

Personal Excellence

The Magazine of Personal Leadership

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Marshall Goldsmith
Executive Coach
Author

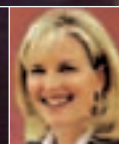
Have
Some
Fun
Great
Gifts

Find Your
Essential
Values

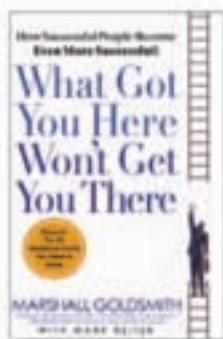
Give the Gift
of Yourself

"Personal Excellence is the only reading you'll need to do for continual self-improvement both personally and professionally!"

—Sharlene Hawkes, Former Miss America,
award-winning ESPN broadcaster



Everyone is talking about Marshall Goldsmith and his new book *What Got You Here Won't Get You There.*



“We were a very successful team who took our performance to the next level. With Marshall’s help we identified our two areas and went to work. We used everyone’s help and support, exceeded our improvement expectations, and had fun! A team’s dedication to continuous improvement combined with **Marshall’s proven process ROCKS!**”

—Alan Mulally, CEO, Ford Motor Company, and former CEO, Boeing Commercial Airline

“Perhaps the greatest teacher of leadership on the planet. I have personally watched him help thousands of executives in three companies improve their leadership in measurable ways. As a result, their performance improved, their relationships improved, and they lived happier lives.”

—Jim Moore, former chief learning officer of BellSouth, Nortel, and Sun Microsystems

“Marshall has a unique gift and a rare skill—the gift to get beneath the surface issues to identify the core developmental needs that must be resolved for someone to be successful, and the skill to make the person aware of them in a no-nonsense manner that, somehow, stimulates change rather than creating denial and resistance.”

—Steve Kerr, chief learning officer, Goldman Sachs, former CEO, GE, and president of the Academy of Management

“I love Marshall Goldsmith for lots of reasons: his generous soul, his capacity to bring out the best in people, **his zen-like ability to create an evocative community**—the mark of a great teacher, and his way of getting people, just about everybody, to laugh their way into deep and penetrating insights. He is the very model of a professional: reliable, trustworthy, always ‘on,’ and always has your interest at heart.”

—Warren Bennis, Distinguished Professor of Business, University of Southern California, and bestselling author

“As the CEO of the Girl Scouts, I was working to help a great organization be ‘the best that we could be.’ **The first person Marshall volunteered to work with was me—this sent an important message. I was exuberant about the experience, I improved, and we moved this process across the organization.** Twenty-four years later, I am Chairman of the Leader to Leader Institute—and we are still working together to serve leaders.”

—Frances Hesselbein, winner of the Presidential Medal of Freedom

“Marshall’s valuable insights on leadership development and the related responsibilities of coaching and mentoring are critical to our general officers and their spouses. These are turbulent times, and the tools and techniques that Marshall shared with them are therefore vitally important as they return to their various commands and leadership responsibilities.”

—General Eric K. Shinzaki, former Chief of Staff, U.S. Army

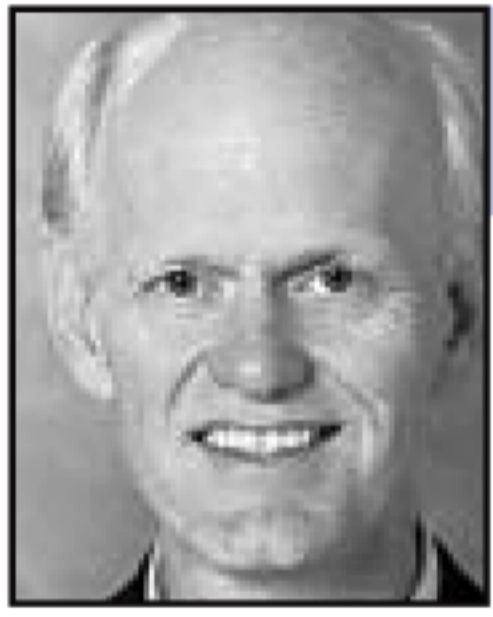
What Got You Here Won't Get You There

MARSHALL GOLDSMITH WITH MARK REITER

Available at bookstores nationwide in January

Have Some Fun

It's the best advice I received.



by Marshall Goldsmith

LIKE MANY YOUNG PH.D. students, I was deeply impressed with my own intelligence, wisdom, and profound insights into the human condition. I consistently amazed myself with my ability to judge others and see what they were doing wrong.

Dr. Fred Case was both my UCLA dissertation advisor and boss. My dissertation was connected with a consulting project that involved the city of Los Angeles. At the time he was a professor at UCLA and head of the LA City Planning Commission. He had done a lot to help the city become a better place. He was also doing a lot to help me. I sincerely respected him.

Although he was normally in a very upbeat mood, on that day Dr. Case seemed annoyed. He looked at me and growled, "Marshall, what is the problem with you? I am getting feedback from some people at City Hall that you are coming across as negative, angry, and judgmental. What's going on?"

"You can't believe how inefficient the city government is!" I ranted. I then gave several examples of how taxpayer's money was being wasted. I was convinced that the city could be a much better place if the leaders just listened to me.

"What a stunning breakthrough!" Dr. Case said sarcastically, "You, Marshall Goldsmith, have discovered that our city government is inefficient! I hate to tell you this, Marshall, but my barber figured this out several years ago. What else is bothering you?"

I then pointed out examples of favoritism toward rich political benefactors.

Dr. Case was now laughing. "Stunning breakthrough number two!" he chuckled. "You have discovered that politicians may give more attention to their major campaign contributors than to people who support their opponents. My barber has also known this for years. I am afraid that we can't give you a Ph.D. for this level of insight."

As he looked at me, his face showed the wisdom of experience. He said, "I have been working at City Hall for years. Did it ever dawn on you that even though I may be slow, perhaps even I have figured some of this stuff out?"

Then he said, "Marshall, you are becoming a pain in the butt. You are not helping your clients, me, or yourself. I'm going to give you two options: Option A: Continue to be angry, negative, and judgmental. If you chose this option, you will be fired. Option B: Start having some fun. Try to make a constructive difference in a way that is positive for you and the people around you. Life is short. Start having fun. What option will you choose?"

I laughed and said, "Dr. Case, I think it is time for me to start having some fun!"

He smiled knowingly and said, "You are a wise young man."

It doesn't take a genius to figure out that things are not always as efficient as they could be; or that people tend to be more interested in their own advancement. Most

people have figured out this one as well.

Real leaders are not people who can point out what is wrong—they make things better. Dr. Case helped me become a better consultant, and have a better life.

Think about your own behavior. Are you communicating a sense of joy and enthusiasm to the people around you—or are you spending too much time in the role of an angry, judgmental critic? Second, do you have any family members, friends, or co-workers who are acting as I did? Are you just getting annoyed or are you trying to help them? If you haven't been trying to help them, give it a try. Perhaps they will write a story about you someday! **PE**

Marshall Goldsmith is an executive coach and author or co-editor of 22 books. Visit www.MarshallGoldsmithLibrary.com.

ACTION: Use your genius to improve things.