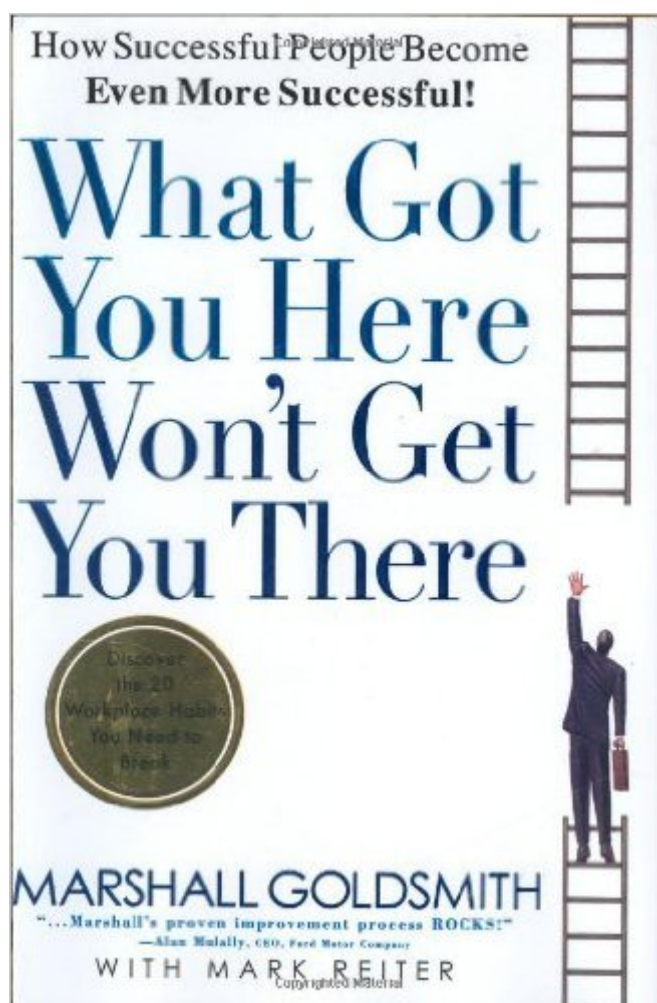


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# What Got You Here Won't Get You There: How Successful People Become Even More Successful



## Synopsis

America's most sought-after executive coach shows how to climb the last few rungs of the ladder. The corporate world is filled with executives, men and women who have worked hard for years to reach the upper levels of management. They're intelligent, skilled, and even charismatic. But only a handful of them will ever reach the pinnacle -- and as executive coach Marshall Goldsmith shows in this book, subtle nuances make all the difference. These are small "transactional flaws" performed by one person against another (as simple as not saying thank you enough), which lead to negative perceptions that can hold any executive back. Using Goldsmith's straightforward, jargon-free advice, it's amazingly easy behavior to change. Executives who hire Goldsmith for one-on-one coaching pay \$250,000 for the privilege. With this book, his help is available for 1/10,000th of the price.

## Book Information

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## Customer Reviews

Goldsmith, an executive coach to the corporate elite, pinpoints 20 bad habits that stifle already successful careers as well as personal goals like succeeding in marriage or as a parent. Most are common behavioral problems, such as speaking when angry, which even the author is prone to do when dealing with a teenage daughter's belly ring. Though Goldsmith deals with touchy-feely material more typical of a self-help book -- such as learning to listen or letting go of the past -- his approach to curing self-destructive behavior is much harder-edged. For instance, he does not suggest sensitivity training for those prone to voicing morale-deflating sarcasm. His

advice is to stop doing it. To stimulate behavior change, he suggests imposing fines (e.g., \$10 for each infraction), asserting that monetary penalties can yield results by lunchtime. While Goldsmith's advice applies to everyone, the highly successful audience he targets may be the least likely to seek out his book without a direct order from someone higher up. As he points out, they are apt to attribute their success to their bad behavior. Still, that may allow the less successful to gain ground by improving their people skills first. (Jan. 2) Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved.

By now, the CEO as celebrity is old hat. (Just start counting the books from former company heads.) That goes for the executive-recruiter-cum-president-makers. What has yet to be explored--until now--is the celebrity business coach, the individual who helps C-level executives correct flaws, whether invisible or public. A frequent interviewee in major business magazines like Fortune, Goldsmith, with the sage help and advice of his collaborator Reiter, pens a self-help career book, filled with disguised anecdotes and candid dialogue, all soon slated for bestsellerdom. His steps in coaching for success are simple, honest, without artifice: gather feedback from appropriate colleagues and cohorts, determine which behaviors to change (and remember, Goldsmith specifically focuses on behavior, not skills or knowledge), apologize, advertise, listen, thank, follow up, and practice feed-forward. Admittedly, this shrewd organizational psychologist only works with leaders he knows will listen, follow advice, and change--especially considering that he doesn't receive fees until improvements are secure and visible. On the other hand, these are words and processes anyone will benefit from, whether wannabe manager or senior executive. Barbara Jacobs Copyright © American Library Association. All rights reserved

This title was recommended to me by a colleague/friend. I understood from the description this was a version of the book with some illustrations added. It's actually a cartoon with precious little content that could have been summarized in a short table or short text. The whole book itself is actually just a few pages, more of a brochure. The original book might be ok but blocked the kindle version for "quality" reasons, they should have blocked this one instead...

I really enjoyed this book. It was a pretty quick read with lots of interesting stories to punch home the lesson. This book was suggested to me as a new manager and while I got a lot of helpful information out of it, I think it is structured for someone who has been in the role for a while and wants to improve themselves and relations with their current team. Having been a manager before I

was able to identify some of my areas for improvement based on past experience. I will definitely re-read this periodically to reassess myself and identify areas steps for improvement.

Well. It is a short illustrated comic-type of book. Cute. This is not the book if you want anything serious. More of a thought primer that for someone who wants to consider changing the way they do things. Good for a reminder on key points in Marshall's real book. Set your expectations low though if you expect this book to have some deep soul changing tool. It's more light and fluffy...like a small, vegan appetizer for a four course meal.

Amazing insight! It is eye opening how many of these traits i could identify with in others and myself. A great help for anyone looking to advance in life!

As an executive coach, I work with high performers who sometimes wonder why they are stalled in reaching their next level of success. I found Marshall Goldsmith's *What Got You Here Won't Get You There*, overflowing with insights that I can use in these situations. As many climb the executive ladder, they start breathing rarified air that can lead them to forget how they got there, who helped them, and where they may have lost their footing the way. They develop what Goldsmith calls *The Twenty Habits That Hold You Back From The Top*, including winning too much, making destructive comments, taking the credit, making excuses, winning too much - the list goes on. When an executive displays too many of these habits, his or her staff can spend too much time tending to the executive's ego rather than being productive. When people get the message that their ideas can never compare with the boss's, communication becomes strained and morale suffers. Goldsmith combats this pattern with a seven-step plan: accepting feedback without argument, apologizing, telling the world you've apologized, listening without interrupting, thanking others, following up on efforts to improve, and practice "feedforwarding" - asking for feedback on your progress. A little behavior modification in the workplace goes a long way in an office environment. When you find yourself engaging in any of the 20 bad habits, Goldsmith says "Stop it!" and choose another way, without excuses as to why you can't change. His approach does not detract from personal achievements, but helps one put them in perspective. Anyone can change to become a better team player and a better person. Goldsmith based the book on his experience with his high profile clients, but the suggestions are good for anyone open to some self-analysis about how they interact with others. I find it is good advice to pass along to my clients and highly recommend this book as a starting point for those who aspire to be highly effective in their careers.

"What Got You Here Won't Get You There" is a fabulous book! Quite enjoyable to read. It's succinct, engaging (sometimes quite humorous! Found myself burst out laughing), and refreshingly insightful. Dr. Goldsmith is brilliant! When you read this book, you will find that it is rich with knowledge, insight, and wisdom. You will find yourself saying, "Wow, I see. Simple yet insightful!" The author is earnest and wants to help us become more successful. He helps us face reality, pointing out the challenges and difficulties of achieving lasting change. Understanding (as he proved) is not enough to create lasting change. Fortunately for us, he provides us with simple, powerful processes that we can use to achieve lasting, positive change. Additionally, he encourages us to be patient (be realistic) and give it time to see real results. I highly recommend this book to people who want to be more successful in their career and personal lives. I also recommend that you read "Mojo: How to Get It, How to Keep It, How to Get It Back if You Lose It." You will enjoy it, you will find yourself laughing, and you will be filled with more knowledge, insight, and wisdom. Best of luck to your success! Thank you so much Dr. Goldsmith for sharing your knowledge, insight, and simple yet powerful processes!

Thoroughly enjoyed Marshall's book on how we need to be evolving professionally, in order to keep building a successful career. Many thought provoking sections that will be worth reading again and again!

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