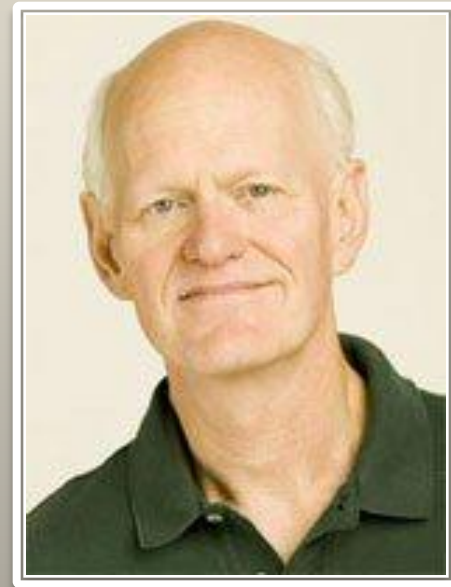


# Effective Leadership Skills

with Marshall Goldsmith



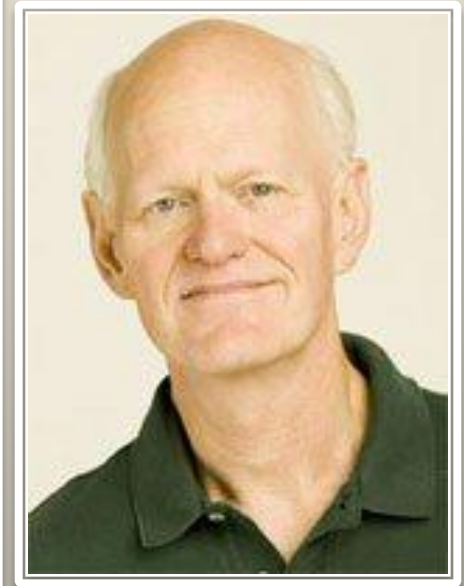
By Success Television

# Effective Leadership Skills with Marshall Goldsmith

“At one level you might be a great technician, a great individual achiever, driven to achieve. 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, letting other people win.”

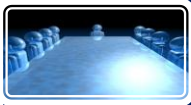
Marshall Goldsmith



# Effective Leadership Skills with Marshall Goldsmith



Behavior change



Adding too much value



Ask for feedback



Avoid favoritism



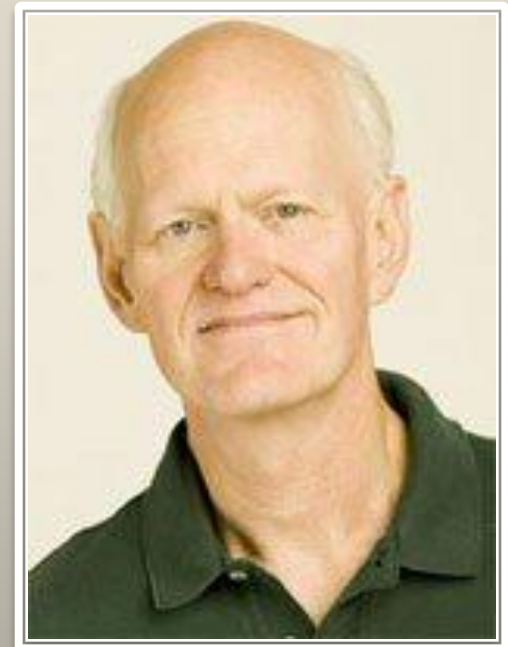
Team building:  
*FeedForward*



Winning too much



Destructive comments



# Effective Leadership Skills with Marshall Goldsmith

## Behavior change for leaders with expanding roles

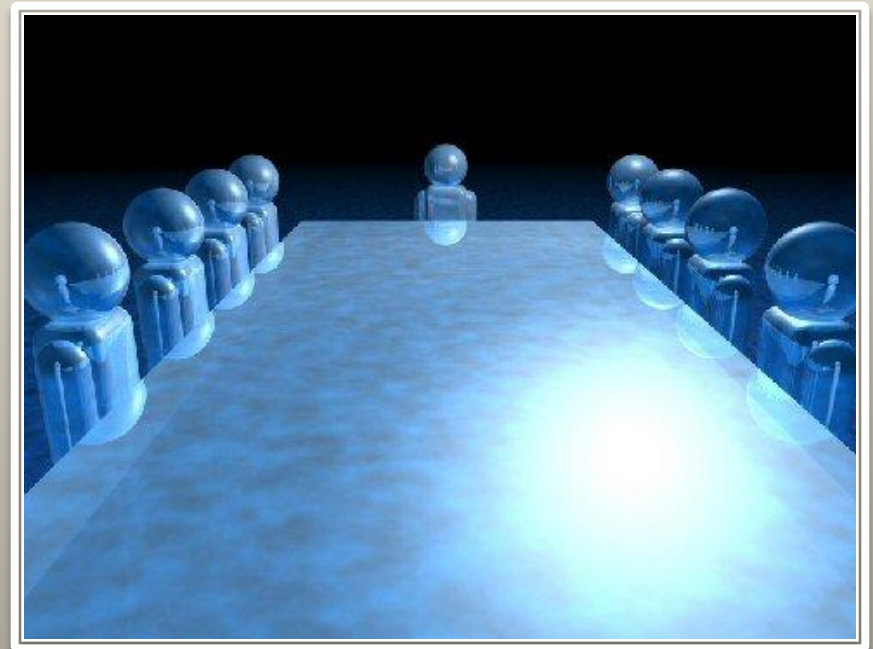
- ✓ Find a leader or leaders you admire.
- ✓ Identify character traits they have that you want to develop.
- ✓ Know the behavior your next job requires.
- ✓ Find what motivates your team to perform.



# Effective Leadership Skills with Marshall Goldsmith

## Listening skills and motivation by not “adding too much value.”

- ✓ Actively solicit and listen to ideas or solutions to problems.
- ✓ Refrain from commenting or editing good ideas.
- ✓ Let the team take ownership and execute on their idea or solution to a problem.
- ✓ Track their success and commitment to execution.



# Effective Leadership Skills with Marshall Goldsmith

## Ask for Feedback

- ✓ Ask for feedback on how you can improve as a leader.
- ✓ Listen without comment.
- ✓ Reflect and think before speaking.
- ✓ Thank people for their time and feedback.
- ✓ Select a trait you want to improve.
- ✓ Follow up and ask each month how you're doing.
- ✓ Let every member of your team do this process also.



# Effective Leadership Skills with Marshall Goldsmith

## Avoid Favoritism

- ✓ Rank and order your direct reports on how much you think they like you.
- ✓ Rank how much they are like you.
- ✓ Rank direct reports on their contribution to the company and customers.
- ✓ Rank who you give the most *unqualified* positive recognition.
- ✓ Notice any mis-match.



# Effective Leadership Skills with Marshall Goldsmith

## Team building without time wasting or "FeedForward"

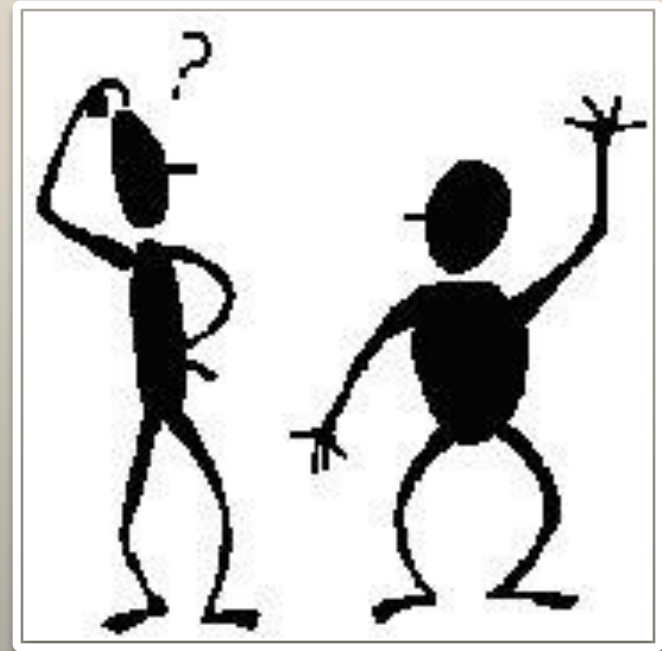
- ✓ Team ranks itself on a scale of 1-10 (10 is the highest), on how well it's working together.
- ✓ Team ranks how well it thinks it should be doing.
- ✓ Team lists two behaviors it needs to improve.
- ✓ Select the most important.
- ✓ Each team member selects one behavior s/he wants to improve for the future.
- ✓ Each person quickly asks another person how s/he can improve upon his/her individual goal and the team's goal.
- ✓ Do this every month.



# Effective Leadership Skills with Marshall Goldsmith

## Winning too much

- ✓ How much does being right help or hurt our relationships?
- ✓ Are you missing good ideas by not listening?
- ✓ Are you right?
- ✓ Is it worth it?



# Effective Leadership Skills with Marshall Goldsmith

## Destructive Comments

- ✓ Bad comments derail “team,” “synergy” and “win/win.”
- ✓ Break the habit of making bad comments about our co-workers.
- ✓ How to do it?
- ✓ Pay a fine!  
Marshall did.

