



Marshall Goldsmith: Effective Leadership Skills

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.

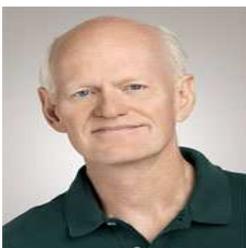


Effective leaders generate results through people: higher productivity, lower costs, create and realize a vision, and achieve goals in a time effective manner. Marshall Goldsmith is an expert on leadership having trained over 100 CEOs and their teams on the qualities of great leadership.

Leadership: Changing Behavior (“Who Moved Your Cheese”)?

- 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?
- What are the skills they think will lead to their next promotion?

Marshall Goldsmith wrote the best-selling book, *What Got You Here Won't Get You There*, to address the need for behavioral change and flexibility in leaders. The very skills that got a leader their last promotion might not work in their next job:



(Video:Marshall Goldsmith – Changing Behavior)

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!!!



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

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?



(Video: Adding Too Much Value)

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: Ask, listen, think, thanks, respond and follow up.



(Video: Asking for Feedback)

Avoiding 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

Interaction: What damage can favoritism cause?



- We don’t get the bad news in time to fix the problem
- We discourage honesty
- We reward the wrong people
- We lose our competitive edge
- We surround ourselves with people like ourselves, not covering our weak spots.

(Video: Avoiding Favoritism)

Team Building Without Time Wasting (FeedForward)

Questions to spur thinking:

- 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 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.



(Video: Build a Great Team)

Winning Too Much

“Imagine you're the CEO. I come to you with an idea that you think is very good, but rather than just say, ‘Great idea!’, your tendency - because you have to win - is to say, ‘Good idea, but do it this way.’ Well, you may have improved the quality of my idea by 5%, but you've reduced my commitment to executing it by 30% because you took away my ownership.

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.”

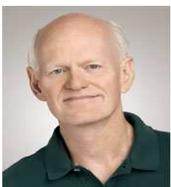
Marshall Goldsmith



(Video: Marshall Goldsmith – Winning too much)

Destructive Comments

Back stabbing or saying a destructive comment to a co-worker in front of other colleagues kills team spirit and causes all kinds of animosity. Marshall Goldsmith has a fun way to break the habit:



(Video: Marshall Goldsmith: Destructive Comments)