

# LEAD WELL

## BOOK REVIEW

What Got You Here Won't Get You There

Marshall Goldsmith

### KEY PRINCIPLE

Whether you are near the top of the ladder or still have a way to climb, you want to identify and try to eliminate your dysfunctions or annoying habits that are standing in the way of where you want to go.

### HIGHLIGHTS

Goldsmith shares his experiences working as an executive coach to thousands of executives and identifies common challenges that prevent leaders from advancing in their career. The higher you go on the ladder, the more your problems are behavioral. People skills make a huge difference. In the book he shares a list of 20 Habits to Stop and unpacks details of each. Things like winning at all costs, adding too much value, starting with 'no', 'but', or 'however'.

A quote from Peter Drucker in the book relates to Goldsmith's idea of helping leaders know what to stop doing. "We spend a lot of time teaching leaders what to do. We don't spend enough time teaching leaders what to stop."

Funny thing about stopping, it gets no attention yet can be as crucial as everything else combined.

People don't get better without follow-up and feedback. Leaders who ask for input on a regular basis are seen as increasing in effectiveness. Becoming better is a process not an event. 'What is it I want to do better? Who will hold me accountable? What questions do I ask myself each night?' EX: how much time do I spend on topics that I can't control or don't matter?

Goldsmith also shares one of biggest challenges for a leader is overcommitment because there's a sea of opportunities - life begets life. When we do what we CHOOSE to do we are committed. When we do what we HAVE to do we are compliant.