

# Marshall Goldsmith's Team welcomes you!

**Hannah Biggs - Global Head  
of Leadership Development**



**Brandon James Mergard -  
Head of Executive Coach  
Development**



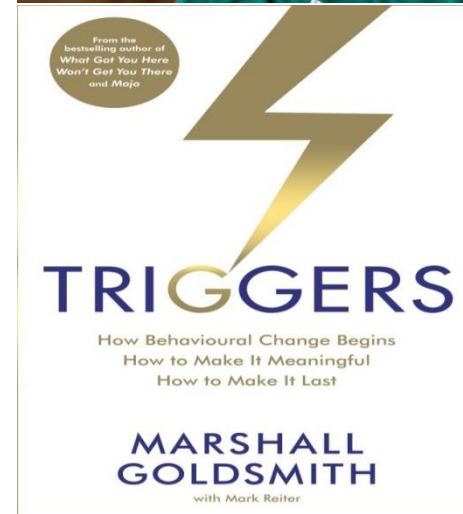
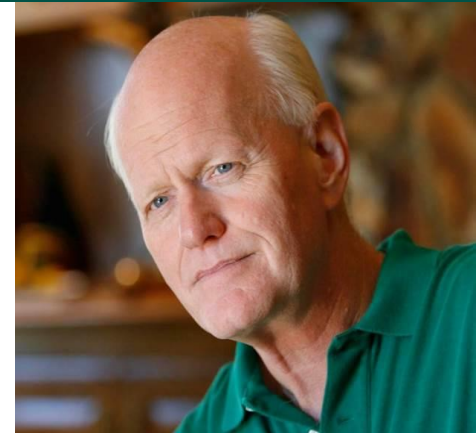
**The webinar will start soon!**

**Use a headset on your device to assure a great webinar audio experience**

## ***Dr. Marshall Goldsmith – World's No. 1 Leadership Thinker***

**Recognized by Thinkers50 over past four years as:**

- **Top Ten Business Thinker in the World**
- **Top-rated executive coach**
  
- **MOJO - New York Times bestseller**
- **What Got You Here Won't Get You There**
  - **New York Times bestseller**
  - **Wall Street Journal #1 business book**
  - **Harold Longman Award for Business Book of the Year**
  - **Nielsen Bookscan Top 10 bestselling management book published in US over past 10 years**
  
- **Major awards from:**
  - **American Management Association**
  - **National Academy of Human Resources**
  - **Leader to Leader Institute**



**Author / Editor of 35 books**

# **TRIGGERS**

***Helping Your Clients  
Become the Person  
They Want to Be***

**Dr. Marshall Goldsmith**

***Marshall@MarshallGoldsmith.com  
www.MarshallGoldsmith.com***

# Goals

- **As a coach, understand the key role that triggers in our environment play in impacting behavior.**
- **Learn how to help your clients use structure to create change – and know why they may resist it.**
- **Learn a new model that you can use for life, team and business coaching.**
- **Learn from six different studies why the key to success in leadership development, coaching and engagement is the *person* – more than the program – and how you can use this to help your clients.**
- **Review new research on employee engagement and learn how the daily question process can help change individual behavior and increase employee engagement.**

**What is a trigger?**

# **Trigger**

**Any stimulus  
that may impact our behavior**

# What happens?

- **We generally know the person that we want to become**
- **Why don't we become this person?**
- **Millions of employees around the world:**
  - **Disengaged**
  - **Depressed**
  - **Not achieving personal goals**

# 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?**

# Triggers: a 'perfect storm' for distractions

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



# Classic delusions

- **The planner bias**
- **The ‘understanding – doing’ gap**
- **It won’t take that long**
- **It won’t be that difficult**
- **The high probability of low probability distractions**
- **Triggers that take us away from our goals**

# Classic delusions

- **I have the wisdom to objectively evaluate my own behavior**
- **I have the courage to regularly monitor my behavior**
- **I don't need help or structure to become the person that I want to become**

# The evolution of coaching process

- **It is all about the coach**
- **It is all about the person and the coach**
- **It is all about the person, the environment and the coach**

# Two new questions for SCC clients

- **Describe the environment that brings out the best in this person**
- **Describe the environment that brings out the worst in this person**

# 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**

**I will be happy  
when...**

# Employees will be engaged when...

# Two simple definitions

- ***Fate*** – the hand of cards that we have been dealt
- ***Choice*** – how we play the hand of cards that we have been dealt



**I  
am creating my world**

**and  
at the same time**

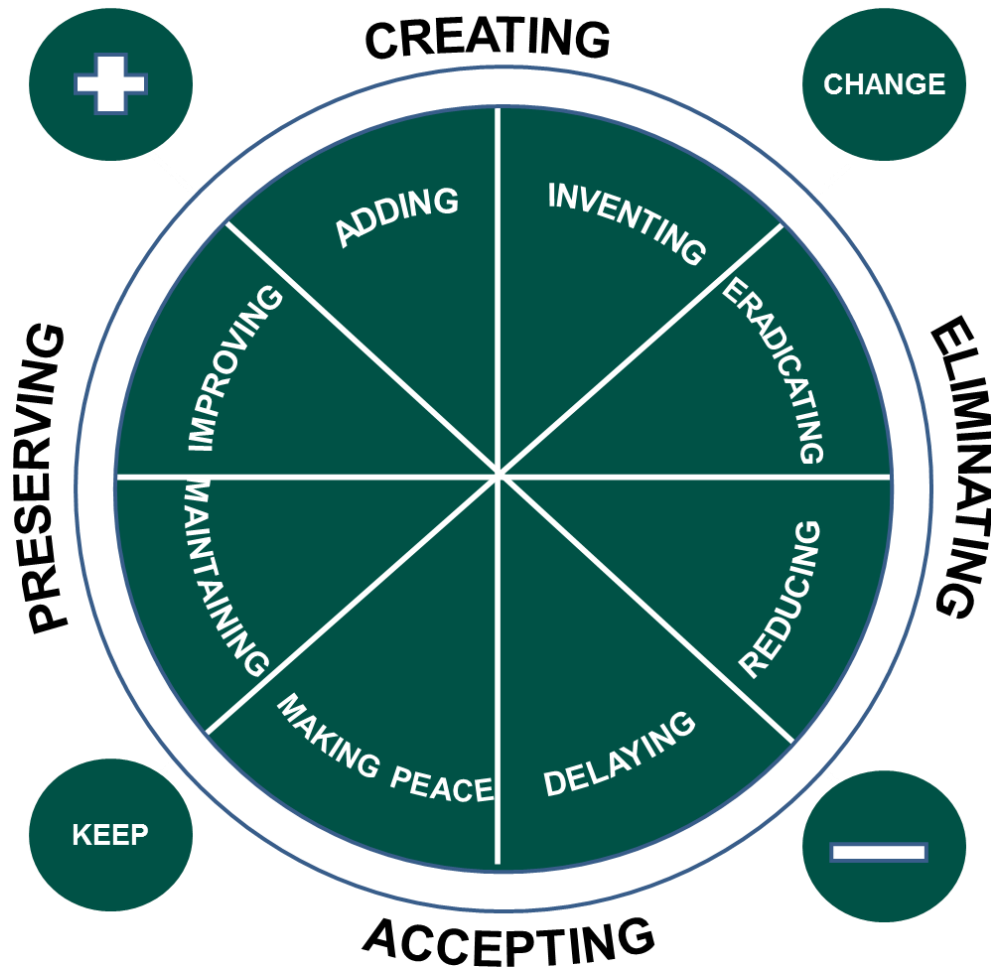
**triggers in my world  
are creating me**

# The value of structure in maintaining change

- **The checklist manifesto**
- **Alan Mulally and Ford**
- **The 'Six Question' coaching process**
- **Chris and SCC coaching**

# The Wheel of Change

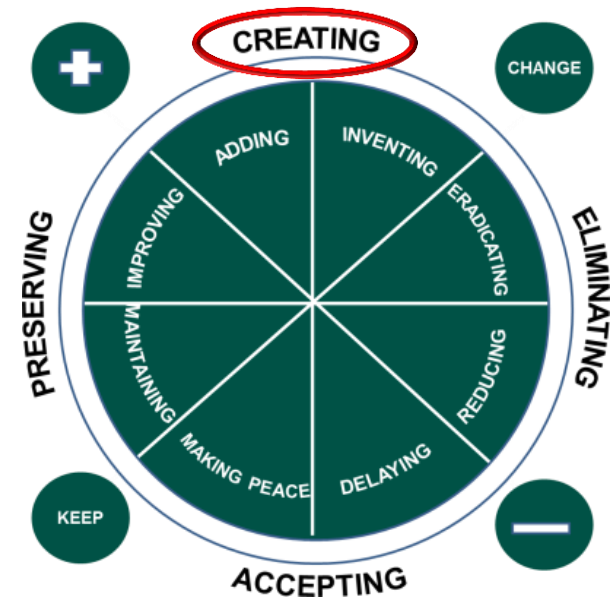
## Becoming the Person that We Want to Become



# Creating

Who is the you – that you want to create?

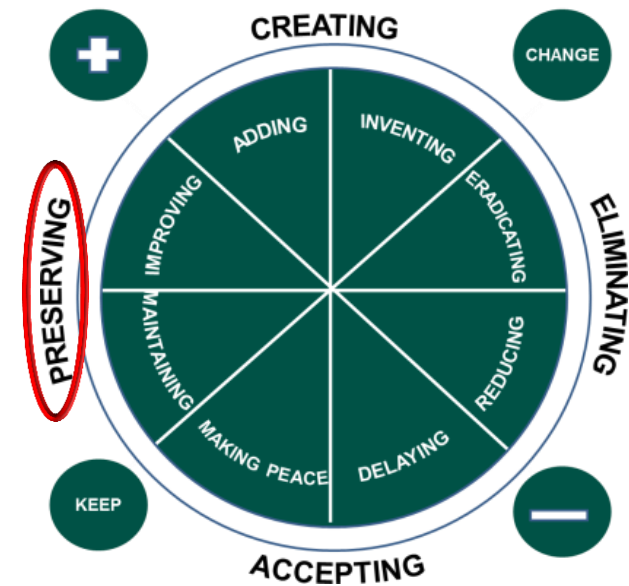
- **Creating that person that you want to become**
- **Blocks to creating**
- **Fears that inhibit creating**
- **The role of identity (self-stereotyping)**
- **Hope for the future**
- **Visualizing the future**
- **Focus on process – not just outcomes**



# Preserving

Who is the you – that you want to preserve?

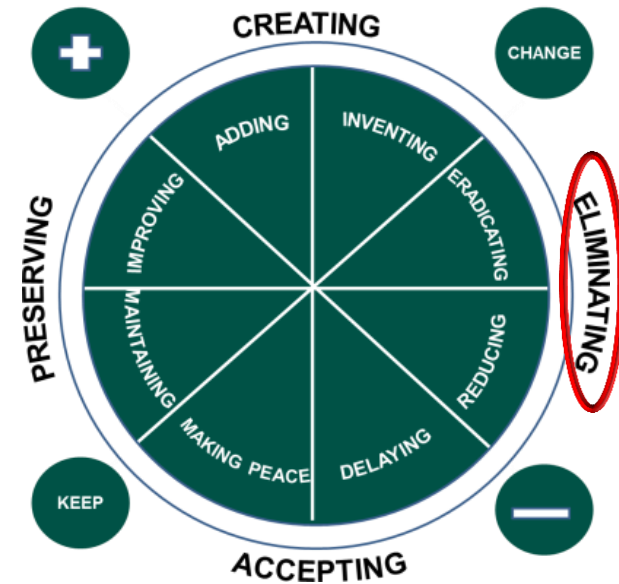
- What do we want to preserve?
- Gratitude for the past – Frances Hesselbein
- The challenge of executing vs. generating
- Why too much focus on preserving can be a problem
  - Kodak
  - The old IBM



# Eliminating

What part of you – do you want to eliminate?

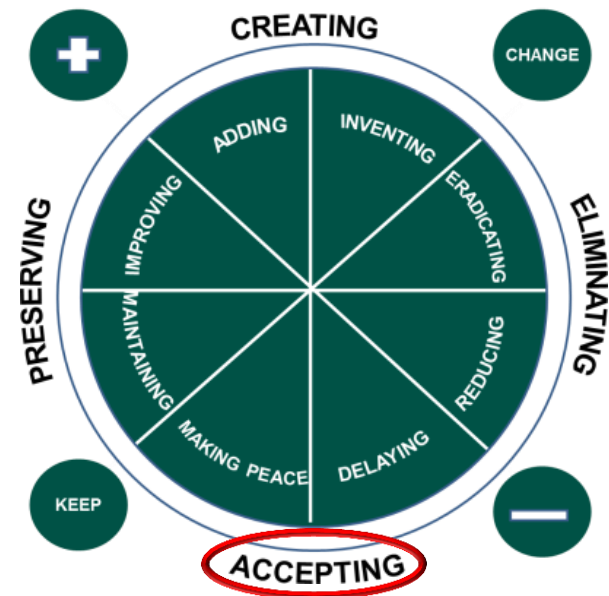
- Knowing what to eliminate
- Knowing when to eliminate
- The danger of over-commitment
- The challenge of new technology



# 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



***AM I WILLING***

***AT THIS TIME***

***TO MAKE THE INVESTMENT REQUIRED***

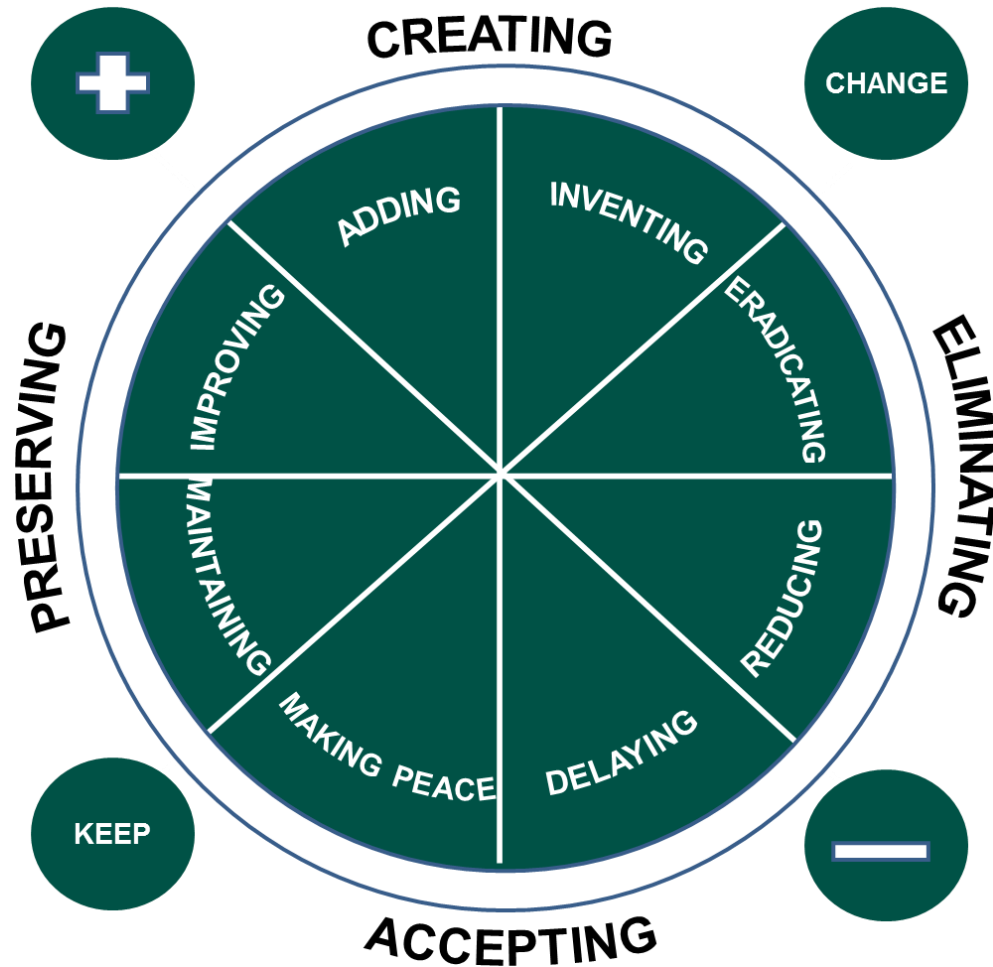
***TO MAKE A POSITIVE DIFFERENCE***

***ON THIS TOPIC?***





# Becoming the person we choose to become



# Research that shows the person matters

1. **Learning from Executive Coaching**
2. **“Leadership Is a Contact Sport”**
3. **Kouzes & Posner values research**
4. **Meaning, happiness and organizational satisfaction**
5. **Active vs. passive question research**
6. **New active question research**

# 1. Coaching - Learning from a great leader

- **The key variable for success is the client – not the coach**
- **Don't make coaching about your own ego**
- **If they don't care – don't waste your time**
- **If you don't care – don't waste your time**

# It's Showtime!

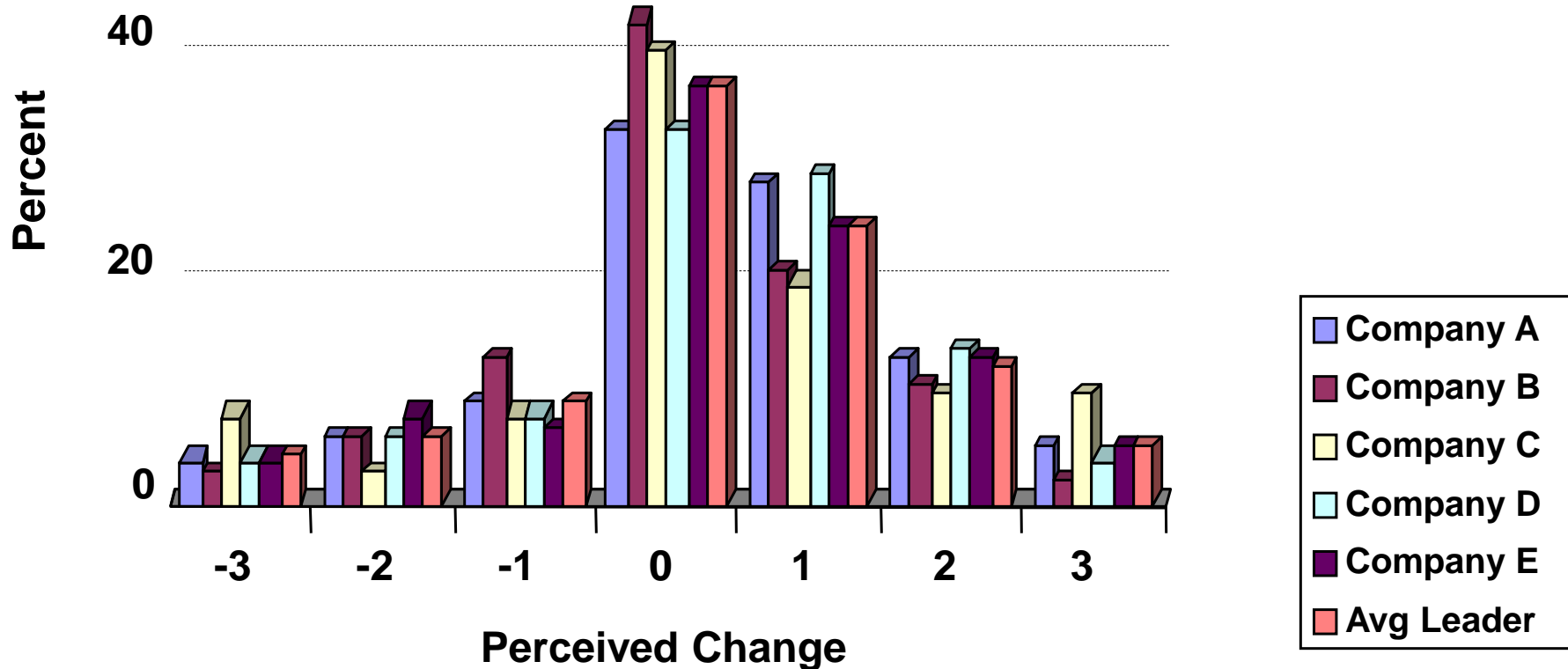
- **The role of the leader**
- **Comparison with Broadway**
- **Andrea Jung to Liz Smith**
  - you always need to be 'on'
- **Alan Mulally – dealing with 9/11**
- **Frances Hesselbein – carry the laundry**

## 2. 'Leadership Is a Contact Sport'

- **86,000 participants in the original study**
- **248,000 to date**
- **Each leader – received 360° feedback, was asked to follow-up with key stakeholders**
- **Some in training programs, some had coaches, some in-company, some external**

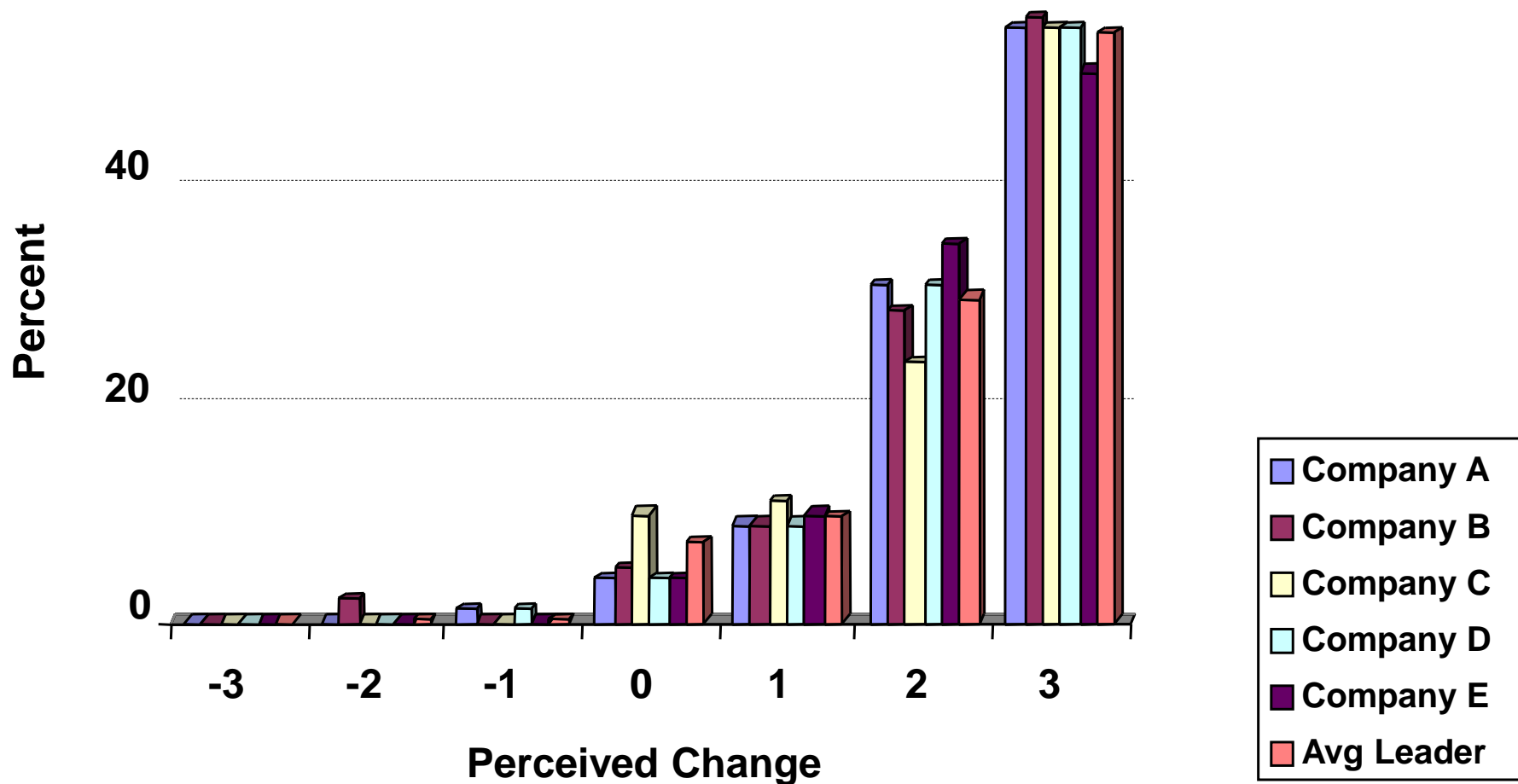
# Change in leadership effectiveness

*My co-worker did **no** follow-up*



# Change in leadership effectiveness

*My co-worker did **consistent/periodic** follow-up*



# Key learning

- **Follow-up works**
- **Validated across countries, industries and levels of management**
- **The key variable is the person – not the coach or program**



### 3. Kouzes and Posner values research

- **The relationship between corporate values – individual values and engagement**
- **The key question for engagement, “Can you live your own values at work?”**
- **The impact of having stated corporate values was insignificant in terms of engagement**

## 4. Research on meaning, happiness and satisfaction

- **People who found meaning, happiness and satisfaction at work – tended to find it at home**
- **People who were miserable at work – tended to be miserable at home**
- **The key variable in happiness, meaning and satisfaction was the person – not the company**
- **The correlation was  $+0.63$**

# Daily Question Process

- ***The Checklist Manifesto***
- **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**

## 5. Active vs. passive question research

- **Any follow-up helps**
- **Active questions produce twice the positive reported change as passive questions (when all else is equal)**

# 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:**

**1.Be happy?**

**2.Find meaning?**

**3.Be fully engaged?**

**4.Build positive relationships?**

**5.Set clear goals?**

**6.Make progress toward goal achievement?**

# 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**

## 6. Active question research 2537 participants – 79 studies

- **37% reported improvement on all six items**
- **65% reported improvement on at least four items**
- **89% reported improvement on at least one item.**
- **11% reported no improvement**
- **Almost no one reported *any* negative change**

# Summary and discussion

- **Who is the person that you want to be in the future?**
- **What is stopping you from becoming this person?**
- **How can you get the help, discipline and structure to become close to being this person?**
- **As a coach, how can you use this material to help your clients?**

Join Marshall on June 22 in NYC  
or June 27 in San Diego

One FULL Day  
with Marshall on TRIGGERS

High-value event on  
Using TRIGGERS for  
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