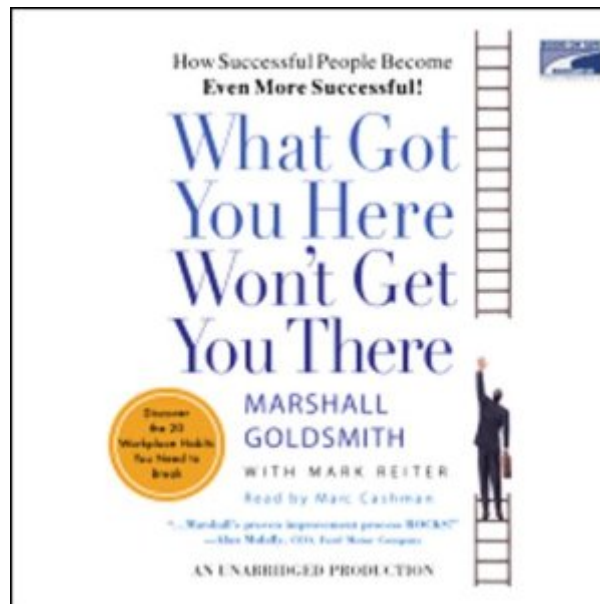


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# What Got You Here Won't Get You There: How Successful People Become Even More Successful!



## Synopsis

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. --This text refers to the Paperback edition.

## Book Information

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## Customer Reviews

Had I had access to the ideas in Marshall Goldsmith's book years ago, I would probably be better off. At my advanced age, I have spent too much time working for myself. Sure, I recognize the importance of teams and team work. But I refer descending from my aerie, joining the team, completing the project and returning to the solace of personal contemplation. Years ago, I found this

works best for me. Goldsmith, an executive coach, argues in his book *What Got You Here Won't Get You There*, that success delusion, holds most of us back. We, (read I):

1. Overestimate our (my) contribution to a project.
2. Take credit, partial or complete, for successes that belong to others.
3. Have an elevated opinion of our (my) professional skills and our (my) standing among our (my) peers.
4. Ignore the failures and time-consuming dead-ends we (I) create.
5. Exaggerate our (my) projects' impact on net profits by discounting the real and hidden costs built into them.

All of these flaws are borne out of success, yet here is where the book becomes interesting. Unlike others, Goldsmith does limit himself to teaching us (me) what to do. He goes the next step. He teaches us (me) what to stop. He does not address flaws of skill, intelligence or personality. No, he addresses challenges in interpersonal behavior, those egregious everyday annoyances that make your (my) workplace more noxious than it needs to be. They are the:

1. Need to win at all costs.
2. Desire to add our (my) two cents to every discussion.
3. Need to rate others and impose our standards on them.
4. Needless sarcasm and cutting remarks that we (I) think make us sound witty and wise.
5. Overuse of "No," "But" or "However."
6. Need to show people we (I) are (am) smarter than they think we (I) are (am.)
7. Use of emotional volatility as a management tool.
8. Need to share our (my) negative thoughts, even if not asked.
9. Refusal to share information in order to exert an advantage.
10. Inability to praise and reward.
11. Annoying way in which we overestimate our (my) contribution to any success.
12. Need to reposition our (my) annoying behavior as a permanent fixture so people excuse us for it.
13. Need to deflect blame from ourselves (myself) and onto events and people from our (my) past.
14. Failure to see that we (I) am treating someone unfairly.
15. Inability to take responsibility for our (my) actions.
16. Act of not listening.
17. Failure to express gratitude.
18. Need to attack the innocent, even though they are usually only trying to help us (me).
19. Need to blame anyone but ourselves (me).
20. Excessive need to be "me."
21. Goal obsession at the expense of a larger mission.

It is too late for me. I am too dysfunction. If there is still hope for you, this book is a witty, well-written start to addressing your unconscious, annoying habits that limit your ability to achieve a higher level of success.

"What Go You Here Won't Get You There" is an exceptional book, a powerhouse of information, insight and instruction. The author addresses a particular audience: successful people who need to make a change to continue to be successful. It difficult to get people in that group to change, since they have reason to think they're pretty darn good anyway. Additionally, It is difficult to convince them that the very skills that got them where they are may be damaging their current success or preventing them from going further. So when he shows you exactly how to pull off such a miracle,

you are going to be extremely impressed. What is more impressive is the lavish detail Goldsmith provides to help you apply, on your own, the same process which he is paid \$250,000 to undertake for each executive he coaches. He gives generously, tells all that you need, holds back nothing relevant. He richly illustrates his points with stories and examples that are so right-on-the-dime that you fully understand each point he makes. Yet, the writing is lean and tightly organized, packed into little over 200 pages. Since you will want to read the book several times in study mode, the author's ability to be succinct is a very handy feature. And you will want to study the book carefully, because you will understand that this could be a real career-changer for you. In fact, it could be a real life-changer for you. The changes he describes are valuable in anyone's career or in their personal lives. They are all about interpersonal relations. Goldsmith divides the book into four sections. In section one, he discusses why people resist change, what false beliefs obstruct change and how people have overcome those limiting beliefs. In section two, he lists, defines and describes the twenty most common harmful habits in interpersonal relations, with brief illustrations of how to handle them, specifically. In section three, he explains the change process. Exactly. I stand in awe of his eloquence. This is everything-you-ever-needed-to-learn about how to change. About how to make that change visible to others. About how to enlist others in the process of making the right change and making it last. In section four, he enumerates several important "rules" of change and shares various other analyses and insights that help complete your understanding of why and how to make effective, lasting change. This compendium of wisdom shows you how the author does what he does so well. You will be empowered to do the same for yourself. You don't need to wait until you're wildly successful and need to break bad habits. Start from wherever you are in your progress through life and career and learn how to be powerfully successful in interpersonal relations by avoiding the bad habits or correcting any you may have.

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