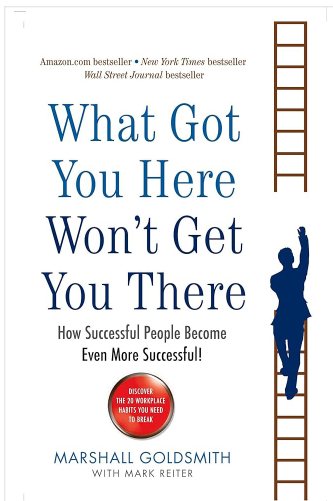


EXECUTIVE BOOK SUMMARIES

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ABOUT THE AUTHOR

Marshall Goldsmith

Marshall Goldsmith is America's preeminent executive coach, having worked with more than 80 CEO's in the world's top corporations. The American Management Association recently named Marshall one of fifty great thinkers and business leaders who have impacted the field of management, and BusinessWeek listed him as one of the most influential practitioners in the history of leadership development.

What Got You Here Won't Get You There

THE NUTSHELL

Successful people have certain predictable mindsets that help them become successful. However, those same mindsets can hinder them from becoming more successful—the things that got them “here” won’t get them “there”.

Successful people believe they have the skills, talent, motivation, and free choice to succeed. While everyone is successful because of some of the things they do, almost everyone is also successful *in spite of* some things. Becoming more successful is often a result of learning how to tell the difference.

These aren't flaws of skill or intelligence, nor are they flaws of unchangeable personality. What we are talking about are challenges in interpersonal behavior; the everyday annoyances that make your workplace more difficult than it needs to be. The most common are:

1. Winning too much: at all costs, whether it really matters or not
2. Adding too much value: adding our two cents to every discussion
3. Passing judgment: The need to rate others according to our standards
4. Making destructive comments
5. Starting with “No,” “But” or “However”

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6. Telling the world how smart we are
7. Speaking when angry
8. Negativity, or "Let me explain why that won't work"
9. Withholding information
10. Failing to give proper recognition
11. Claiming credit we don't deserve
12. Making excuses
13. Clinging to the past
14. Playing favorites
15. Refusing to express regret
16. Not listening
17. Failing to express gratitude
18. Punishing the messenger
19. Passing the buck
20. An excessive need to be "me"

Nobody has all of these failings. Successful people often have one or two, but they won't have a lot or they wouldn't be successful in the first place.

It is possible to identify and change the behaviors that hinder you. The steps are simple, although that doesn't make them easy.

1. Get feedback from all those around you as to what holds you back. Don't argue or debate it—just thank people for it.
2. Apologize to all those affected by your failings. Don't belabor it; be clear and concise.
3. Advertise: let people know regularly you are working on improving; ask them how you are doing. Because you are changing perceptions, you need to keep it in front of people or they will default to their previous judgments.
4. Listen to what people say without judging or debating it.
5. Follow-up: This is the most important step. Roughly monthly you should re-connect with those who gave you feedback initially to get more input as you go. This will keep you focused and will keep your efforts in front of others. Ask "How am I doing?"

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6. Pursue **feedforward**: feedforward is simply asking people “How can I do better?” Get 1-2 specific changes related to the behavior you are working on. These will have the biggest impact on the people around you, since they won't be generic, but rooted in people's experiences. Feedforward helps turn potential critics into allies who are invested in your successfully changing.

This book and its process for getting better hinges on one inalterable concept:

I don't establish what you need to do to change for the better.

You don't establish it either.

They do.

Who are they?

Everyone around you. Everyone who knows you, cares about you, thinks about you, has you pegged. They know *what* you need to do, and will have ideas on *how* to improve. And since they are often the ones most affected by your behavior, they have a vested interest in helping you get there. The one who can turn them into allies and supporters of change will be the one who can go from “here” to “there” successfully.