

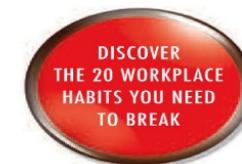
Technology Services Leadership Topic – May 8, 2017

- Marshall Goldsmith – National Best Selling Author and Coach.
- 20 habits which hold you back to be successful.
- How can we change to be better?
- 8 rules which will help you better handle the process of change.

Amazon.com bestseller • *New York Times* bestseller
Wall Street Journal bestseller

What Got You Here Won't Get You There

How Successful People Become
Even More Successful!



MARSHALL GOLDSMITH
WITH MARK REITER



20 habits which hold you back to be successful.(1/6)

1. Winning too much.
2. Adding too much value.
3. Passing judgment.
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 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”.



20 habits which hold you back to be successful(2/6)

1. **Winning too much:**

If the need to win is the dominant gene in our success DNA the overwhelming reason we are successful, then no matter what you only aim at winning the situation even it is of no importance to you.

2. **Adding too much value:**

When some one comes to you with an idea rather than saying good idea, you just tweak it and say it would be better if you do it like this.

3. **Passing Judgement:**

Its fine if you give an opinion but passing judgement may destroy the will of an individual psychologically.

4. **Passing destructive comments:**

There is difference between passing judgement or Adding too much value, they add nothing but pain.



20 habits which hold you back to be successful(3/6)

5. **Starting with “No,” “But,” or “However.”**

If you start your sentence with these words no matter what your tone is the message given to the other person is “You are wrong.”

6. **Telling the world how smart we are:**

Its human tendency to make other feel that if you are not intelligent as them, you are at least on par with them. Its fine that you are smart, other people will like you to have you in their team, but announcing that you are smart will refrain them to select you.

7. **Speaking when angry.**

Emotional volatility is not the sign of leader. If you are angry can you be expected to lead others.

8. **Negativity, or “Let me explain why that won’t work.”**

This aims at just demotivating the individual nothing else.



20 habits which hold you back to be successful(4/6)

9. Withholding information:

If you have something to say, speak out. Don't delay it for later. Whether it be positive or negative. But refrain yourself if its too extreme. This doesn't mean you should not speak, you should but at right time.

10. Failing to give proper recognition:

If you are withholding and not praising the person who deserves, you are failing to recognize him properly, this deprives of the people and emotional payoff sets in.

11. Claiming credit that we don't deserve:

This is one of the most psychological crime one can ever commit. Instead look around and see that whether other people can be credited for the success.

12. Making excuses:

Once people reach the age of accountability, no matter other do to them they, cannot make an excuse.



20 habits which hold you back to be successful(6/6)

17. Failing to express gratitude.

If you fail to express gratitude, this will prevent others from visiting you again. Whether positive or negative say Thank You, it will tie the person to yourself.

18. Punishing the messenger:

It is punishing the person who enlighten you about your mistakes.

19. Passing the buck.

Passing the buck is the dark side of the claiming the credit which is deserved by others. Here the person not only claims the success of others but also pushes them with the shame of failure.

20. An excessive need to be “me”:

The person will to be excessive of me, in other words taking excessive responsibilities and depriving other to indulge in any sort of activities which would showcase their skills.

How can we change to be better?

- 7 step method for changing our interpersonal relationship and making these changes permanent.
 1. Feedback
 2. Apologizing.
 3. Telling the world as advertising. When there is need to approve or reason to apologize be transparent and let everyone know.
 4. Listening.
 5. Thanking.
 6. Following up.
 7. Practicing Feed forward. Feed forward is solution-oriented, providing clear indications on how to solve a problem without offering positive or negative criticism.

8 rules which will help you better handle the process of change.

- You might not have a disease that behavioural change can cure.
- Pick the right thing to change.
- Don't mislead yourself about what you really want to change.
- Don't hide from the truth you need to hear.
- There is no ideal behaviour- Sometimes desire for "Perfect" can drive away "better" so be careful.
- If you can measure it, you can achieve it.
- Monetize the result, create a solution.
- Best time to change is "Now."