



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

**Leadership Development,
Stakeholder Centered Coaching
and Team Building**

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Marshall Goldsmith 100 Coaches Overview

- **“Design the Life You Love” - Ayse Birsal / Heroes Exercise**
- **15 Coaches Project**
- **Linkedin Video: Most Viewed Ever**
- **12,000 Applications**
- **100 Coaches Decision**



Marshall Goldsmith

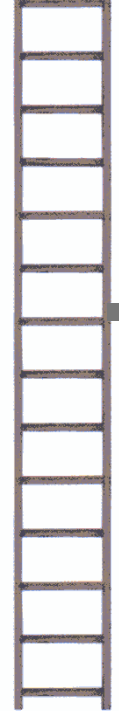
100 Coaches Overview

- **55 Selected to Date**
- **100 Aspiring Coaches: Apply at www.marshallgoldsmith.com/application**
- **Free Webinar for Applicants – Free Courses**
- **Recognized as Top 8 Breakthrough Idea / T50**



Welcome to Facebook Live!

- **Over 4000 RSVP's**
- **Streaming on my website
www.MarshallGoldsmith.com**
- **Put your questions in comments and
I will answer them in the last 15
minutes!**



Welcome to Facebook Live!

- **You can watch later on my Facebook page!**
- **Download the articles, PPT and replay the video at:
www.marshallgoldsmith.com/100CoachesWebinars**
- **Triggers Tomorrow, Wednesday at 9am EDT**



Goals

- Learn the classic challenges that come with success in leadership how to use 'to stop' in coaching.
- Understand and be ready to use **feedforward**.
- Learn a proven leadership development model leaders can use to become more effective.
- Understand the basics of Stakeholder Centered Coaching'.





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.**



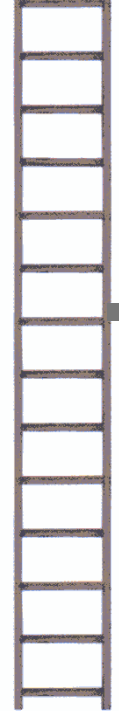
Feed*forward*

- 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



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**



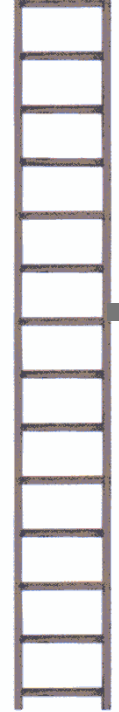
LISTEN

- **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**



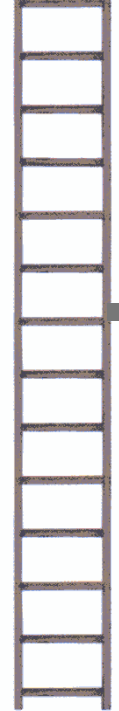
THANK

- **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**



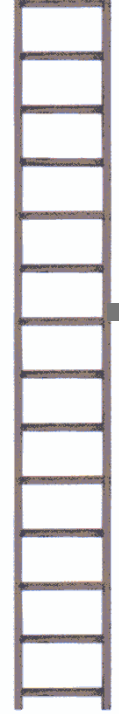
INVOLVE

- **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*

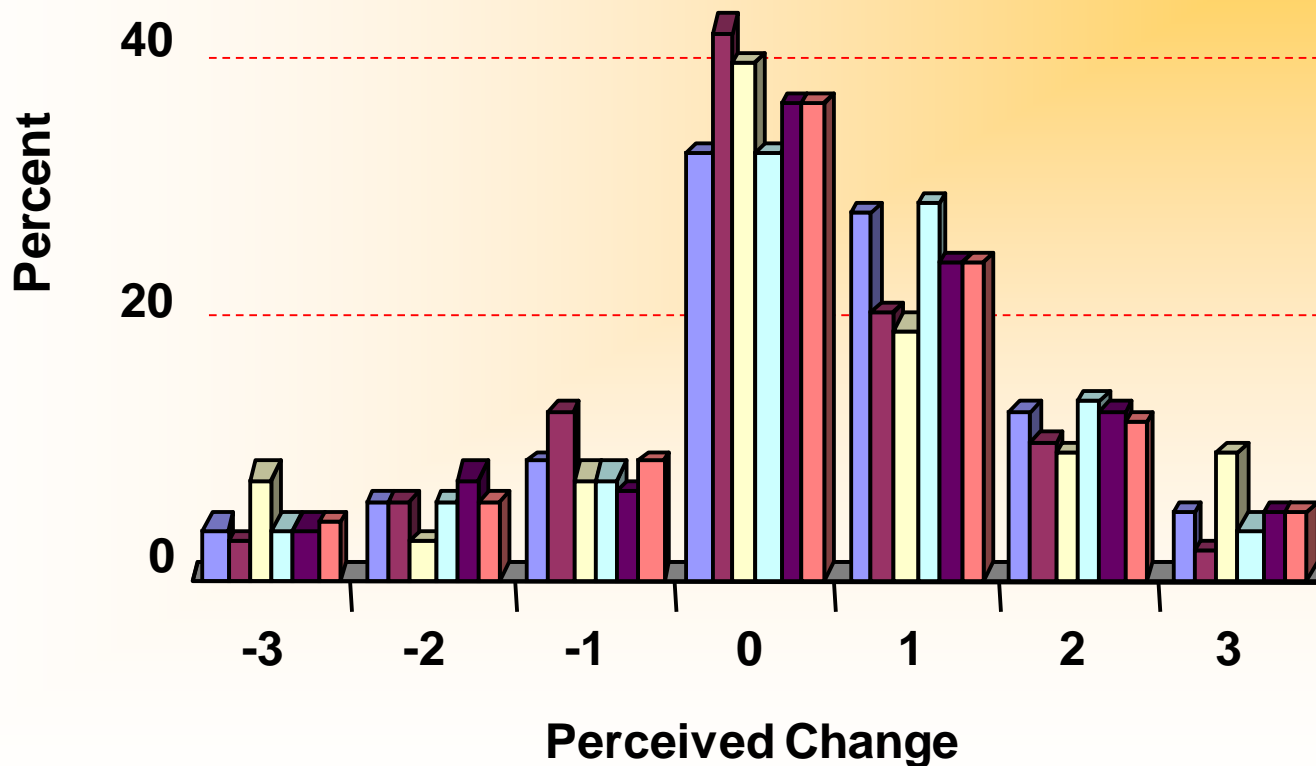


Table 1

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

Change in leadership effectiveness

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

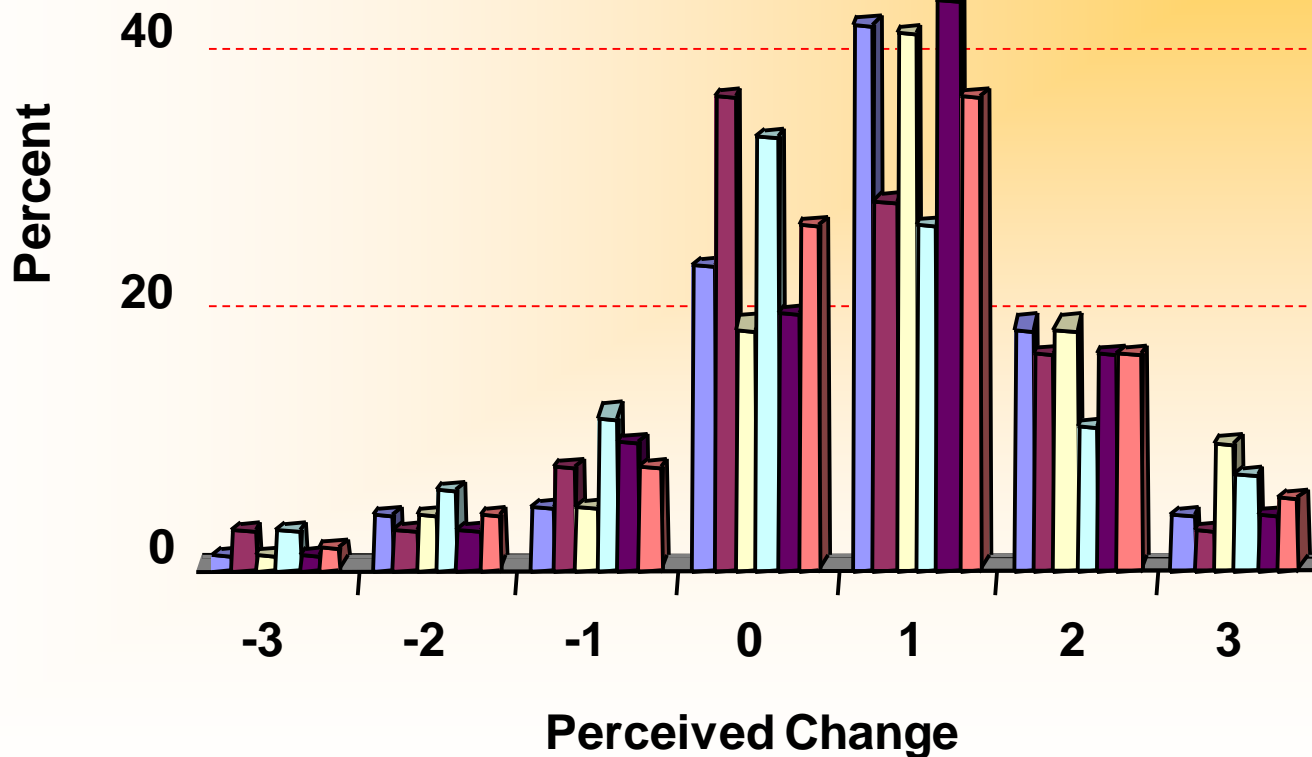
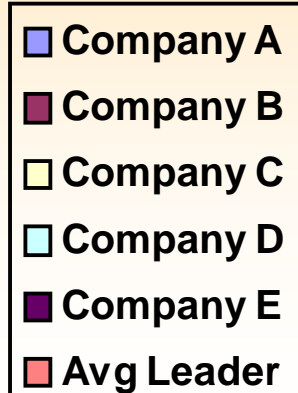


Table 2



Change In leadership effectiveness

My co-worker did some follow-up

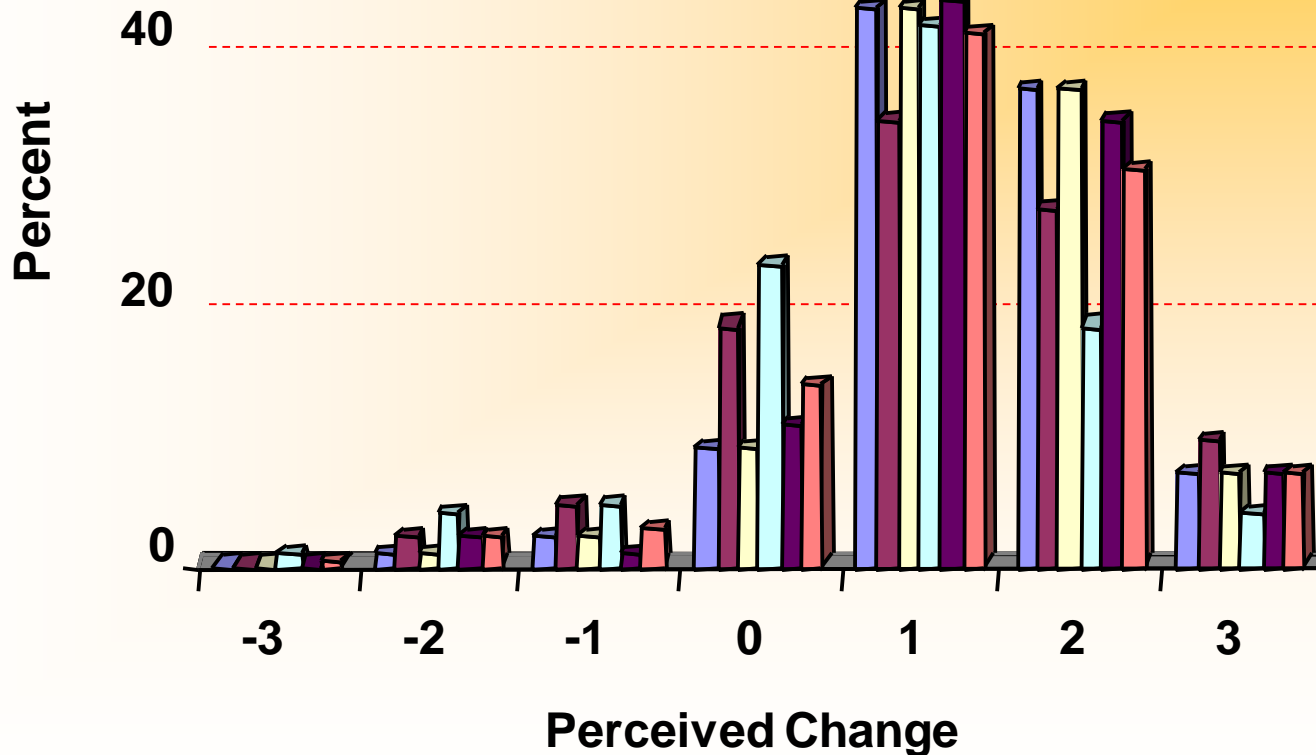
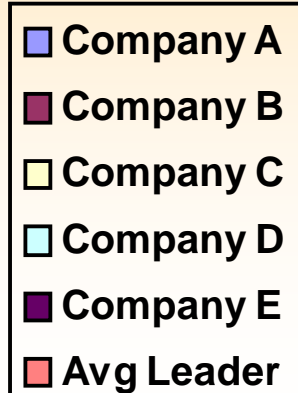
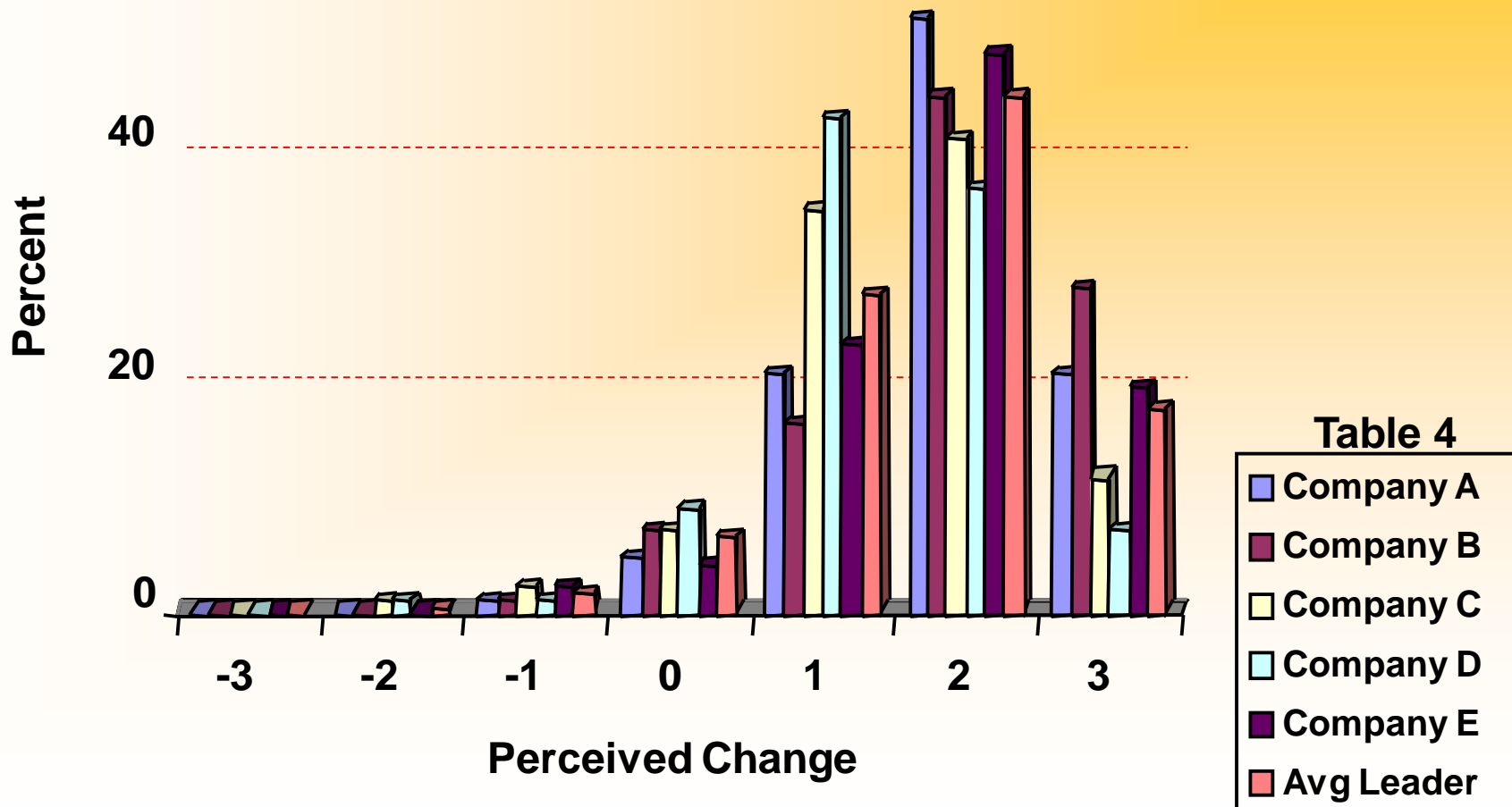


Table 3



Change in leadership effectiveness

My co-worker did frequent follow-up



Change in leadership effectiveness

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

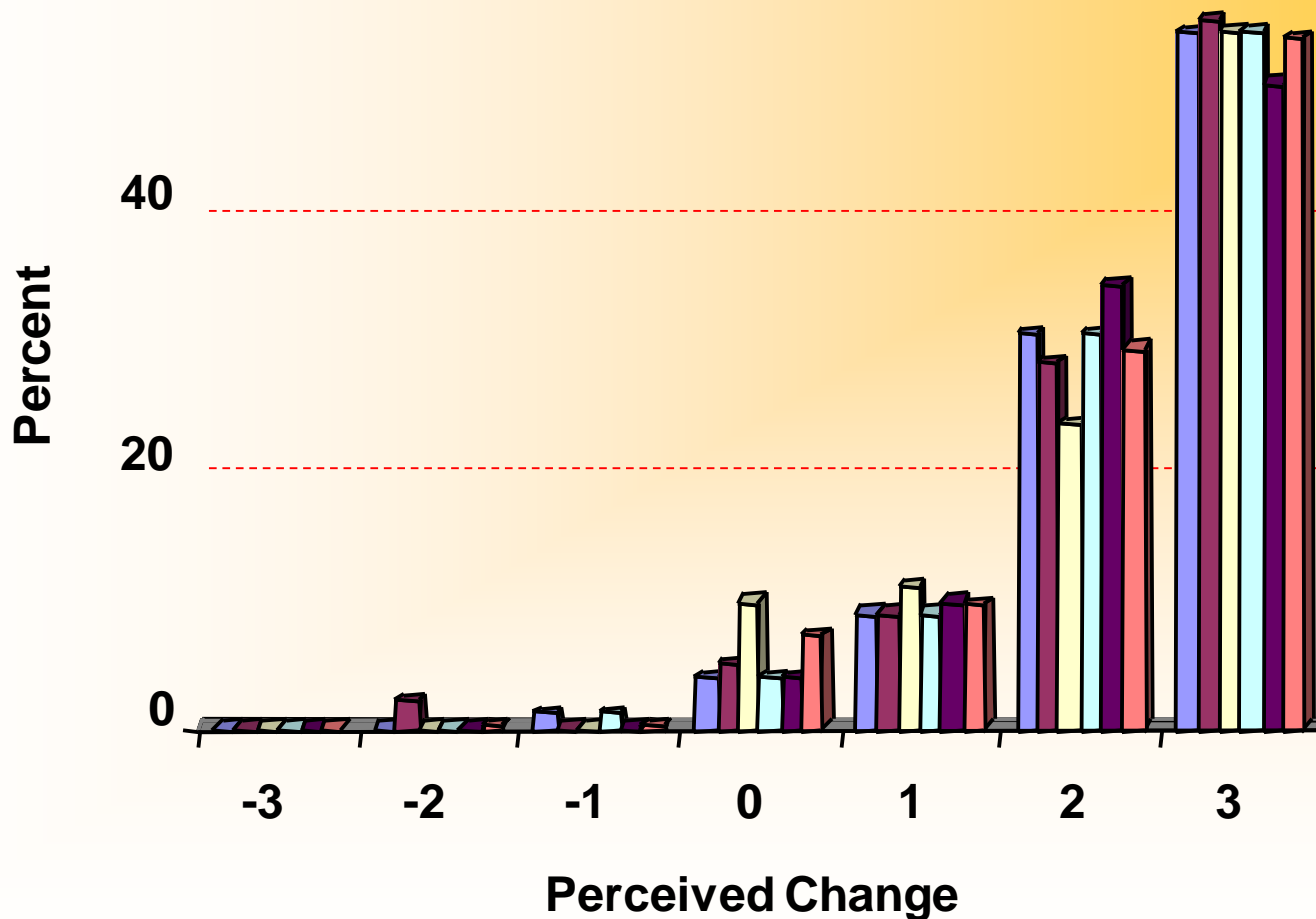
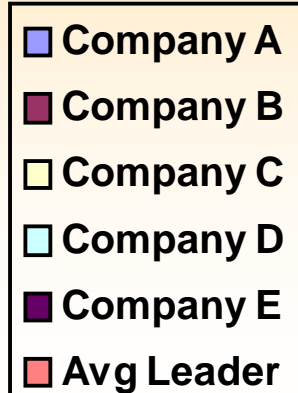



Table 5





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
- 

*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 need to be’**
- **Picking one area for team-wide change**
- **Practicing *feedforward***
- **Choosing individual area for change**
- **The three question follow-up process**
- **Measuring positive change**



The best coaching advice

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



Conclusion

- **Thank you and Questions**
- **Join me tomorrow on Facebook Live for Triggers at 9am ET!**
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Conclusion

- **Like me on Facebook!**
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Thank you!!

