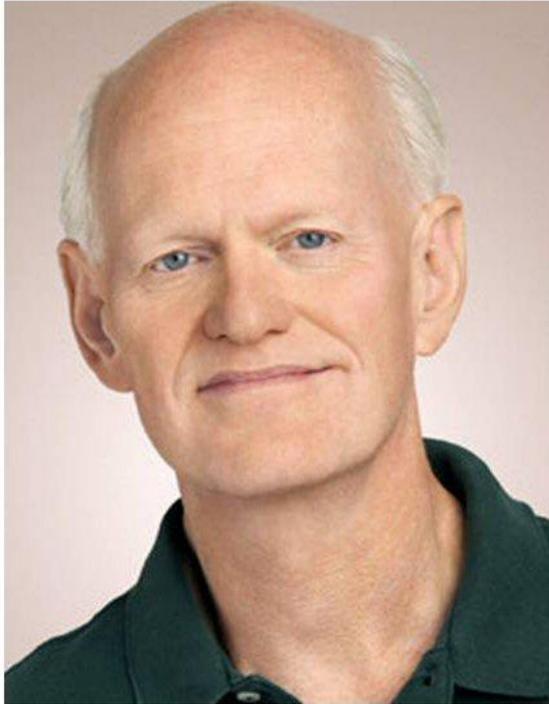


Marshall Goldsmith Effective Leadership

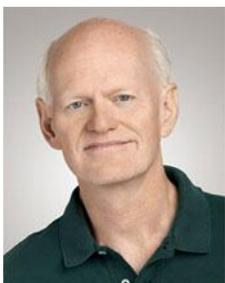


A film by Success Television

for behavioral change and flexibility in leaders. The very skills that got a leader ahead as an individual might not work when s/he is promoted.

“At one level, maybe it’s all about me. When you get into leadership, you know what you have to learn? It’s all about them! At one level it could be about winning. At the next level, maybe it’s about not winning, instead letting other people win.”
Marshall Goldsmith

- Ask your audience to write down the traits of successful leaders. (Trust, charisma, skills, etc)
- What skills do they possess as leaders? More importantly, what were the top 3 skills that got them their last promotion? Also, have them list how they’ve helped other team members to succeed.
- What are the skills they think will lead to their next promotion?



(Video: Behavior Change)

Leader’s Guide

These videos can be used as meeting openers or as video punctuation marks for driving home a point or getting a discussion going.

Following are our suggestions on how to use the videos. You can use this as an entire thought-provoking training or use parts of this and integrate it with your own training.

Effective leaders generate results through people who are: more productive, solve problems, execute a vision, increase sales, and achieve goals in a time effective manner. Marshall Goldsmith is an expert on leadership having trained over 100 CEOs and their teams on the qualities of great leadership. Here are his 7 key concepts:

Behavior Change

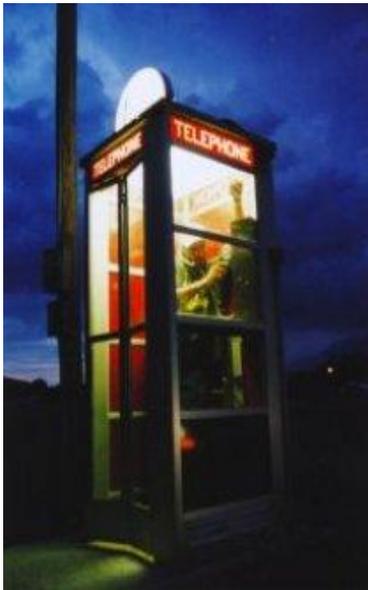
Marshall Goldsmith wrote the best-selling book, *What Got You Here Won’t Get You There*, to address the need

Adding Too Much Value

True story: Driving home from work one day, a telecom CEO sees a phone booth on the corner where he lives. The next day, he walks up to an engineer and asks, nonchalantly, “I wonder why we have a phone booth on the corner of ‘x and y.’ Do you know?”

Various layers of management in the company get involved; studying, researching, analyzing and then write up a detailed analysis and present it to the CEO. By the time they were finished with the research, it cost the company \$1 million!!!

“When the boss asks a question, it becomes an order. Even suggestions become orders.”



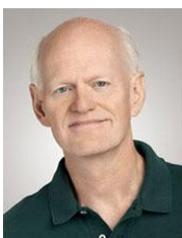
You're the leader. I'm young, smart, enthusiastic. I report to you. I come to you with an idea. You think it's a great idea. Rather than saying, 'great idea', our natural tendency is to say, 'Well, that's a great idea. Why don't you add this to it?' The problem is the quality of the idea may go up 5%. My commitment to its execution may now go down 50%. It's no longer my idea. Now, as a leader it has become your idea.

The higher up you get on the corporate ladder, the more you need to make other people winners, and not make it about winning yourself.”

Marshall Goldsmith

Interaction:

- Do you remember when your boss said something that made you feel great? Bad? Then, s/he forgot about it while you remember it in full Technicolor?
- Did you have a great idea about something? You told your boss about it and s/he added some suggestions. Did you lose enthusiasm for the project? Did it make the outcome better?
- Next time a direct report has an idea, let them feel they own the project and the results. Watch their commitment to the execution. Keep the idea theirs and see what happens.



(Video: Commitment Killers)

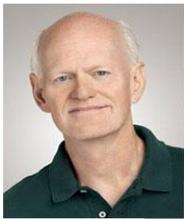
Ask for Feedback

Some key characteristics of good leaders:

1. Leading by example; aligning with the company's core values.
2. Building trust and confidence in people
3. Continually seeking improvement in methods and effectiveness.
4. Constantly communicating.
5. Being accountable for their actions and holding others accountable for theirs.
6. Involving people, seeking their views, listening actively and representing those views honestly.
7. Being clear on what is expected, and providing feedback on progress.
8. Showing tolerance of people's differences and dealing with their issues fairly.
9. Acknowledging and recognizing people for their contributions and performance.

How are you doing? Have you asked your team? Marshall explains how to do it:

1. Ask.
2. Listen. Don't comment or rationalize.
3. Reflect and think about what was said.
4. Thank people for their thoughts and time.
5. Select a trait you want to work on and ask for feedback on how you're doing.
6. Each member of the team can do this as well.



(Video: Asking for Feedback)

Avoid Favoritism

“If we aren't careful, we can treat people at work like dogs: by rewarding those who heap unthinking, unconditional admiration upon us. What behavior do we get in return? A virulent case of the suck-ups.”

Marshall Goldsmith

What damage can favoritism cause?

We don't get the bad news in time to fix the problem. We lose our competitive edge. We fail to cover our weak spots and lose talented people.



1. Rank direct reports on how much you think they like you.
2. Rank reports on how much you think they are similar to you.
3. Rank reports on how much they contribute to the company and customers.
4. Rank reports on how much you give *unqualified* recognition.

(Video: Avoiding Favoritism)

Team Building Without Time Wasting (FeedForward)

- On a scale of 1 – 10, 10 being the best: How would you rank your team?
- What areas do you think you need to improve upon as a team? Everyone shares comments.
- What is holding your team back from being a 10?
- Get the team to rank the top 3 areas for improvement. Then, get them to agree on the top item for improvement.
- Then each individual shares an area s/he wants to improve personally and moves through the room and asks for quick suggestions on how to improve on that goal and the team goal.
- Do the entire process every month.



(Video: Team building: FeedForward)

Winning Too Much

“What is the number one problem of the successful leaders you work with? Answer: Winning too much. What does that mean? If it is important, we want to win. Meaningful? We want to win. Critical? We want to win. Trivial? We want to win. Not worth it? We want to win anyway. We like winning. Well, before you start winning too much, take a deep breath and ask yourself the important question, is it worth it? And, a lot of times you know what you’re going to realize? Am I right? Maybe. Is it worth it? No.”

Marshall Goldsmith



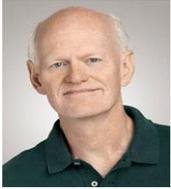
(Video: Winning too much)

Destructive Comments

“A classic problem that many of us have is this business of destructive comments; those unnecessary, nasty, little shots about our co-workers. Every company says we want to create synergy across the organization. We want to build teamwork. We want people to reach out to their co-workers and have positive, win/win

relationships. What happens to these positive relationships when we stab our co-workers in the back in front of other people? This is a bad habit.”
Marshall Goldsmith

A fun way to break the habit:



- Have your team fine you and each other every time a bad comment is made. Charge \$1, \$5, \$10. You can do this with play money as well. This is fun and makes everyone conscious of the destructive comments they're making.

(Video: Destructive Comments)

Preview