What Got You Here Won’t Get You There:
Lessons for Leaders

Presented by Mary Rezek

Adapted from Marshall Goldsmith’s Book
Do you know how you come across to others?
**TRUTH:** All leadership manifest some bad habits that hinder their progress.

**TRUTH:** The more successful leaders become... the more power a behavioral problem has to **STOP** their promotability.
BIGGEST MISTAKE:
‘I am successful. I behave this way. Therefore, I must be successful because I behave this way!’
• I have succeeded.
• I can succeed.
• I will succeed.
• I choose to succeed.
• Past habits lock down thinking.
• Why Change??

THE PARADOX OF SUCCESS

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PERSONALITY is who you are
BEHAVIOR is what you do

PERSONALITY Can \textbf{NOT} be changed situationally
BEHAVIOR be CAN changed situationally
"We spend a lot of time helping leaders learn what to do, we don’t spend enough time helping leaders learn what to stop."

Peter Drucker
Winning too much: The need to win at all costs and in all situations—when it matters, when it doesn’t, and when it’s totally beside the point.

Adding too much value: The overwhelming desire to add our two cents to every discussion.

Passing judgment: The need to rate others and impose our standards on them.

Making destructive comments: The needless sarcasms and cutting remarks that we think make us sound sharp and witty.

Starting with “No”, “But” or “However”: The overuse of these negative qualifiers which secretly say to everyone, “I’m right. You’re wrong.”
THINGS TO AVOID AS A LEADER (6-10)

**Telling the world how smart we are:** The need to show people we’re smarter than they think we are.

**Speaking when angry:** Using emotional volatility as a management tool.

**Negativity, or “Let me explain why that won’t work”:** The need to share our negative thoughts even when we were not asked.

**Withholding information:** The refusal to share information in order to maintain an advantage over others.

**Failing to give proper recognition:** The inability to praise and reward.
Claiming credit that we don’t deserve: Over estimating our contribution to any success.

Making excuses: Deflecting responsibility. The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.

Clinging to the past: The need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.

Playing favorites: Failing to see that we are treating someone unfairly. Rewarding people who serve you but it is not in the best interest of the company.

Refusing to express regret: The inability to take responsibility for our actions, admit we’re wrong, or recognize how actions affect others.
THINGS TO AVOID AS A LEADER (16-20)

**Not listening:** The most passive aggressive form of disrespect for colleagues.

**Failing to express gratitude:** The most basic form of bad manners.

**Punishing the messenger:** The misguided need to attack the innocent who are usually only trying to help us.

**Passing the buck:** The need to blame everyone but ourselves.

**An excessive need to be “me”:** Exalting our faults as virtues simply because it is who we are.
WHERE FROM HERE?

Saatori

Start!  Do More of...  Change How You...  Do Less of...  Stop!

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To become a more accountable leader, I need to:

Start doing ________________________________
Do more of ________________________________
Change how I ________________________________
Do less of ________________________________
Stop doing ________________________________
THE ROAD TO CHANGE

• ASK
• LISTEN
• THINK
• THANK
• RESPOND
• INVOLVE
• CHANGE
• FOLLOW-UP
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