

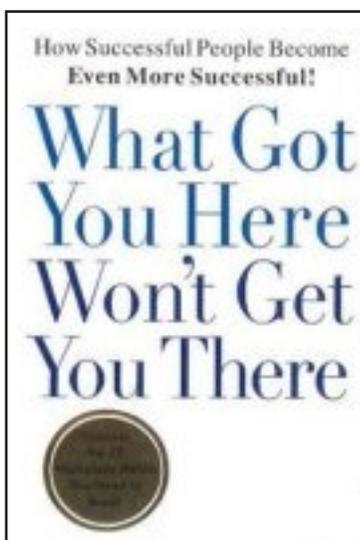


What Got You Here Won't Get You There

How Successful People Become Even More Successful Part 2

by Marshall Goldsmith

Including an exclusive interview with the author
by Senior Editor David Zweig



Editor's Note: Marshall Goldsmith may be the world's best-known CEO coach. His new book, a chapter of which is adapted here, made #1 on the Amazon business bestsellers' list *even before its release*. His clients include Alan Mulally, who left the top position at Boeing to help review Ford Motor Company, JP Garnier of Glaxo Smith Klein, Brian Walker of Herman Miller, John Hammergren of McKesson, and dozens more.

Marshall Goldsmith spent countless hours with the late Peter Drucker, thanks to his position on the Drucker Foundation board.

This adaptation was prepared just prior to the release of his long awaited book, [*What Got You Here Won't Get You There*](#). For the first time, Marshall outlines his approach to coaching and career success.

An exclusive interview with Senior Editor David Zweig begins Part 2.

If you had only a sentence or two to acquaint our readers with your new book and your practice, what would you tell them?

What I do is not mystical. It is eminently practical. A lot of people have trouble believing that what I do is actually as simple as what it is. It's very simple.

The book is a good reader on what I do and how I do it. At the end of the book you should have a pretty clear grasp of what I do and how, as well as many case studies of executives.

When you look back on your clients over the years, in terms of the 20 habits that get people in trouble, how do you see the stresses and demands of executive life have shifted in recent times?

One thing that has really changed is time pressure. In the early '80s I worked for IBM and you could go to Armonk, NY at five o'clock and shoot a cannonball down the hall and hit no one. The place was empty. People worked 35 or 40 hours a week and they took four or five weeks' vacation. It was my opinion that corporate people were basically lazy. Today corporate people work their butts off. The major change that has increased is just the huge increase in competitive pressure at all levels.

One thing that has really changed is time pressure.

People talk about, for example, the increase in CEO compensation. What they don't think about is, there has been increasing compensation at every professional level. Not so much at the worker level, but at every professional and managerial level between the worker and CEO. Number one, the carrot has gotten bigger and better in terms of compensation for winning. Number two, the insecurity, the punishment for losing, has gotten bigger and bigger. In the old days, for example, according to a study I did in IBM one year, statistically almost no one in that whole company out of hundreds of thousands of employees was fired for performance reasons. Nobody! I mean 0.01 percent. It was a ridiculously small amount.

People would get fired if they lied, cheated, stole, or violated ethics. But if you wore a white shirt and showed up every day, and you roughly did your job at any kind of level of competence, you didn't get fired. Those days are gone. Today, corporate people face much more insecurity.

I think what you're seeing happen at all levels of the company is just a much greater sense of work ethic, competitive pressure. It's tough out there. It's not so much that the problems are different, it's that they're squared. They are much more intense. The pressure to win is much greater, the time pressure is greater. The hyperactivity is much greater. The overcommitment is much greater than it's ever been.

You frequently reference in the book something much like "work-life balance"...

Today it's much more of an issue than it was in the past.

Are you running into much more resistance, people who say, "I can't get off the treadmill!"?

Not as much as you might think because the reality is, today, you have no choice. Today many more people are afraid. There is a fear level that is much higher. The job insecurity is much higher. The certainty of getting a better job someplace else is pretty low. So people who are making large sums of money tend to be more insecure than they used to be.

And also, there is no free pass anymore from the press at the CEO level. Today, if anything, the press is just out there to get you. At least the business press in the past was much kinder to executives. The local press was much kinder to executives. If you're in the town, they tended to give you the benefit of the doubt. Those days are *gone*. The press is just pounding people today. The degree of competitive pressure is much higher at all levels than it has ever been.

What has happened to the idea of being "in control"?

You aren't in control. One of the keys is being able just to let go of that. Let go of the need to always win; let go of the need to be right; let go of the need to control things because the reality is, if you manage knowledge workers, they know more about what they're doing than you do. You can't tell them what to do and how to do it. Remember Drucker's quote: "The leader of the past knows how to tell. The leader of the future knows how to ask." We're living in an entirely different time.

What I talk about in the book is kind of a prescription. It's a prescription to get into the habit of asking people for input, listening, apologizing for previous sins, involving everyone around you in getting better, following up, and practicing feed-forward. It's a prescription for how to change your behavior.

I did a research study with 86,000 people, that's quoted in the book, that shows if you do the stuff I teach, it works. It just doesn't work if you don't do it. People who practice this stuff on a regular basis just get better. You can't argue with it. One of my clients I just finished with this week... CFO of a big company and he showed spectacular improvement. On a minus-five to plus-five scale after a year and a half, one person gave him a plus-two; everyone else was plus-three or plus-four. They don't give much of anybody a plus-five. His scores were basically as high as you can expect. And the reality is that most people thought I would never get paid.

What were the biggest things that he learned that made the difference?

He was incredibly impatient, insensitive, hyperactive, barking at people, always being right. What he learned is, calm down, breathe, work with people, involve them, figure out who you want to work with and who you don't want to work with. If you don't want to work with somebody and it's not going to work out, get rid of 'em. If you're going to work with people, treat them like adults.

In middle management, people climb up and it dawns on some that they have to get things done through people at higher levels.

What happens is, again, it's almost never a matter of bad intentions. I don't work with anybody who goes to work with the goal of being disrespectful, rude, or insulting to others. People don't really plan their way around doing

that. A lot of people are just unaware of how their delivery is perceived by everyone around them.

Traditionally, top executives have thought that if the results are good, the people will be OK. Now with the shift in power, more of them are learning that, to get the results, you have to take care of the people.

In the short term it works. But in the long term it doesn't work. The higher up you go the less it works. Basically, you are dealing with brilliant people. You can't treat brilliant people like idiots. This is also true in the military. When you are a multi-star admiral, the people you are managing all have graduate degrees. They all have high IQ's; they speak multiple languages; these aren't morons. You can't sit there and bark at these people and treat them like idiots. If you do, they are going to leave — they'll just leave the Navy — and go out and make more money someplace else.

I just gave a pilot session to all the new admirals in the Navy. There is a stereotype of the military. That stereotype may have some validity if you're in combat and dealing with privates in the army. But if you're dealing with multi-star admirals, you can't treat people that way. It doesn't work.

We've talked a lot about individual transformation. Do you also bring about broader changes in systems?

This is how I work as a coach. My whole area is narrowly focused. I don't deal at all with compensation systems. I am told that you can't change people's behavior if you don't change their compensation plan, especially investment bankers and people like that. I work with a lot of people like that. And they have achieved huge changes in behavior. I don't deal with compensation at all.

Do you get into their values?

To a degree. Here's where I get into their values. I ask them what they want to change. If any of them ever wanted to change things that were basically inconsistent with what I considered to be appropriate or proper values from my perspective, I just wouldn't work with them.

I don't try to convert people. I am in the total non-conversion business. There are two types of advice I give people: there's the required, and that's pretty clear if you read the book. There is no option. You do it, or I refuse to work with you. Then there's optional, which is feed-forward [essentially announcing your proposed change and eliciting support before you embark on an aspect of performance improvement]. And there is no argument either. If people don't want to do it, I am not here to judge others. Most of my stuff is Buddhist stuff. If you read the whole book, it's largely one-on-one Buddhism. That's what the whole book is.

If you listen to what I teach, feed-forward, what is that? Let go of the past. What did Buddha say? "I give you ideas. Only use my ideas if they work in the context of your own life." What do I say? Feed-forward. You ask for ideas and you only use the ones that fit in the context of our life. Most of the book is Buddhism. It's letting go of the past. It's admitting when you do something wrong. Apologizing. It's not getting lost in your own ego.

If you read the whole book, it's basically one-on-one Buddhism.

Are there any clients with whom you cannot work?

The only clients I have not worked with are tobacco companies. I'm not here to judge them either. That's just my personal values. That didn't feel right. I did work with defense companies, though. I do work with the military and I have worked with defense companies. I could see how a lot of it is a personal choice someone of good faith would make, to say that that is bad.

As I have grown older, I guess my biggest realization as a coach is to not try to convince anyone to do anything. I have just been working out with a big investment banker. His HR people said, "How do you work with people?" I said he will apologize, he will do blah blah blah blah. And they said, "Do you actually expect him to do these things?"

I said, "I don't care. If he does, he works with me, he will."

They said, "What if he wants to work with you and won't do those things?" I said, "I won't work with him. There are other coaches. It doesn't bother me."

So I talked with the guy. And he said, "Yeah! I will do this stuff." I think there is such fear just to be straight with executives that if you just sit down with them and say, "Here it is. Will you do this or not?" There such fear that they do not want to do it. So what? Either they want to do it or they don't.

And then they say, "How do I convince this guy?"

I said, "I'm not trying to *convince* this guy. The guy made 25 million dollars last year. What the hell am I supposed to do to convince somebody like that? I'm going to *convince* him he can make another buck? I can't *convince* him of anything. I didn't make 25 million bucks last year. He made more than I did. Who am I to convince him of anything?"

I said, "I'll talk him. I'll describe what I do. If he wants to do it, great. And if he doesn't want to do it, he doesn't. It's okay. It's not a big deal."

It's interesting! They were so shocked. I think nobody had ever just laid it out for them before. Nobody had ever looked at him and said, "If you want to get better, do this. Do you want to do it or not? If you don't want to get better, hell, I don't care. If you don't want to change, don't change."

Here is another thing that is different about what I do. The woman at the [New Yorker](#) who wrote the story of my life [Larissa MacFarquahar] basically said that I was the least empathetic person that she had ever met her life. Well, if you think about coaching, you are always taught to be so empathetic. To me, most of what coaches are trained in, to be empathetic, is condescending. It's insulting to people. It's the ultimate insult. It's kind of like, "I feel sorry for you. I'm better than you. I'm in touch with your pain." And all that s---.

They're asking you to be a victim with them.

I don't do any of *that*. Consider the guy I was dealing with last week. He's got 25 million bucks. Last year he made 25 million bucks! I don't feel sorry for this guy! I feel sorry for people in Darfur who are getting raped and who are getting their arms cut off. I went to Africa for nine days during the great famine and watched the people starve to death. I feel sorry for *them*. They've got problems! They have real problems. To be honest I don't feel sorry for

The *New Yorker* magazine writer called me the least empathetic person she had ever met.

much of anybody in the United States. We don't know what deprivation even is in this country. All we know how to do is whine. I don't feel sorry for most Americans because we have never seen people starve to death.

The other thing I found out about Americans is that we are not better or worse than other people. So I shouldn't judge the United States. We are just the same. When I was in Africa with the famine campaign, people in the north of Mali, the country I visited, were starving to death. The people in the South ran the government. They hated the people in the north. They had sold their grandparents into slavery. If we give those people government aid, they would not have given a cent to those people [in the North]. They would let them starve. They don't care.

It's a tribal issue.

Yes. When I came back to the United States to try and raise money for them, do you know what the biggest message I got from the people here was? "It's not my tribe. We have Americans with problems. Why should we give them anything?" And you know what? We were no better or worse than them. We were just as tribal as they were. We were not worse than they were. We were exactly like they were. "It's not my tribe." So it was a very interesting and sobering experience to try to raise money for starving people.

When I talked to General [Eric] Shinseki [former Army Chief of Staff], (and I gave this example in the book), I said, "Maybe I could coach one of your generals." And he said, "Describe the perfect one." And I said, "Patriotic, dedicated, driven to achieve, and a stubborn know-it-all." And he said to me, "We have a target-rich environment."

So, I live in a "target-rich environment!" [Laughs].

All
Americans
know how
to do is
whine.

From *What Got You Here Won't Get You There:* The Success Delusion, or Why We Resist Change

Success makes us superstitious. Here's how.

These four belief systems — that we own the skills, the confidence, the motivation, and the free choice to be successful — make us superstitious.

"Not me!" You say. "No way. I don't buy into that stuff. I'm successful because I earned my success."

This may hold true for immature superstitions like stepping on a sidewalk crack, tossing salt over one's shoulder, or breaking a mirror. Most of us dismiss superstitions as the silly ideas of primitive and uneducated people. We assure ourselves, deep down inside, that we are far above these silly notions.

Slow down. To some extent, all of us are superstitious. Often, the higher we

ascend the organizational ladder, the stronger our superstitions become.

Psychologists would tell us that superstition arises from the mistaken belief that a specific activity which is followed by positive reinforcement is actually the cause of that positive reinforcement. The activity itself may be functional or dysfunctional. It may affect something or someone else, or it may be pointless or self-contained. If something good occurs after we do it, then we can attribute results to the behavior, and we like to repeat the activity. Psychologist B.F. Skinner performed a famous experiment with hungry pigeons that also happens to apply to some corporate CEOs. The pigeons would repeat their twitches because doing so randomly won them small grain pellets. After twitching in a particular way and then immediately receiving food, the pigeons repeated the twitching behavior. They mistakenly connected twitching with food. Twitch, they believed, and they get a pellet. Twitch again, and they hoped to get another one.

It certainly sounds silly. We wouldn't ever behave this way. Surely we are more highly evolved than Skinner's pigeons. In my experience, hungry business people repeat certain behaviors all the time, all day long, after this behavior has been followed by positive reinforcement — even if the behavior itself makes absolutely no sense!

Superstition is simply the confusion of causality and correlation. Any human being, just like any animal, tends to repeat behavior that is followed by positive reinforcement. The greater our achievement, the greater our reinforcement — and the more likely we are to repeat the behavior that occurred before the reinforcement.

The belief in the correlation between behavior and results is sometimes true, but there are often exceptions. That's where superstition raises its head. Superstition creates the fundamental fallacy that necessitated this book, the reason that "what got us here won't get us there." I am speaking about the difference between success that happens because of our behavior, and the success we enjoy despite our behavior.

Almost everyone I meet is successful because of doing many things the right way, and almost everyone I meet is also successful in *spite* of some behavior that offends common sense.

In my work with leaders, often the biggest challenge is helping them see how they confuse "because of" and "in spite of" behaviors, and helping them avoid this "superstition trap."

This was my biggest obstacle when I worked with the client I'll call Mark. He was brilliant and dedicated. He always made his numbers. Mark saw things that no one else at the company could conceive. Everyone agreed about this talent. His creativity pushed the company in many successful new directions and Mark received full credit for it. He was sincere in his feelings about the company, its employees, and its shareholders. His wife was great and he had two kids enrolled in the best schools, a beautiful home in a great neighborhood and, in short, life was very good for Mark.

There's always a flaw. Especially when superstition comes onto the scene. Mark didn't listen. Even though he enjoyed the respect of the people who

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A high flyer who couldn't listen.

worked for him and of the people above him, the feedback showed that no one believed he was a good listener. Even when you account for the fact that most of his colleagues were not as bright as Mark, he was still a world-class aggressive non-listener, and this was much worse than being an innocent absent-minded genius. Once Mark had made up his mind, you might as well go home. All his colleagues confirmed it. His wife and kids agreed. Even his dog would have barked along with that opinion if he could speak.

In talking with Mark, I suggested his success came because of his hard work, talent, and some luck. I also stated that he enjoyed success despite his being an abysmal listener.

Mark had worked up an elaborate set of justifications for his unwillingness to listen. He even credited much of his success to his poor listening skills. For example, he noted with pride that he did not wish to pollute his beautiful mind with substandard ideas. It was not worth his time to pretend he would consider other people's blather simply to protect the feelings of the people who worked with him. He proudly told me, "I don't suffer fools gladly."

This was only his first defense of reaction. When people are caught in a superstition trap, this always happens. They cling to the causal link between a specific behavior — good or bad, risky or responsible, legitimate or not — and their success. They may deny the existence of their bad behavior. They may believe such behavior is benign. Sometimes they argue that no causal connection exists at all.

My job was to make Mark see his illogic.

I asked him if he truly believed that his colleagues and family members were fools. Ashamed, he admitted that he may have gone too far. He respected these people. He needed these people in order to get things done, and his entire success rested on it.

"As I think about it," he said, "maybe sometimes I am the fool."

For Mark, this was a big step. He had conceded both the legitimacy of other people's feelings and also recognized that "maybe sometimes" he was not so bright.

Mark then went into the second defensive reaction: fear of overcorrection. He worried that if he listened excessively, his creative impulses would dry up. I told him it was highly unlikely that a 55-year-old man, a bad listener his entire life, would suddenly become excessively interested in the opinions of other people. He might more profitably spend his time worrying about getting hit by a meteorite. The goal was only to fix a single bad behavior, not to engineer a massive religious conversion. In the end, Mark decided that hearing people out was a better use of time than justifying his own dysfunctional behavior.

I've even met executives who insist the slashing comments leveled at their colleagues were, in reality, vital to their own creative processes. In turn, I ask them whether they've ever met a nice person as creative as they are. It stops them in their tracks.

Some salespeople have told me that their pushy obnoxious behavior and gen-

eral belligerence are the reasons they close more deals than anyone else. How is it possible, I asked them, for your nicer colleagues to sell anything at all? Might it be that you are selling a great product or simply making more calls?

I have also worked with executives who maintained that their icy remoteness, inscrutable silences, and general distance from their direct reports is in fact a deliberate, calculated tactic designed to force people to think for themselves. A leader must always foster initiative, I tell them, but are you truly doing this intentionally and for a legitimate purpose? Or, is this just an after-the-fact justification for a fundamental part of who you are, based on your unwillingness to change? Would people think better for themselves if you steered them in the right direction and showed them how you think? Might they be thinking for themselves despite the fact that you ignore them?

Okay. Enough about my clients. How about you? Pick one of your uniquely quirky, unattractive habitual behaviors — something you know your friends, family, or coworkers find irritating. Here's the question: Do you persist in this behavior because you somehow associate it with the good things that have happened in your life? Look at it more closely. Does this behavior help you achieve results? Or is it an irrational superstition that has controlled your life for years? The former is "because of" behavior. The latter is "in spite of" behavior.

To exit this superstition trap you must be vigilant. You must constantly ask yourself: Is this behavior a real contributor to my success, or am I fooling myself? Add up your "because of" and "in spite of" activities. The latter sum is a proxy for your superstition. It might really shock you.

When Barry Diller, the chairman of IAC/interactive Corp., spoke at Harvard Business School, he explained the logic that underpinned the conglomerate of interactive commerce companies he had built, such as Ticketmaster, Hotels.com, Match.com, and Citysearch. A student noted that these far-flung businesses seem to be operating independently of each other, and not in a synergistic way.

Diller reacted with a mock rage. "Don't you ever use that word synergy! It's hideous! The only thing that works is natural law. With enough time, natural relationships will develop between our businesses."

Diller is right. What holds true for disparate parts of a giant corporation also applies to the people scattered throughout an organization. You cannot force people to cooperate. You can't order synergy. You can't manufacture harmony, whether between two individuals or two operating groups. You also cannot command people to change either their thinking or their behavior. Only one law applies: natural law.

In three decades of observing successful people's efforts to expand their success, this is the only natural law I've witnessed: People will do something, including changing their behavior, only if it can be demonstrated that doing so is in their own best interests as defined by their own values.

I do not mean to be cynical or to imply that selfishness is the only motive in life. Many people perform selfless acts of their own volition daily without obvious quid pro quo payback. I mean to say that when the self-volition leaves the equation, and forces beyond your control are put in place, natural

Executives confuse in spite-of behaviors with because-of behaviors.

The
universal
natural law:
what's in it
for me?

law applies. For me to get you to do what I want, I must prove that doing so benefits you in some way, either immediately or sometime in the future. This is natural law. Every choice, big or small, poses a risk-reward decision for you. Your bottom-line thinking is, "What's in it for me?"

No one must apologize for this. This is how the world operates.

This is the force that brings enemies to the same table. Cut through the superficialities and you'll see that neither one is doing it because they've suddenly become altruistic or aspire to be elected to sainthood. Rather, each one wants what they want, and this is the only way to get it. Politicians do this all the time. They hold their noses and support a bill because it contains something, somewhere, of use to their respective constituents.

It's what drives people to let go of their pride by admitting they made a mistake. Difficult as that may be for many folks, they'll do it only if they see the value of putting trouble in their rear view mirror, and moving on.

This is why people walk away from a better-paying job. They sense the new opportunity will not make them happier. They ask what's in it for them, and decide that happiness is more important than money.

For my money, thank heaven for natural law! Without it, I could not begin to bring successful people to change their ways.

As I said, successful people see very few reasons to alter their behavior — and they see many reasons to stay with what they think works, to dance with what brung 'em.

There is also arrogance, the belief that "I can do anything", which develops and expands like a well-exercised muscle in successful people, particularly after a gaudy string of successes.

There is also the security shell that successful people grow over time. It whispers in their ear, "You are right. Everyone else is wrong."

These defense mechanisms are tough to overcome.

Some people don't flinch when I tell them that everyone hates the way they act. They just think everyone else is confused.

Others don't believe that their own bad behavior is poisoning their chances for promotion. They are not scared one bit. They can just snap their fingers and move to a better job at some other company. (It doesn't matter whether this is true: they believe it.)

It is very hard work to convince people to change by painting a scenario that just doesn't matter to them. Once I was asked to work with a software genius. He was absolutely indispensable — the technical brains of the company. The CEO hoped he would become more of a team player and mix more with other people so that he could share his genius.

There was just one problem. It was evident after five minutes with him. This man was fundamentally antisocial. His dream world consisted of a room with a desk, a computer screen, and a high-end stereo providing round-the-clock background music to shut out everyone and everything else. I recall his taste

was in opera. He just didn't want to play well with the other children. He wanted to be left alone.

We could have threatened to remove his stereo and his other toys if he didn't change. But what would that have proved? He certainly would not be happier or better off, and the company would have lost its most valuable employee. To change him was not worth the price and this is just what I recommended to the CEO.

"In theory your plan is very attractive. But there is no connection between his values and what you are asking him to do," I said. "Leave him alone. He's happy. He's staying right here. Why lose him in an effort that is doomed to fail? You cannot change him into something he is not."

This fellow was an exception and an aberration.

Unlike this technical whiz, the invocation of natural law can overcome most people's resistance to change. Even the biggest egomaniac in the room has a hot button, and that button is self-interest. You simply have to find it. It's not the same in all people.

If there's any art to what I do (and trust me, there is not much), maybe this is where it happens — at the decisive instant when I discover that hot button.

It's a fortunate fact that successful people make it easy to locate the button. If you push people to name the motives behind their self-interest it usually amounts to just four items: money, power, status, and popularity. These are the standard rewards for success. These are the reasons we will fight and claw for a raise (wealth), for promotion (power), or for loftier title and office (status). This also is why so many of us have a burning need to be liked by everyone (popularity).

Each person has a different hot button and these buttons change over time, but they're still driven by self-interest. My clients have abundant money, power and status, and most of them have many friends. With these goals achieved, they turn their attention to higher-level objectives like "leaving a legacy" or "being an inspiration" or "creating a world-class company." Look into these choices, and you'll see the hot button of self-interest.

I had a notable success with a sales executive named Jack, whose life was consumed by rivalry with another executive at the same company. For years these two men had been dueling with each other (although I am not sure whether the "other guy" shared Jack's obsession). Whatever Jack did — playing tennis at a company retreat or posting quarterly profits — he couldn't "win" unless his rival finished behind him.

Jack was a top candidate for the COO spot when the CEO called me in. I was supposed to smooth out some of his "rough edges." As always, the first thing I did was to ask for feedback. Surprise of surprises! Jack's biggest problem was his compulsive need to win. It bared itself as the incessant one-upmanship with his direct reports. Their ideas always needed correction or improvement. His suggestions were always better.

Inducing a change in Jack demanded a subtle appreciation of his hot buttons. Money didn't move the guy one inch. He had plenty. Power and status

**Marshall's
magic:
figuring out
the hot
button.**

didn't float his boat either; he had already risen higher in the organization than he ever dreamed he could. Popularity was no problem. With his smooth salesmanship he had a natural knack for getting people to like him. What made him commit to change? The horrid thought that failing to do so would only lessen the distance between Jack and his rival. That's how he saw it. This was one of the less noble motives for change that I've seen. But my job is not to sit as a judge on why people change. I only care that they do.

On another occasion I worked with an executive who excelled at nasty sarcasm. He agreed to change only because he could see that his two young children were imitating his behavior. He wanted to leave a different legacy.

Look around you at work. Why are you there? Why do you return every day? Is it money, power, status, or popularity? Maybe it is something deeper and more subtle that has developed. Knowing what matters to you, it's easier to commit to change. If you don't know what matters to you, you won't know when it's being threatened. In my experience, people change their ways only when something threatens whatever they truly value.

It's in our nature. It's the law.

ABOUT THE AUTHOR

Marshall Goldsmith is a world authority in helping successful leaders achieve positive, measurable change in behavior: for themselves, their people and their teams.

Recently, the American Management Association named Marshall one of 50 great thinkers and leaders who have influenced the field of management over the past 80 years. His work has been featured in a *Harvard Business Review* interview, *Business Strategy Review* cover story (from the London Business School) and a *New Yorker* profile. He has appeared in *The Wall Street Journal* as one of the top ten executive educators, in *Forbes* as one of five most-respected executive coaches, in *The Economist* as one of the most credible consultants in the new era of business, and in *Fast Company* as America's preeminent executive coach. His work has received recognition from almost every professional organization in his field, including the Academy of Management, the American Society for Training and Development, and the Society for Human Resource Management.

Dr. Goldsmith is one of the few consultants who have been asked to work with over 70 major CEOs and their management teams. He conducts workshops for executives, high-potential leaders and HR professionals. He has been asked to teach in executive education programs at Dartmouth, Michigan, Wharton, UCLA, MIT, Oxford and Cambridge. His Ph.D. is from UCLA.

He is a founder of Marshall Goldsmith Partners, which (in alliance with Hewitt Associates) is providing coaching for leaders around the world. He served as a member of the Board of the Peter Drucker Foundation for ten years.

Recently, the graduate business school at Alliant University was named after him.

What Got You Here Won't Get You There

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