

Triggers

*Creating Behavior that Lasts -
Becoming the Person You Want to Be*

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Marshall Goldsmith 100 Coaches Overview

- **“Design the Life You Love” - Ayse Birsal / Heroes Exercise**
- **15 Coaches Project**
- **Linkedin Video: Most Viewed Ever**
- **12,000 Applications**
- **100 Coaches Decision**



Marshall Goldsmith

100 Coaches Overview

- **55 Selected to Date**
- **100 Aspiring Coaches: Apply at www.marshallgoldsmith.com/application/**
- **Free Webinar for Applicants – Free Courses**
- **Recognized as Top 8 Breakthrough Idea / T50**



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- **Over 4000 RSVP's**
- **Streaming on my website
www.MarshallGoldsmith.com**
- **Put your questions in comments and
I will answer them in the last 15
minutes!**



Welcome to Facebook Live!

- **You can watch later on my Facebook page!**
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Goals

- **Understand the concept of triggers - how we create our world and how it creates us.**
- **Understand why we do not achieve our goals and share practical tools that enable us to use structure to improve lives.**
- **Be ready to practice an integrated approach to planning life and business.**
- **Learn the daily question process and how active questions can be used to help achieve personal goals and increase employee engagement.**



What happens?

- **If we know the people that we want to become**
- **Why don't we become these people?**
- **Millions of employees around the world:**
 - **Disengaged**
 - **Depressed**
 - **Not achieving personal goals**
- **Many teams and organizations are dysfunctional**





Why is change so difficult?

- **New Year's resolutions that are never achieved?**
- **Coaching clients that don't change?**
- **Our daily failures to do – even the small things – that we plan?**

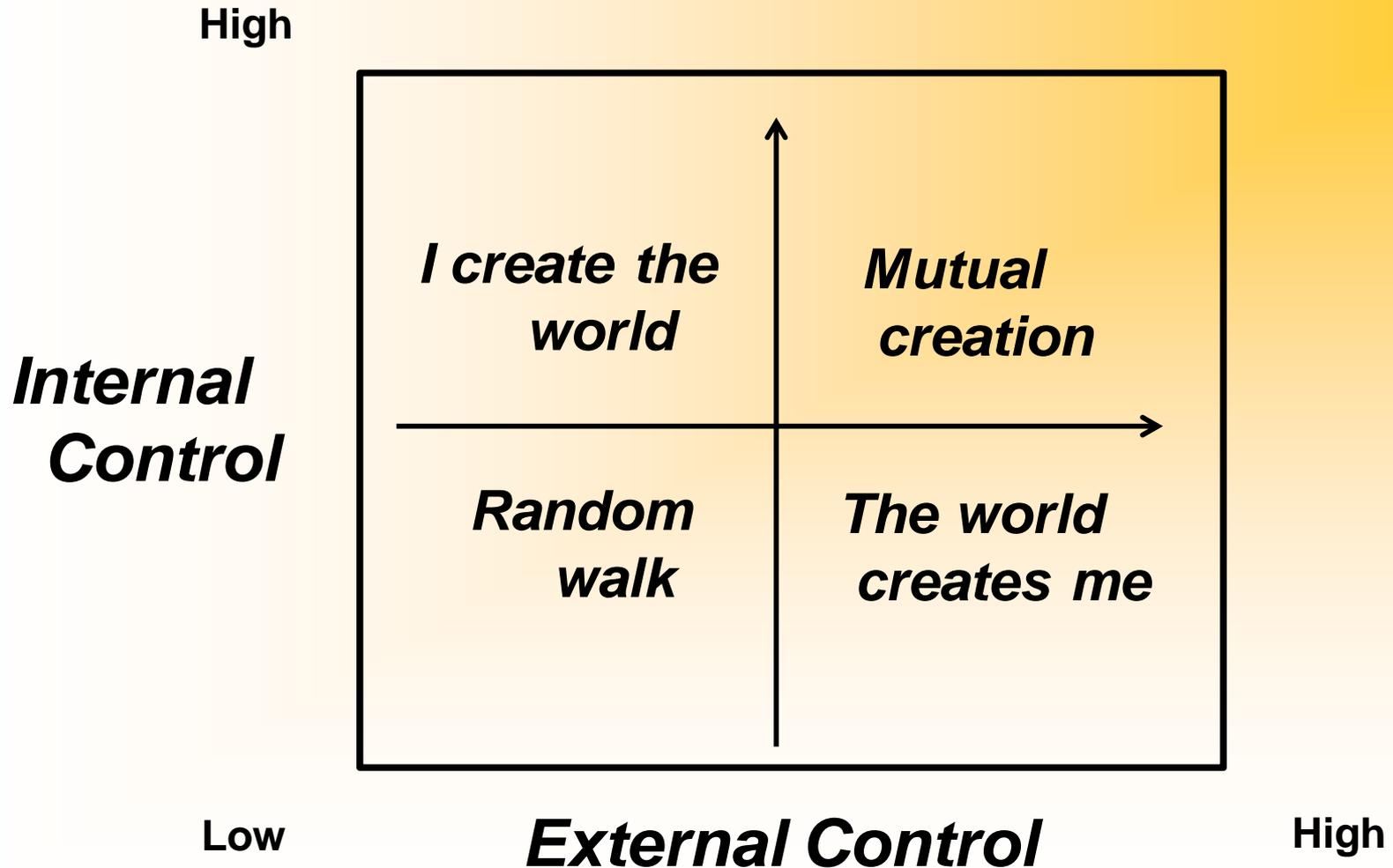


What is a trigger?

**TRIGGER –
ANY STIMULUS
THAT MAY IMPACT OUR BEHAVIOR**



Who is in control?



Mutual creation

**I am creating my world
and at the same time
triggers in my world
are creating me**



Fate vs. choice

- ***Fate*** – The hand of cards that we have been dealt.
- ***Choice*** – How we play the hand.



Changing the impact of triggers

Trigger →
Impulse →
Behavior

Trigger →
Impulse →

Awareness → *Choice* →
Behavior



Dealing with triggers

- **The negative case – correcting driving**
- **The positive case – the hard day**



Triggers: today's 'perfect storm' for distraction

- **Emails, cell phones, tablets, texting**
- **On demand TV, movies, games**
- **Social media**
- **Multi-tasking**
- **'The dream'**



Classic delusions

- **The ‘understanding – doing’ gap**
- **It won’t take that long or be that hard**
- **The high probability of low probability distractions**
- **Today is a ‘special day’**
- **I have the wisdom and courage to objectively evaluate my own behavior**
- **I have willpower and won’t become depleted**
- **I don’t need help or structure to achieve my goals**



It is OK to need help and structure

- **The changing role of coaching – from ‘fixing losers’ to ‘helping winners’**
- **27 top executive endorsements**
- **Athletes, movie stars, world leaders**
- **If could have fixed it by yourself, it would probably be fixed by now**
- **‘I need help and it is OK!’**



The value of structure

- ***The Checklist Manifesto***
- **Stakeholder centered coaching process**
- **Alan Mulally process**
- **Six Question process**
- **Daily question process**





Six Question Coaching

- 1. Where are we going?**
- 2. Where are *you* going?**
- 3. Doing well?**
- 4. Suggestions for improvement?**
- 5. How can I help?**
- 6. Suggestions for me?**



Mutual Responsibility

Alan Mulally: the Ford turnaround story

Establishing clear leadership behavior:

- **Determining the desired behavior**
- **Communicating across the company**
- **Zero tolerance for behavior violations**

Getting clear on priorities

- **The ‘top five’ per person**
- **Red, yellow, green**
- **Complete alignment to the plan**



Alan Mulally: the Ford turnaround story

Creating an open, transparent culture

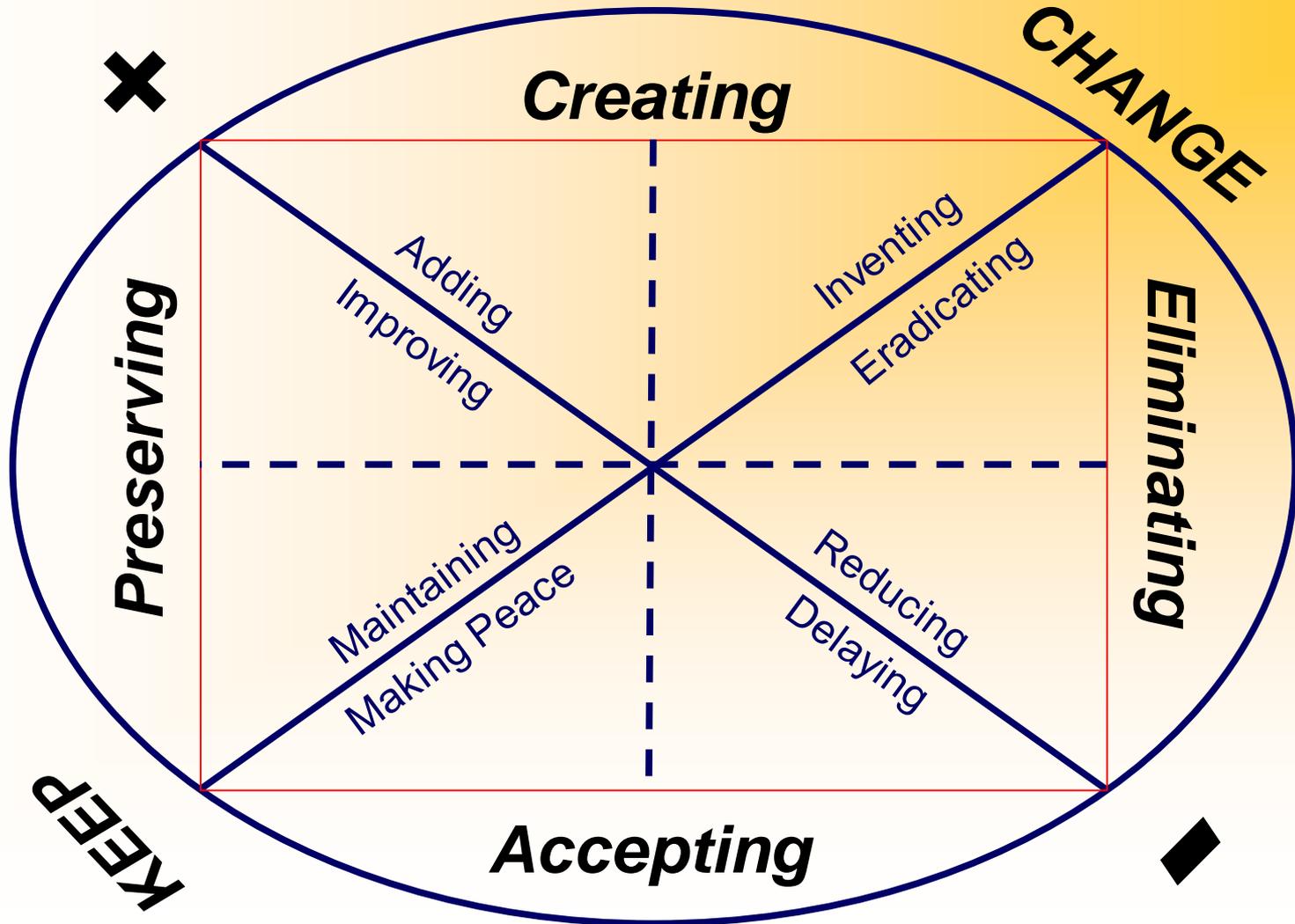
- **Getting rid of shame**
- **One set of numbers**
- **Sharing at all levels**
- **‘You cannot manage a secret’**
- **‘The data will set you free’**

The leader as ‘facilitator’ not ‘boss’



The Wheel of Change

Becoming the Person that We Want to Become



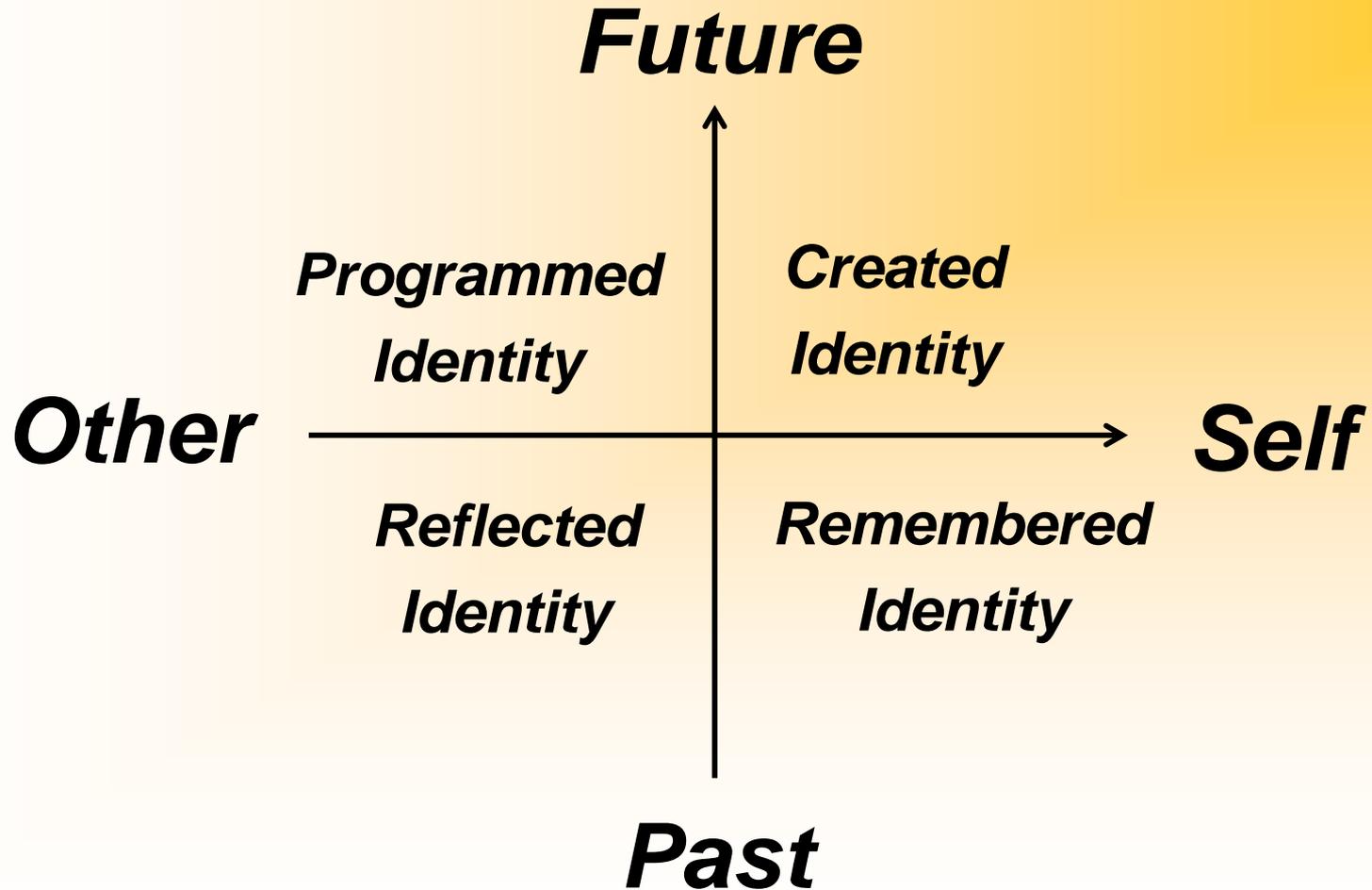
Creating

Who is the you – that you want to create?

- **Creating that person that you want to become**
- **Blocks to creating**
- **Fears that inhibit creating**
- **The role of identity (self-stereotyping)**
- **Hope for the future**
- **Visualizing the future**
- **Focus on process – not just outcomes**



The identity matrix



Preserving

Who is the you – that you want to preserve?

- What do we want to preserve?
- Gratitude for the past – Frances Hesselbein
- The challenge of executing vs. generating
- Why too much focus on preserving can be a problem
 - Kodak
 - The old IBM



Eliminating

What part of you – do you want to eliminate?

- **Knowing what to eliminate**
- **Knowing when to eliminate**
- **The danger of over-commitment**
- **The challenge of new technology**



Accepting

What is it that you – need to learn to accept?

- **‘Letting go’ of the past**
- **Am I willing at this time?**
- **Forgiving**
- **Prioritizing**
- **Accepting environmental limitations**

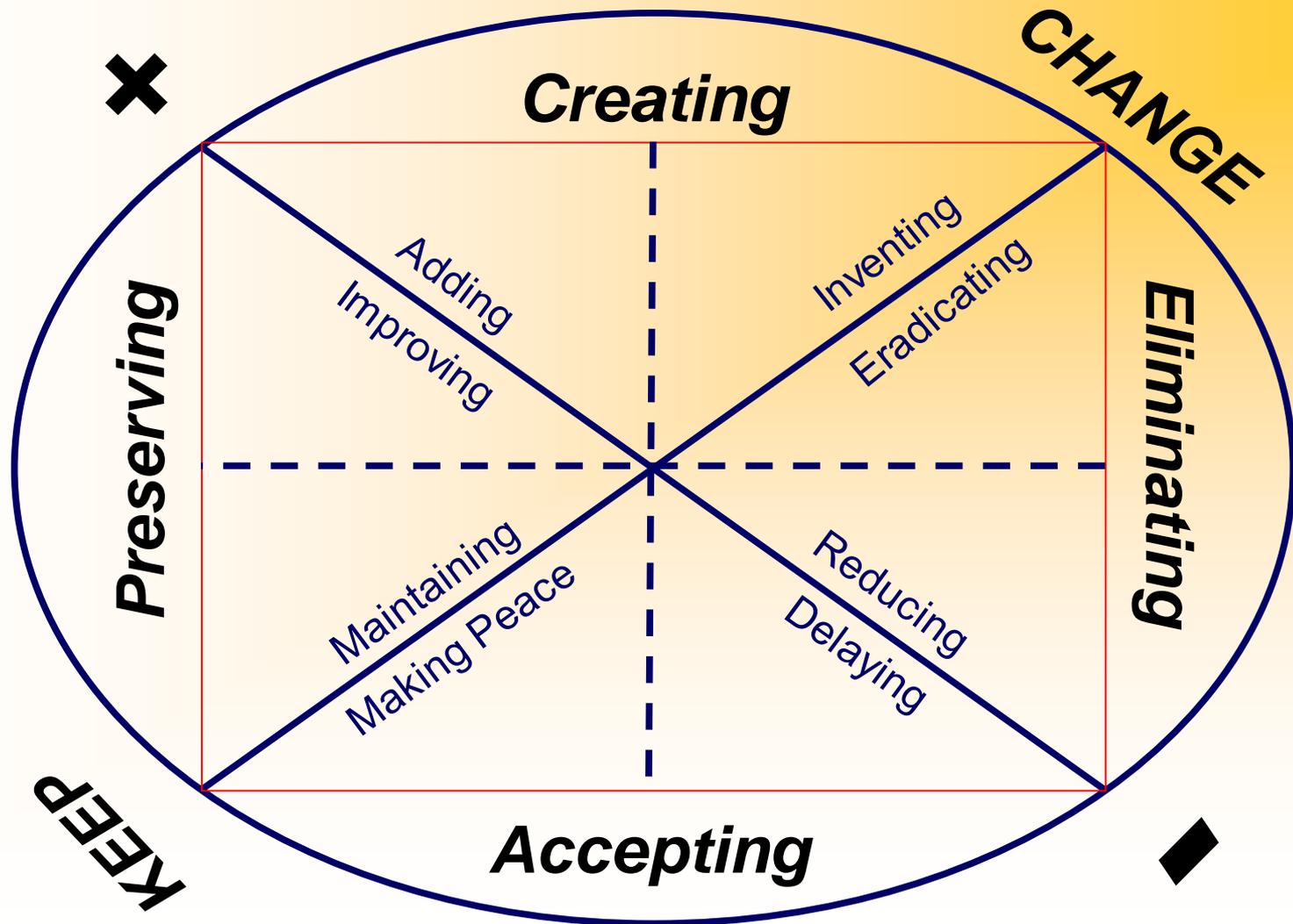


AIWATT

***AM I WILLING
AT THIS TIME
TO MAKE THE INVESTMENT REQUIRED
TO MAKE A POSITIVE DIFFERENCE
ON THIS TOPIC?***



Becoming the person we choose to become



Applying this model

- **To ourselves**
- **To our team**
- **To our function**
- **To our company**



Previous work on employee engagement

- NAHR presentation
- Recognition, reward programs, training, compensation, empowerment
- In spite of all previous efforts, global employee engagement is near an all-time low
- Focus on what the *organization* can do to engage *you* – not what you can do to engage *yourself* – JFK in reverse
- The two flight attendants



Daily Question Process

- **Why the process works**
- **How the process works**
- **Applications on employee engagement**



Active questions vs. passive questions

- How active questions focus on what *you* can do to make a positive difference for yourself and the world
- How passive questions focus on what *the world* needs to do to make a positive difference for you



The hardest daily question you can ask yourself

- **You write the question.**
- **You know the answer.**
- **You believe that it is very important.**
- **All you have to do to get a high score is try!**





Six active questions

Did I do my best to:

- **Set clear goals?**
 - **Make progress toward goal achievement?**
 - **Find meaning?**
 - **Be happy?**
 - **Build positive relationships?**
 - **Be fully engaged?**
- 

That boring meeting!

Imagine that *you* were going to be tested on:

Did I do my best to:

- *Be happy?*
- *Find meaning?*
- *Build positive relationships?*
- *Be fully engaged?*

What would you do differently?



The two week study

- **You will get an email every day for two weeks – asking six active questions**
- **You will receive ‘before and after’ questions**
- **The daily process takes just a couple of minutes**



Active question research

2793 participants – 95 studies

- **46% reported improvement on all six items**
- **75% reported improvement on at least four items**
- **94% reported improvement on at least one item.**
- **6% reported no improvement**
- **Less than 1% of respondents reported overall lower scores**





Six active questions

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- 

Conclusion

- **Thank you!**
- **Questions**
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Conclusion

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Thank you!!

