



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

*Developing Ourselves as Leaders,
Coaching Our People
and Building Engagement*

Dr. Marshall Goldsmith

Marshall@MarshallGoldsmith.com

www.MarshallGoldsmith.com



Goals

- Learn the classic challenges that come with success in leadership – especially for entrepreneurs – and learn how to use ‘to stop’ in coaching.
- Practice and be ready to use **feedforward**.
- Learn a proven leadership development model that you can use to develop yourself and coach others.
- Be ready to use daily questions – and especially active questions – to increase individual effectiveness and build engagement.
- Leave with practical tools that you, as a leader, can immediately apply to help you achieve positive results – in the face of rapid change.





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 entrepreneurial leaders

- **Winning too much**
- **Adding too much value**
- **Passing too much judgment**
- **Learning to 'let go'**
- **Developing the next level of leadership – for scaling**





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
- 

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.**



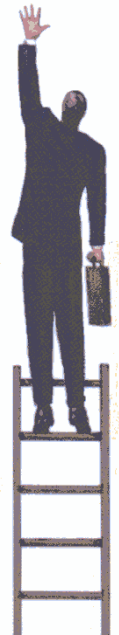
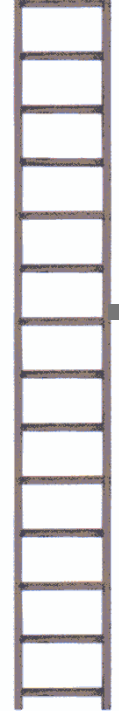
Feed*forward*

- 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**



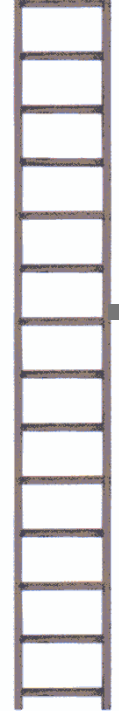
“Leadership is a Contact Sport”

- **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*

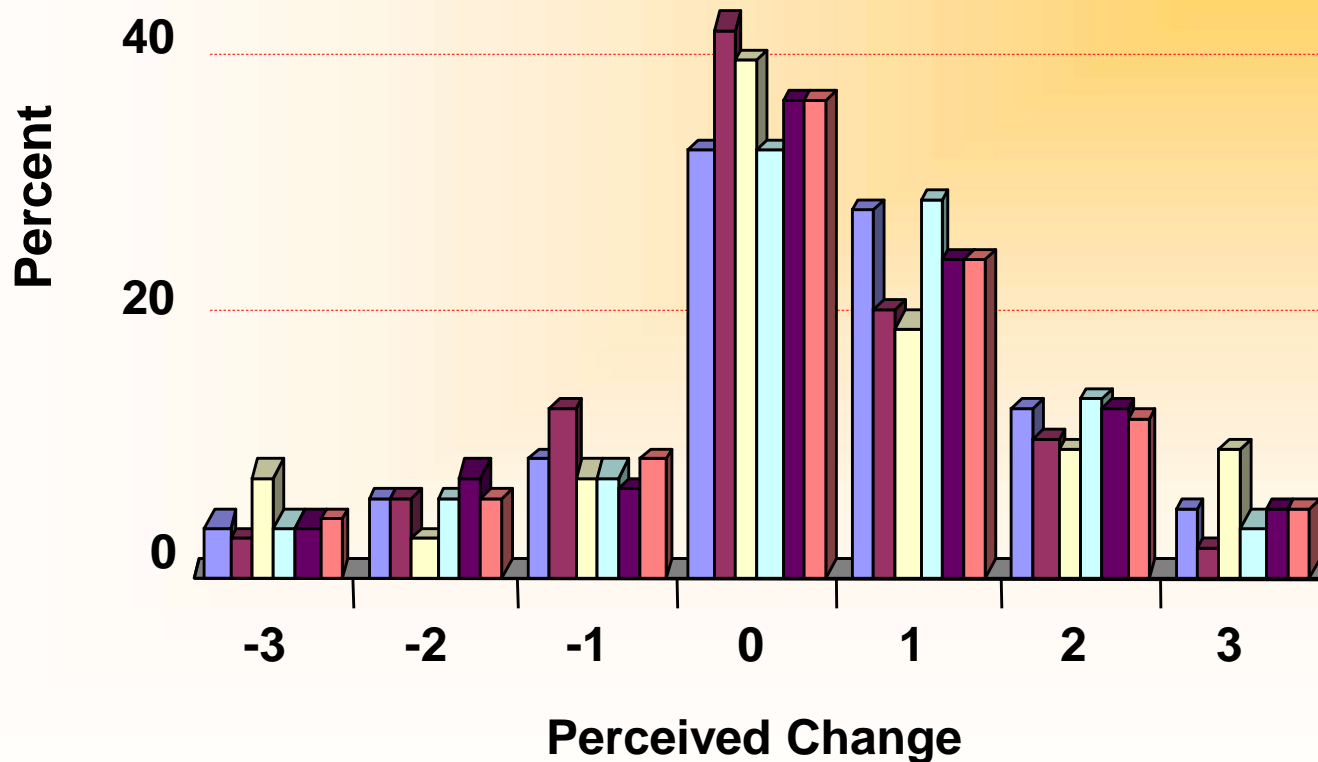
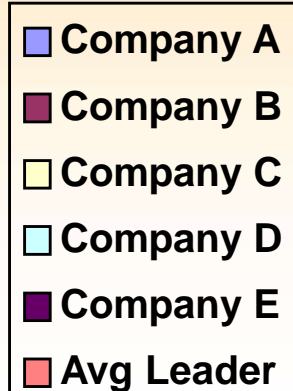


Table 1



Change in leadership effectiveness

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

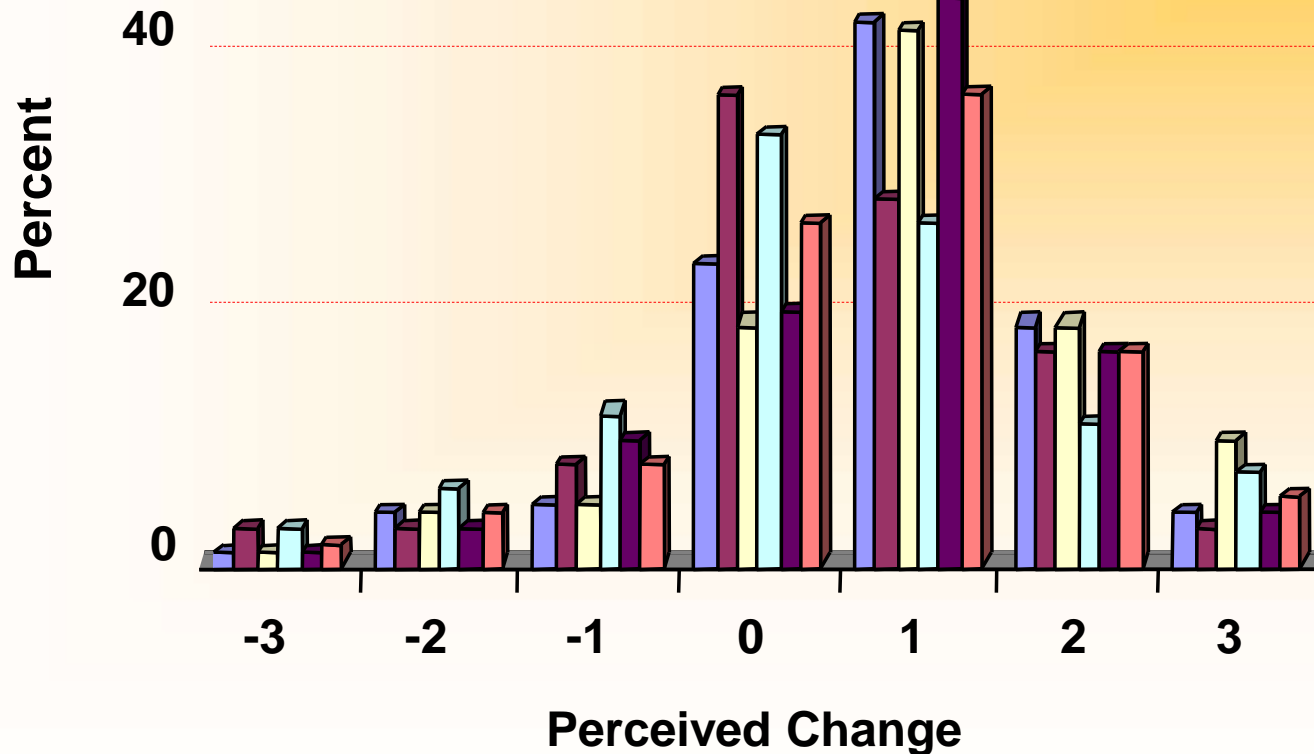
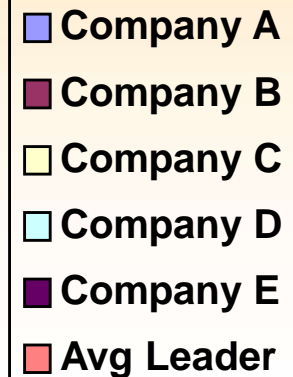


Table 2



Change In leadership effectiveness

My co-worker did some follow-up

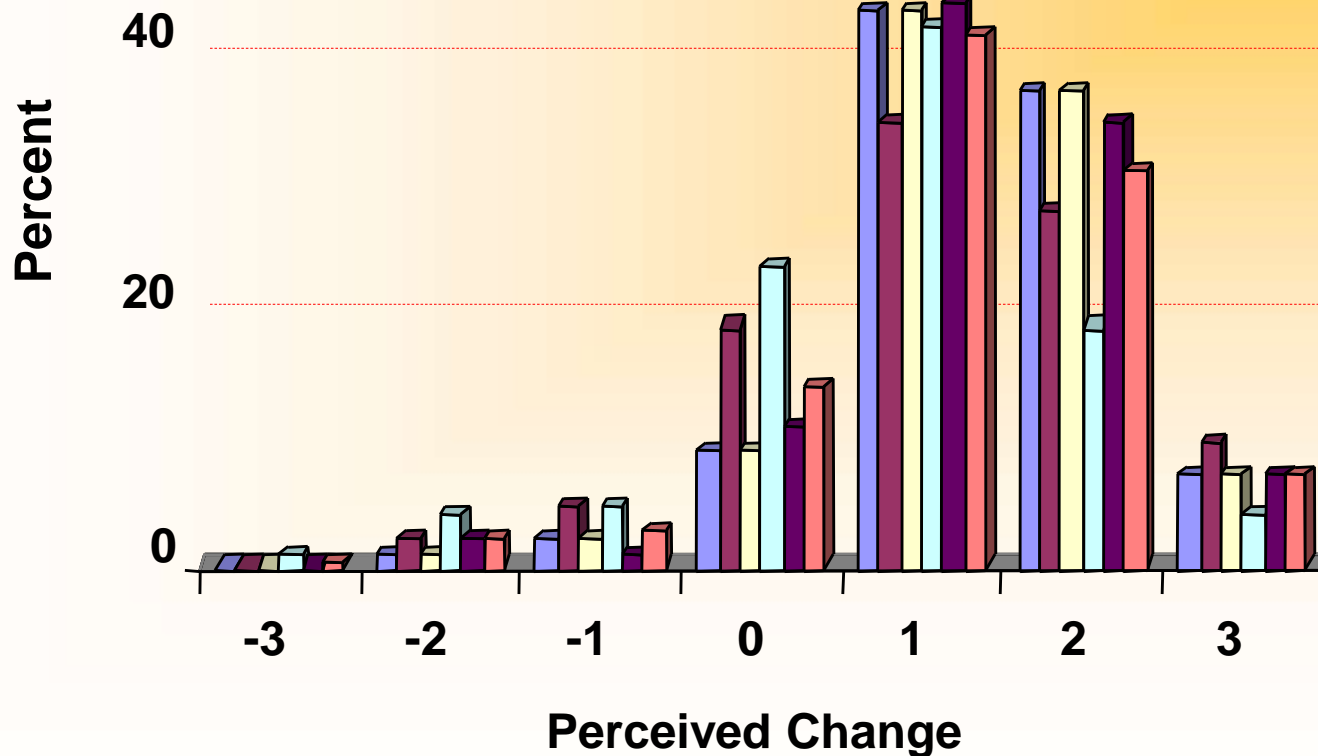
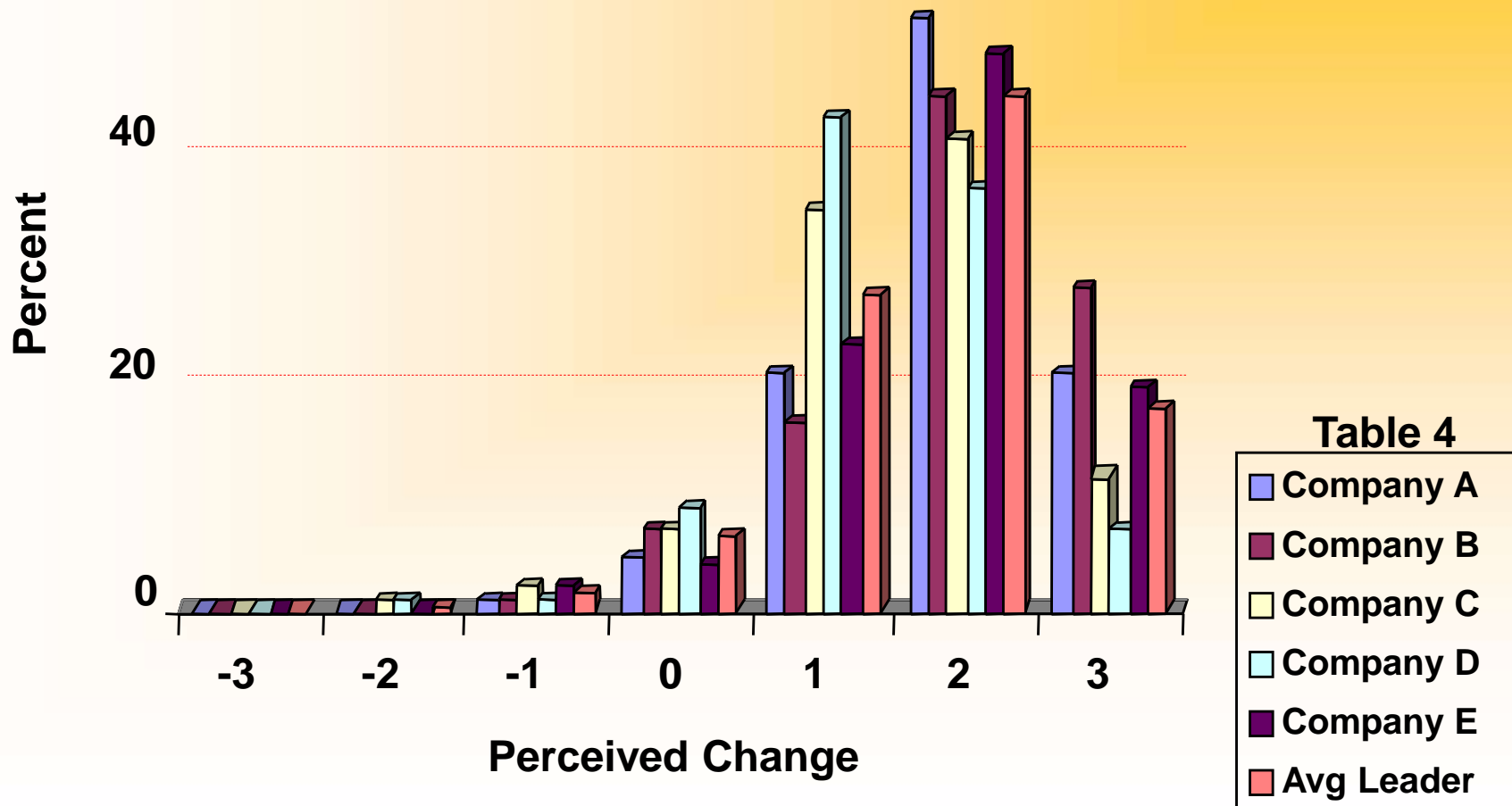


Table 3

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

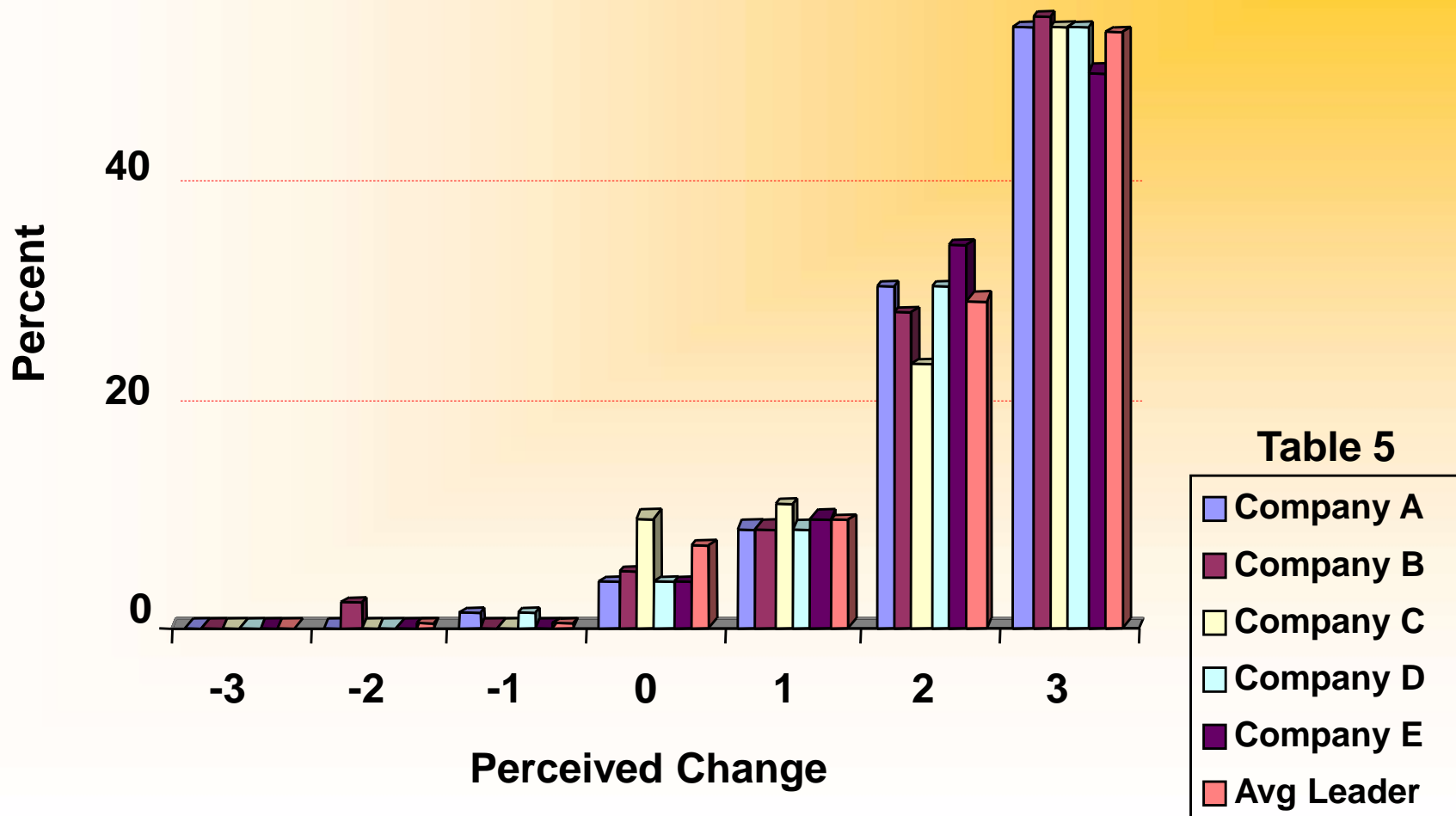
Change in leadership effectiveness

My co-worker did *frequent follow-up*



Change in leadership effectiveness

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



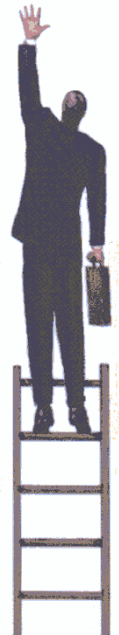
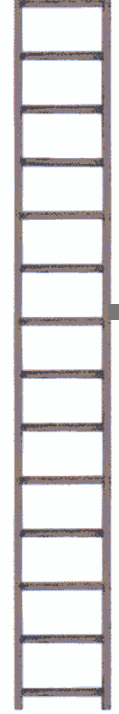
Changing perception

- 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.**



It is OK to need help and structure

- **‘The dream’**
- **The changing role of coaching – from ‘fixing losers’ to ‘helping winners’**
- **27 top executive endorsements**
- **Athletes, movie stars, world leaders**
- **If could have fixed it by yourself, it would probably be fixed by now**
- **‘I need help and it is OK!’**





The value of structure

- ***The Checklist Manifesto***
- **Stakeholder centered coaching process**
- **Six Question process**
- **Daily question process**





Six Question Coaching

- 1. Where are we going?**
- 2. Where are *you* going?**
- 3. Doing well?**
- 4. Suggestions for improvement?**
- 5. How can I help?**
- 6. Suggestions for me?**



Mutual Responsibility

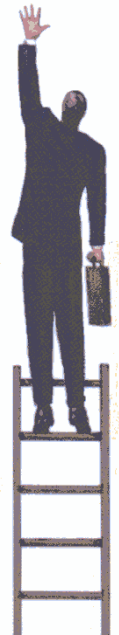
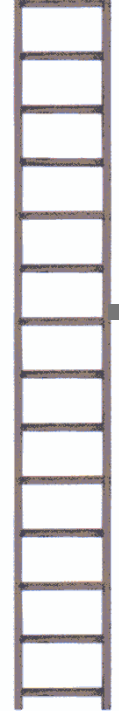
Daily Question Process


- **Why the process works**
- **How the process works**
- **Applications on employee engagement**



Active questions vs. passive questions


- How active questions focus on what *you* can do to make a positive difference for yourself and the world
- How passive questions focus on what *the world* needs to do to make a positive difference for you





Six active questions

Did I do my best to:

- **Set clear goals?**
 - **Make progress toward goal achievement?**
 - **Be happy?**
 - **Find meaning?**
 - **Be fully engaged?**
 - **Build positive relationships?**
- 

The two week study

- **You will get an email every day for two weeks – asking six active questions**
- **You will receive ‘before and after’ questions**
- **The daily process takes just a couple of minutes**




Active question research

2793 participants – 95 studies


- **46% reported improvement on all six items**
- **75% reported improvement on at least four items**
- **94% reported improvement on at least one item.**
- **6% reported no improvement**
- **Less than 1% of respondents reported overall lower scores**





Six active questions

Did I do my best to:

- **Set clear goals?**
 - **Make progress toward goal achievement?**
 - **Be happy?**
 - **Find meaning?**
 - **Be fully engaged?**
 - **Build positive relationships?**
- 

The best coaching advice

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

