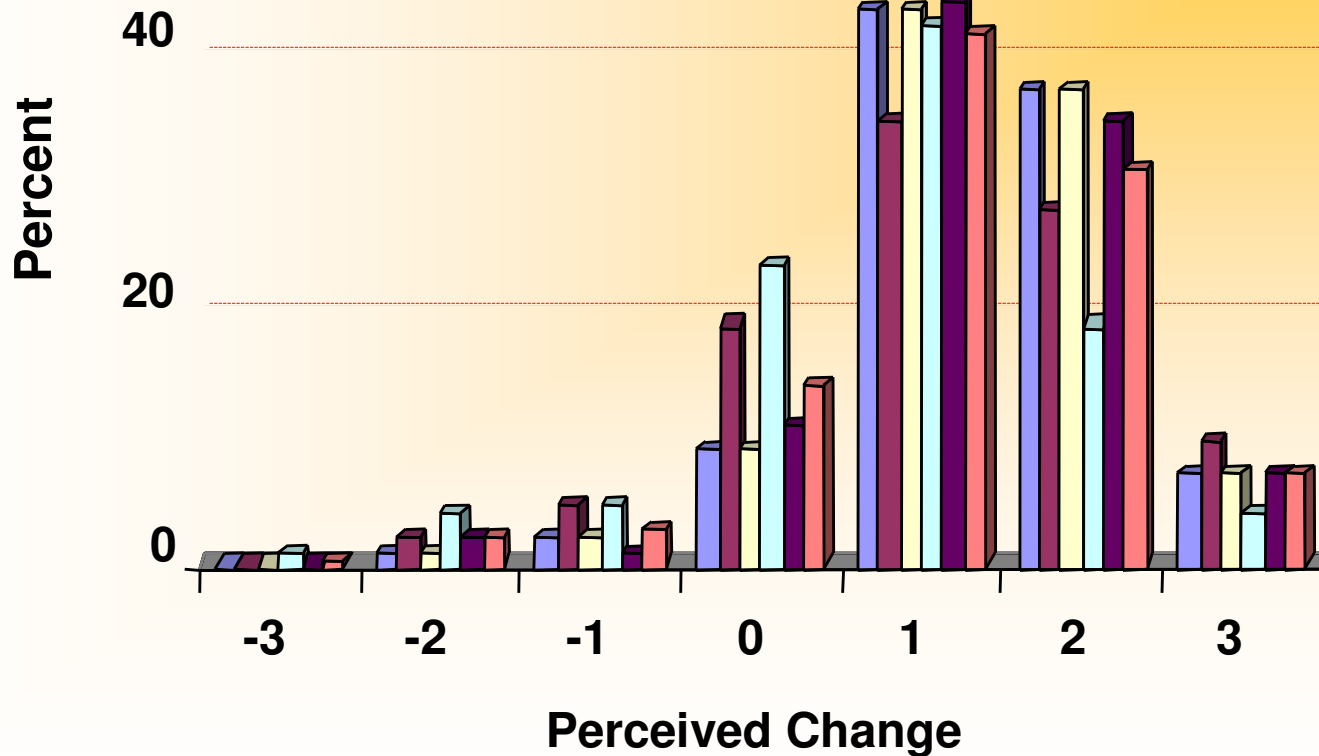
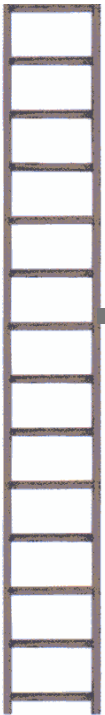
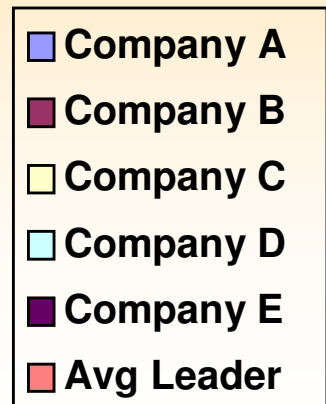
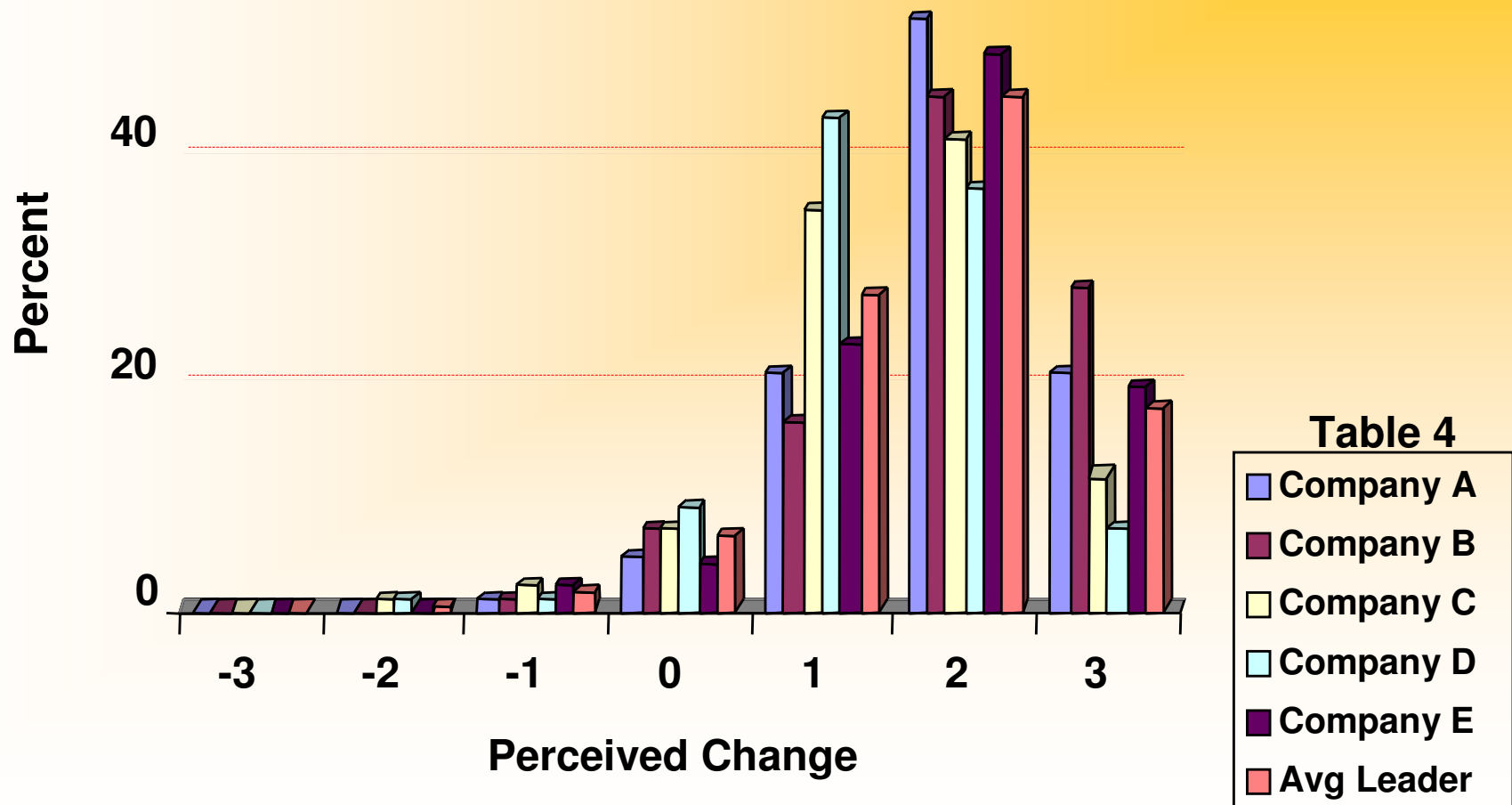


Table 3



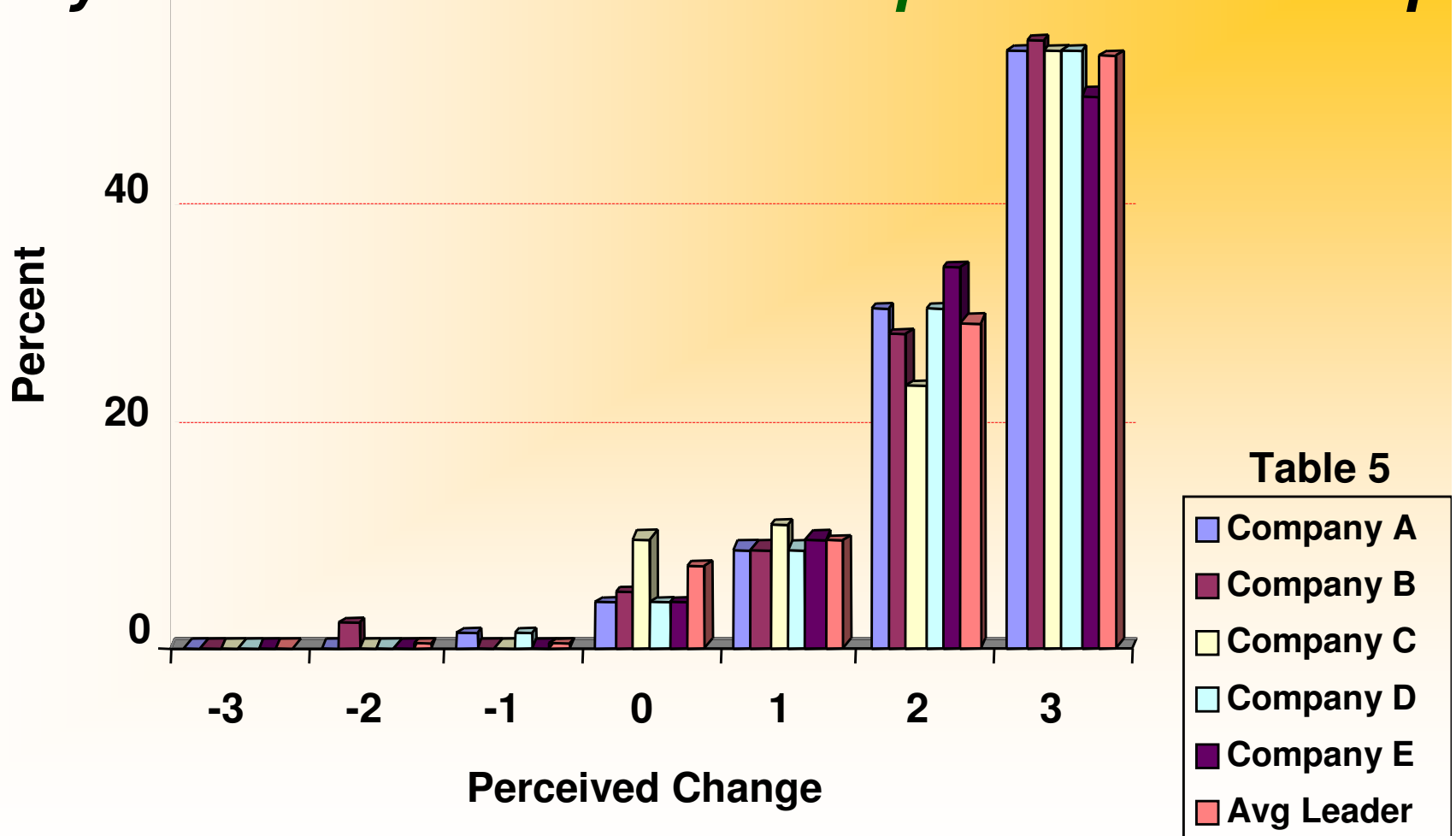
Change in leadership effectiveness

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!



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 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.**





Developing your successor

- Why it can be so hard to ‘let go’
- Determining the stakeholders who are key to your results – and will be key for your successors’ results
- Guidelines for coaching your successor






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**

