

## Summary of the book: What got you here won't get you there – Marshall Goldsmith

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### Short Summary

- Don't be so alpha – Look after all your people, peers, directs and LMs... Give away all the credit and help others succeed
- Get feedback, learn and communicate where you are on your journey

### Detailed Summary

It's likely that people who have achieved a level of success think the following:

1. Overestimate their contribution to a project
2. Take credit when perhaps it should be given to others
3. Have an elevated opinion of our professional skills and our standing amongst peers
4. Conveniently ignore costly failures and time-consuming dead ends
5. Exaggerate our projects impact on net profits

There are 20 habits which hold back successful people from getting to the top. These are as follows:

1. Winning too much
2. Adding too much value
3. Passing judgement
4. Making destructive comments
5. Starting with no but or however
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 that we don't deserve
12. Making excuses
13. Clinging to the past
14. Playing favourites
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'

The 21<sup>st</sup> habit which stops people from getting to the top is goal obsession.

A self-assessment against the above is good but feedback from peers, colleagues, leaders is a far better and more accurate data point.

It is better if feedback is elicited by someone other than the person in question.

The best way to ask for this feedback is to ask the following four questions:

1. Let go of the path
2. Tell the truth
3. Be supportive and helpful, not cynical, or negative
4. Pick something to improve yourself so everyone is focused more on the improving than the judging.

Apologising is super important, and it has the following steps:

1. I'm sorry
2. I'll try to do better in future
3. Listen (Don't explain, don't complicate, don't qualify)

If you've found a fault in the habits above and you're trying to change. Communicate / broadcast that this is what you are trying to do.

Listening is super important. Key steps are:

- Listen
- Don't interrupt
- Don't finish sentences
- Don't say 'I knew that'
- Don't agree with the other person
- Don't use the words no, but, and however
- Don't be distracted, don't let your eyes or attention wander elsewhere while the other person is talking
- Maintain your end of the dialogue by asking intelligent questions that show you were listening and move the conversation forward and require the other person to talk while you listen
- Eliminate any striving to impress the other person with how smart or funny you are. Your only aim is to let the other person feel that or she is accomplishing the outcome of you listening.

Thank big broad and often

Follow up with people you got feedback from and who you are broadcasting too and check that you are making progress

Feedforward is about getting two suggestions on something you are working on from anyone.

The response to this is 'thank you'

Things to consider:

1. Behavioural change might not work for the issue that you have
2. Pick the right things to change
3. Don't delude yourself about what you really must change
4. Don't hide from the truth you need to hear
5. There is no ideal behaviour
6. If you can measure it, you can achieve it
7. Monetise the result
8. The best time to change is now