marshall goldsmith what got you here

Marshall Goldsmith: What Got You Here Won't Get You There

marshall goldsmith what got you here is a phrase that many professionals and leaders have come to recognize as a powerful truth in personal development and leadership growth. It's also the title of a groundbreaking book by renowned executive coach Marshall Goldsmith, who has helped countless top executives realize that the skills and behaviors that led to their initial success may not be the same ones that will take them to the next level. If you're eager to understand why some people hit a plateau and how to overcome it, exploring the concepts in "What Got You Here Won't Get You There" can be a gamechanger.

Understanding the Core Message of Marshall Goldsmith's Book

At its heart, "What Got You Here Won't Get You There" challenges the idea that past achievements guarantee future success. Marshall Goldsmith argues that as professionals climb the ladder, the habits and attitudes that once served them well can become obstacles. This book is particularly insightful for leaders who find themselves stuck or struggling to progress despite their proven track record.

Goldsmith emphasizes the importance of self-awareness and adaptability. He highlights how successful people often have blind spots in their behavior—small but persistent habits that can alienate colleagues, hinder collaboration, or reduce influence. Recognizing and changing these behaviors is essential for continued growth.

Why Success Can Become a Barrier

It may seem counterintuitive, but success can sometimes breed complacency or reinforce ineffective habits. When leaders are celebrated for their drive, decisiveness, or confidence, they may not realize how these traits can become overused or misapplied in new contexts. For example, being highly assertive might have helped someone close deals early in their career, but later on, it might come across as abrasive or dismissive.

Marshall Goldsmith points out that many high performers struggle with interpersonal behaviors such as:

- Interrupting others during conversations
- · Refusing to admit mistakes
- · Not listening effectively

- Taking credit for others' work
- Being overly critical or blunt

These habits can limit a leader's ability to inspire teams or build lasting relationships, making it difficult to advance to higher levels of responsibility.

Key Principles from "What Got You Here Won't Get You There"

Marshall Goldsmith's approach in this book is practical and rooted in behavioral change. Here are some of the essential principles he outlines:

1. Identifying Your Habits and Blind Spots

The first step is honest self-reflection. Many leaders are unaware of how their behavior impacts others. Goldsmith recommends seeking direct feedback from peers, subordinates, and mentors. Tools like 360-degree feedback assessments can reveal patterns that might otherwise go unnoticed.

2. The Importance of Apologizing and Acknowledging Mistakes

One of the surprising insights from Goldsmith's work is how often successful people avoid admitting when they're wrong. Being willing to apologize doesn't show weakness; instead, it builds trust and opens the door for improvement.

3. Letting Go of the Ego

Marshall Goldsmith stresses that ego can be a leader's biggest obstacle. The need to be right or to maintain control can prevent growth. Learning humility and prioritizing the team's success over personal pride is crucial.

4. Committing to Change and Following Up

Change isn't a one-time event. Goldsmith encourages ongoing commitment and accountability. Implementing new behaviors requires persistence and often the support of coaches or peer groups to stay on track.

Practical Tips Inspired by Marshall Goldsmith's Teachings

If you're inspired by the lessons in "What Got You Here Won't Get You There" and wondering how to apply them, here are some actionable tips:

Seek Constructive Feedback Regularly

Don't wait until annual reviews. Make it a habit to ask trusted colleagues how you can improve. Be open-minded and listen without defensiveness.

Practice Active Listening

Focus on truly understanding others rather than formulating your response while they're talking. This small shift can dramatically improve communication.

Monitor Your Reactions

Pay attention to moments when you feel defensive or impatient. These are often signals that old habits are resurfacing.

Set Specific Behavioral Goals

Instead of vague intentions like "be a better leader," target concrete actions such as "avoid interrupting team members in meetings" or "acknowledge at least one team member's contribution each day."

Use Accountability Partners

Share your goals with someone who can provide honest feedback and encouragement. Regular check-ins can help sustain momentum.

Why Marshall Goldsmith's Approach Resonates in Today's Workplace

In the fast-paced and ever-evolving corporate environment, adaptability is more important than ever. Marshall Goldsmith's insights remain relevant because they address a timeless challenge: the need for continuous personal growth beyond initial success.

With the rise of collaborative work cultures and emotional intelligence as key leadership competencies, understanding how to refine interpersonal skills is crucial. Goldsmith's emphasis on behavioral change aligns perfectly with this shift, encouraging leaders not just to focus on what they do, but on how they do it.

Moreover, his straightforward and empathetic coaching style makes his concepts accessible. Instead of overwhelming readers with theory, he offers practical steps anyone can take to improve relationships and influence.

The Role of Executive Coaching in Applying These Concepts

Marshall Goldsmith himself is a leading executive coach, and his methods highlight the value of personalized guidance. Many organizations now invest in coaching programs to help leaders identify their behavioral challenges and develop tailored strategies for growth.

Whether working with a coach or practicing self-coaching techniques based on Goldsmith's book, the principles of feedback, humility, and accountability can drive meaningful transformation.

Exploring Further Resources by Marshall Goldsmith

If you find the ideas behind "What Got You Here Won't Get You There" compelling, there are additional resources worth exploring:

- Marshall Goldsmith's Podcast: He shares interviews and insights on leadership and change.
- **Workshops and Webinars:** Live and virtual events focused on behavioral coaching and leadership development.
- Other Books: Titles like "Triggers" and "MOJO" continue his exploration of change and motivation.

These tools can provide ongoing inspiration and practical advice to help you navigate the complexities of modern leadership.

Whether you're an emerging leader or a seasoned executive, embracing the wisdom

encapsulated in **marshall goldsmith what got you here** can be transformative. Recognizing that past success doesn't guarantee future growth opens the door to continuous learning and adaptation—key ingredients for staying effective and influential in any career stage. By focusing on behavior change, humility, and feedback, you can unlock new levels of personal and professional achievement.

Frequently Asked Questions

What is the main theme of Marshall Goldsmith's book 'What Got You Here Won't Get You There'?

The main theme of the book is that the habits and behaviors that have helped you achieve success so far may not be sufficient to help you reach the next level, and that personal change is essential for further growth.

Who is Marshall Goldsmith?

Marshall Goldsmith is a renowned executive coach and leadership thinker known for his work in helping successful leaders achieve positive, lasting change in behavior.

What are some common bad habits highlighted in 'What Got You Here Won't Get You There'?

Common bad habits include the need to win too much, adding too much value, passing judgment, making excuses, and failing to express gratitude.

How does Marshall Goldsmith suggest leaders can change their behavior?

He suggests that leaders seek feedback, engage in active listening, apologize sincerely, thank others, and follow up consistently to change their behavior effectively.

Why does Goldsmith emphasize the difference between success in the past and future success?

Because the skills and behaviors that led to past success may become obstacles in new roles or higher positions, requiring new approaches and personal growth to continue succeeding.

What role does feedback play in 'What Got You Here Won't Get You There'?

Feedback is crucial as it helps individuals identify behaviors that are holding them back and provides a foundation for meaningful change.

Can 'What Got You Here Won't Get You There' be applied outside of business leadership?

Yes, the principles of self-awareness, behavior change, and interpersonal improvement can be applied in personal relationships and various professional contexts.

What is one practical exercise from the book to improve leadership behavior?

One practical exercise is to ask for daily or weekly feedback from colleagues and make small, specific behavioral improvements based on that feedback.

How does Goldsmith address the challenge of overcoming deeply ingrained habits?

He emphasizes the importance of commitment, consistency, and accountability, suggesting that lasting change requires ongoing effort and support from others.

Additional Resources

Marshall Goldsmith What Got You Here: Unlocking Behavioral Change for Career Success

marshall goldsmith what got you here is a phrase that resonates deeply within the world of leadership development and executive coaching. It encapsulates the central thesis of Marshall Goldsmith's bestselling book, "What Got You Here Won't Get You There," a work that has influenced countless professionals seeking to elevate their leadership capabilities and overcome entrenched behavioral barriers. This article delves into the key concepts of Goldsmith's approach, analyzing how his insights have reshaped the conversation around personal and professional growth, especially for leaders aiming to break through plateaus in their careers.

Understanding the Core Message of Marshall Goldsmith's Philosophy

Marshall Goldsmith's work centers on the idea that the skills, habits, and behaviors that have brought an individual success in the past may actually hinder future progress. This paradox is particularly relevant for executives and leaders who find themselves stuck despite previous achievements. The premise behind "What Got You Here Won't Get You There" illuminates the need for continuous self-awareness and adaptability in a constantly evolving professional landscape.

Goldsmith's philosophy is rooted in behavioral change. Unlike traditional leadership books that focus primarily on strategy or vision, Goldsmith emphasizes the importance of interpersonal behaviors and self-regulation. His methodology explores how subtle personality traits or communication styles can undermine leadership effectiveness, even

The Role of Feedback in Behavioral Change

A significant component of Goldsmith's approach is the use of multi-source feedback, often termed 360-degree feedback. By soliciting candid input from peers, subordinates, and superiors, leaders can uncover blind spots—unrecognized behaviors that negatively impact their relationships and performance. Goldsmith advocates for a structured feedback loop whereby individuals not only receive feedback but actively engage with it through follow-up conversations and measurable commitments.

This process contrasts with more traditional, top-down feedback mechanisms by fostering accountability and ongoing dialogue. For many professionals, this is a transformative experience that challenges their self-perceptions and encourages humility—a key trait for sustainable leadership.

Key Behavioral Habits That Limit Leadership Growth

In "What Got You Here Won't Get You There," Goldsmith identifies several common habits that successful leaders often exhibit, which paradoxically become obstacles as they advance. These include:

- **Winning too much:** The excessive need to win at all costs can alienate colleagues and stifle collaboration.
- Adding too much value: Overloading conversations with one's opinions can discourage input from others and limit team creativity.
- Passing judgment: Being overly critical can damage relationships and erode trust.
- Failing to express gratitude: Neglecting to acknowledge others' contributions can reduce morale.
- Making excuses: Avoiding responsibility undermines credibility and leadership.

By identifying such behaviors, Goldsmith encourages leaders to consciously modify their actions to foster more effective interpersonal dynamics.

Why "What Got You Here" Is an Important Mindset Shift

The phrase "what got you here" serves as a reminder that past success is not a guarantee

of future results. In highly competitive and rapidly changing industries, the ability to pivot and evolve is essential. Goldsmith's focus on mindset shifts challenges leaders to move beyond reliance on technical skills or past accolades and instead cultivate emotional intelligence, empathy, and adaptability.

This concept is particularly relevant in an era where organizational cultures prioritize collaboration and inclusivity over authoritative command. Leaders who cling to outdated approaches may find themselves outpaced by more flexible peers.

Comparative Insights: Marshall Goldsmith Versus Other Leadership Theories

When compared to other leadership frameworks—such as transformational leadership or situational leadership—Goldsmith's approach stands out for its intense focus on individual behavioral change rather than purely on organizational strategy or leadership style.

For instance, transformational leadership emphasizes inspiring vision and motivation, while situational leadership promotes adapting leadership style to follower readiness. In contrast, Goldsmith zeroes in on the micro-behaviors that can erode influence regardless of strategy or charisma. This micro-focus makes his methodology highly practical and actionable, particularly for seasoned leaders who have already mastered broader leadership concepts but struggle with interpersonal nuances.

Pros and Cons of Goldsmith's Behavioral Change Model

• Pros:

- Highly actionable with clear behavioral targets.
- Emphasizes accountability through follow-up feedback.
- Applicable across industries and leadership levels.
- Encourages humility and self-awareness.

• Cons:

- Requires openness to criticism, which can be challenging for some leaders.
- Focus on behavior might overlook systemic or structural organizational issues.
- Effective implementation depends on a culture that supports honest feedback.

These factors highlight that while Goldsmith's model is powerful, its success depends on individual willingness and organizational context.

Applying Marshall Goldsmith's Insights in Today's Professional Environment

In an age where leadership challenges are increasingly complex, the principles encapsulated by "marshall goldsmith what got you here" provide a valuable framework for continuous improvement. Organizations facing rapid digital transformation, globalization, and shifting workforce expectations benefit from leaders who embrace behavioral flexibility.

Coaching programs inspired by Goldsmith's work are widely used in corporate settings to enhance executive effectiveness. These programs often blend personalized coaching sessions with peer feedback mechanisms, helping leaders internalize new habits and sustain change over time.

Moreover, the emphasis on humility and gratitude aligns well with contemporary values around inclusive leadership and employee engagement. Leaders who adopt these behaviors tend to foster trust and loyalty, key drivers of organizational performance.

The Long-Term Impact of Behavioral Change

One of the enduring strengths of Goldsmith's message is its focus on sustainable change rather than quick fixes. By encouraging leaders to habitually reflect on their impact and adjust behaviors accordingly, the model promotes a culture of ongoing learning.

This long-term perspective is essential given research showing that leadership effectiveness is a significant predictor of organizational success. According to a study by Gallup, managers account for at least 70% of variance in employee engagement scores, underscoring the importance of refined leadership behaviors.

When leaders commit to the process outlined by Goldsmith, the ripple effects extend beyond personal career advancement to influence entire teams and organizations positively.

Marshall Goldsmith's "What Got You Here Won't Get You There" remains a seminal work in executive coaching and leadership development. Its investigative approach to behavioral change challenges leaders to confront uncomfortable truths and adapt in ways that drive lasting success. As professional landscapes continue to evolve, the relevance of Goldsmith's insights only grows stronger, encouraging leaders worldwide to ask themselves: what behaviors must I change to thrive in the future?

Marshall Goldsmith What Got You Here

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marshall goldsmith what got you here: What Got You Here Won't Get You There Marshall Goldsmith, 2010-09-03 Your hard work is paying off. You are doing well in your field. But there is something standing between you and the next level of achievement. That something may just be one of your own annoying habits. Perhaps one small flaw - a behaviour you barely even recognise - is the only thing that's keeping you from where you want to be. It may be that the very characteristic that you believe got you where you are - like the drive to win at all costs - is what's holding you back. As this book explains, people often do well in spite of certain habits rather than because of them-and need a to stop list rather than one listing what to do. Marshall Goldsmith's expertise is in helping global leaders overcome their unconscious annoying habits and become more successful. His one-on-one coaching comes with a six-figure price tag - but in this book you get his great advice for much less. Recently named as one of the world's five most-respected executive coaches by Forbes, he has worked with over 100 major CEOs and their management teams at the world's top businesses. His clients include corporations such as Goldman Sachs, Glaxo SmithKline, Johnson and Johnson and GE.

marshall goldsmith what got you here: Summary of Marshall Goldsmith's What Got You Here Won't Get You There by Milkyway Media Milkyway Media, 2018-08-31 In What Got You Here Won't Get You There: How Successful People Become Even More Successful (2007), Marshall Goldsmith generalizes from his personal experience as a business consultant to explain how successful leaders can diagnose and correct interpersonal problems that are holding them back at work. Using data-driven analysis and simple behavioral modification techniques, senior executives and other leaders can improve their relationships with employees by adopting an attitude of humility and making a commitment to change... Purchase this in-depth summary to learn more.

marshall goldsmith what got you here: Summary of What Got You Here, Won't Get You There by Marshall Goldsmith, 2024-07-15 Book Description What Got You Here, Won't Get You There by Marshall Goldsmith The guide book for successful people who want to take their success to the next level. If you're reading this book, there's a good chance that you're already pretty successful. At what point in life, you had the skills it took to reach a certain level of success. But you've probably also reached the point where you're asking, "Now what?" or "Where do I go from here?" So, if you're interested in advancing your career and reaching your full potential, it's time to upgrade your success skills. What Got You Here, Won't Get You There (2007) illustrates the importance of updating your skill set and becoming better than your best.

marshall goldsmith what got you here: Summary of Marshall Goldsmith & Mark Reiter's What Got You Here Won't Get You There Everest Media,, 2022-05-27T22:59:00Z Please note: This is a companion version & not the original book. Sample Book Insights: #1 Some people have an internal compass that always points them in the right direction. They not only navigate shopping malls, but their school years, careers, marriages, and friendships. They are grounded and know who they are and where they're going. #2 The problem is that people's inner compass of correct behavior has gone out of whack, and they become clueless about their position among their coworkers. I wish I could snap my fingers and make these people immediately see the need to change, but I can't. Instead, I show them what their colleagues at work think of them. #3 The most important thing I've learned in my career is that a comma can ruin a sentence. This book is about helping you deliver your lines in the workplace in the most effective way possible. #4 You can get to

a better place if you go there. You have to understand that what got you here won't get you there. You have to make the journey.

marshall goldsmith what got you here: What Got You Here Won't Get You There
Marshall Goldsmith, Shane Clester, 2012 The corporate world is filled with men and women who
have worked hard to reach upper level management. They're intelligent, skilled, and even
charismatic. But only a handful of them will ever reach the pinnacle and as executive coach Marshall
Goldsmith shows in this book, subtle nuances make all the difference. These are small transactional
flaws performed by one person against another that, using Goldsmith's straightforward, jargonfree
advice, are easy behaviors to change.

marshall goldsmith what got you here: What Got You Here Won't Get You There Marshall Goldsmith, Mark Reiter, 2007

marshall goldsmith what got you here: SUMMARY - What Got You Here Won't Get You There: How Successful People Become Even More Successful By Marshall Goldsmith And Mark Reiter Shortcut Edition, 2021-06-09 * Our summary is short, simple and pragmatic. It allows you to have the essential ideas of a big book in less than 30 minutes. As you read this summary, you will discover Marshall Goldsmith's tips for success by improving your life skills. You will also discover that: you can make the advice for leaders your own; it's time to shed some light on true success; your bad habits, whether conscious or not, are serious impediments to your achievements; the eyes of the professional and personal entourage are precious. Marshall Goldsmith, coach of great leaders in the United States, is the author of The Ultimate Step: From Success to Excellence. In it, he describes his method, the one he designed to help executives get rid of harmful habits and strive for excellence. Do you yourself have the ambition to go even further professionally? You can achieve your goal by following Marshall Goldsmith's sound advice. Would you be able to climb the ultimate ladder? *Buy now the summary of this book for the modest price of a cup of coffee!

marshall goldsmith what got you here: What Got You Here Won't Get You There . . . in Sales (ENHANCED EBOOK) Marshall Goldsmith, 2011-10-21 Kick your bad habits—and CLOSE MORE SALES! "I love this book, especially the importance of empathy—care enough about what you are selling to personalize its value to your customer!" —Jim Farley, VP Global Marketing, Ford Motor Company "In over 20 years of sales leadership, I had yet to see someone describe self-improvement through the elimination of existing behaviors rather than the creation of new ones—what a simple, concise, and personally applicable developmental tool. This is a must-read for everyone in sales!" -Chris Richardson, VP Global Sales, Abbott Vascular "Don Brown and Bill Hawkins, collaborating with Marshall Goldsmith's incredible insight, have created strategy and ideas that will help you grow, sell more, and prosper!" —Jeffrey Gitomer, author of The Little Red Book of Selling "What Got You Here Won't Get You There in Sales! is a practical guide for anyone in sales—they hit the nail on the head! Read this book to learn how to build your relationships with customers while shedding the habits that are holding you back!" —Tom Reilly, author of Value-Added Selling "Deep and meaningful connections with people in business can change the trajectory of your career. This is a brilliant playbook for professionals who want to step up their game and truly own their success. I have seen the power of this approach in action—and IT WORKS!" —Rich Daly, Executive Vice President, Takeda Pharmaceuticals About the Book: One of the most influential business coaches of our time, Marshall Goldsmith helps businesspeople pinpoint career-harming behaviors, understand why they engage in them and, most importantly—stop. His book What Got You Here Won't Get You There wasn't just a runaway bestseller, it has helped untold numbers dramatically improve their careers and personal lives. Now, Goldsmith teams up with leading sales thought leaders Don Brown and Bill Hawkins to help you break the habits that specifically damage sales relationships. This dream team's combined clients have increased their sales from 5 to 30 percent—and their gross profit up to 50 percent! In short, their approach works. What Got You Here Won't Get You There in Sales! provides simple-to-use tools for maintaining and leveraging quality personal connections by doing something much easier than learning new behaviors: simply stopping old ones. When dealing with your customers, do you: Needlessly verbalize and execute every possible step in the sales

process? Repeatedly initiate communication for no apparent purpose? Attempt to verbally "one up" your customer in conversation? The authors name 16 bad habits in all, and they provide proven techniques for reversing their negative effects by putting them to rest for good. There is no profession that depends more on good relationships than sales. And there's no one more qualified to coach you to create and nurture productive sales relationships than these three authors. You do have the power to change. Let Goldsmith, Brown, and Hawkins help you kick your bad habits to improve relationships, increase sales, and enjoy a more fulfilling, enriching career.

marshall goldsmith what got you here: What Got You Here Won't Get You There in Sales: How Successful Salespeople Take it to the Next Level Marshall Goldsmith, Bill Hawkins, Don Brown, 2011-09-09 Kick your bad habits—and CLOSE MORE SALES! "I love this book, especially the importance of empathy—care enough about what you are selling to personalize its value to your customer!" —Jim Farley, VP Global Marketing, Ford Motor Company "In over 20 years of sales leadership, I had yet to see someone describe self-improvement through the elimination of existing behaviors rather than the creation of new ones—what a simple, concise, and personally applicable developmental tool. This is a must-read for everyone in sales!" —Chris Richardson, VP Global Sales, Abbott Vascular "Don Brown and Bill Hawkins, collaborating with Marshall Goldsmith's incredible insight, have created strategy and ideas that will help you grow, sell more, and prosper!" —Jeffrey Gitomer, author of The Little Red Book of Selling "What Got You Here Won't Get You There in Sales! is a practical guide for anyone in sales—they hit the nail on the head! Read this book to learn how to build your relationships with customers while shedding the habits that are holding you back!" —Tom Reilly, author of Value-Added Selling "Deep and meaningful connections with people in business can change the trajectory of your career. This is a brilliant playbook for professionals who want to step up their game and truly own their success. I have seen the power of this approach in action—and IT WORKS!" —Rich Daly, Executive Vice President, Takeda Pharmaceuticals About the Book: One of the most influential business coaches of our time, Marshall Goldsmith helps businesspeople pinpoint career-harming behaviors, understand why they engage in them and, most importantly—stop. His book What Got You Here Won't Get You There wasn't just a runaway bestseller, it has helped untold numbers dramatically improve their careers and personal lives. Now, Goldsmith teams up with leading sales thought leaders Don Brown and Bill Hawkins to help you break the habits that specifically damage sales relationships. This dream team's combined clients have increased their sales from 5 to 30 percent—and their gross profit up to 50 percent! In short, their approach works. What Got You Here Won't Get You There in Sales! provides simple-to-use tools for maintaining and leveraging quality personal connections by doing something much easier than learning new behaviors: simply stopping old ones. When dealing with your customers, do you: Needlessly verbalize and execute every possible step in the sales process? Repeatedly initiate communication for no apparent purpose? Attempt to verbally "one up" your customer in conversation? The authors name 16 bad habits in all, and they provide proven techniques for reversing their negative effects by putting them to rest for good. There is no profession that depends more on good relationships than sales. And there's no one more qualified to coach you to create and nurture productive sales relationships than these three authors. You do have the power to change. Let Goldsmith, Brown, and Hawkins help you kick your bad habits to improve relationships, increase sales, and enjoy a more fulfilling, enriching career.

marshall goldsmith what got you here: What Got You Here Won't Get You There Soundview Executive Book Summaries, 2014-07-01 Whether you are near the top of the ladder or still have a ways to climb, this book serves as an essential guide to help you eliminate your dysfunctions and move to where you want to go. Marshall Goldsmith is an expert at helping global leaders overcome their sometimes unconscious annoying habits and attain a higher level of success. His one-on-one coaching comes with a six-figure price tag. But, in this book, you get Marshall's great advice without the hefty fee! Marshall Goldsmith is one of the most credible thought leaders in the new era of business.-The Economist For over a decade I have worked with Marshall in corporations and seen him teach. In my opinion, he is the best at what he does, bar none. He has that rare combination that

makes a great teacher-thought leadership, classroom management, and presence.-Vijay Govindarajan, professor and director, Center for Global Leadership, Tuck School, Dartmouth University America's preeminent executive coach.-Fast Company.

marshall goldsmith what got you here: CIO, 2007-02-15

marshall goldsmith what got you here: The Power Advantage Dr. Joe Currier, 2018-03-05 The POWER Advantage Passion. Ownership. Wellness. Excellence. Relationships. In The POWER Advantage, Dr. Joe Currier demonstrates that when leaders overturn stale, outdated, top-down business management conventions and instead pursue four foundational values required of modern global organizations—Passion, Ownership, Wellness, Relationships—they will succeed in building enthusiastic, healthy, and highly successful teams. The inevitable outcome of implementing these key strategies is Excellence—for the team members and for the organizations they represent. Gathering the knowledge accumulated over forty-five-years of professional dedication as a psychologist, management consultant, and college faculty member, Dr. Currier invites readers to partake in honest self-inventory, examining their vulnerabilities and failures as well as their skills and strengths, and then teaches them how to seek feedback from others in order to realize their optimal performance. The author draws on long-tested psychological understanding of individuals' needs as well as from successful strategies implemented by industry leaders, and he builds upon his own experiences as a Chief Learning Officer and from presenting workshops for organizations all over the world. By helping leaders recognize the power they can gain by sharing the lessons learned from their personal and professional journeys, truly listening to their team members, and creating feedback-rich, fulfilling work environments, The Power Advantage provides concrete methodologies for those wishing to maximize their team's potential—and for anyone who wants to achieve his or her personal best.

marshall goldsmith what got you here: SUMMARY Edition Shortcut (author), 1901 marshall goldsmith what got you here: What Got You Here Won't Get You There Marshall Goldsmith, Mark Reiter, 2011 The corporate world is filled with men and women who have worked hard to reach upper level management. They're intelligent, skilled, and even charismatic. But only a handful of them will ever reach the pinnacle--and as executive coach Marshall Goldsmith shows in this book, subtle nuances make all the difference. These are small transactional flaws performed by one person against another that, using Goldsmith's straightforward, jargonfree advice, are easy behaviors to change. EDITORIAL REVIEWS: From Publishers Weekly Goldsmith, an executive coach to the corporate elite, pinpoints 20 bad habits that stifle already successful careers as well as personal goals like succeeding in marriage or as a parent. Most are common behavioral problems, such as speaking when angry, which even the author is prone to do when dealing with a teenage daughter's belly ring. Though Goldsmith deals with touchy-feely material more typical of a self-help book--such as learning to listen or letting go of the past--his approach to curing self-destructive behavior is much harder-edged. For instance, he does not suggest sensitivity training for those prone to voicing morale-deflating sarcasm. His advice is to stop doing it. To stimulate behavior change, he suggests imposing fines (e.g., \$10 for each infraction), asserting that monetary penalties can yield results by lunchtime. While Goldsmith's advice applies to everyone, the highly successful audience he targets may be the least likely to seek out his book without a direct order from someone higher up. As he points out, they are apt to attribute their success to their bad behavior. Still, that may allow the less successful to gain ground by improving their people skills first. (Jan. 2) Copyright (c) Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. --This text refers to the Hardcover edition. From Booklist By now, the CEO as celebrity is old hat. (Just start counting the books from former company heads.) That goes for the executive-recruiter-cum-president-makers. What has yet to be explored--until now--is the celebrity business coach, the individual who helps C-level executives correct flaws, whether invisible or public. A frequent interviewee in major business magazines like Fortune, Goldsmith, with the sage help and advice of his collaborator Reiter, pens a self-help career book, filled with disguised anecdotes and candid dialogue, all soon slated for bestsellerdom. His steps in coaching for success

are simple, honest, without artifice: gather feedback from appropriate colleagues and cohorts, determine which behaviors to change (and remember, Goldsmith specifically focuses on behavior, not skills or knowledge), apologize, advertise, listen, thank, follow up, and practice feed-forward. Admittedly, this shrewd organizational psychologist only works with leaders he knows will listen, follow advice, and change--especially considering that he doesn't receive fees until improvements are secure and visible. On the other hand, these are words and processes anyone will benefit from, whether wannabe manager or senior executive. Barbara Jacobs Copyright (c) American Library Association. All rights reserved--This text refers to the Hardcover edition.

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