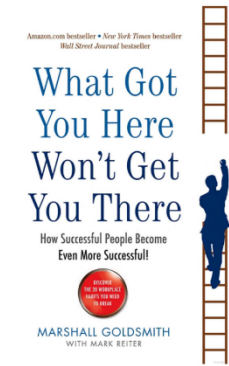




Read2Lead Module

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

by Marshall Goldsmith



Book Summary from Google Books: “Your hard work is paying off. You are doing well in your field. But there is something standing between you and the next level of achievement. That something may just be one of your own annoying habits. Perhaps one small flaw - a behavior you barely even recognize - is the only thing that's keeping you from where you want to be. It may be that the very characteristic that you believe got you where you are - like the drive to win at all costs - is what's holding you back. As this book explains, people often do well in spite of certain habits rather than because of them - and need a "to stop" list rather than one listing what "to do".

Marshall Goldsmith's expertise is in helping global leaders overcome their unconscious annoying habits and become more successful. His one-on-one coaching comes with a six-figure price tag - but in this book you get his great advice for much less. Recently named as one of the world's five most-respected executive coaches by Forbes, he has worked with over 100 major CEOs and their management teams at the world's top businesses. His clients include corporations such as Goldman Sachs, Glaxo SmithKline, Johnson and Johnson and GE.”

What is Read2Lead?

Read2Lead is a series of book studies published by the Center for Junior Officers, a small Army research center dedicated to empowering junior officers to develop themselves and their teams. Read2Lead modules give junior officers a ready-to-use product that they can integrate into leader professional development programs.

What's in this module?

Every Read2Lead module contains:

- A short summary of the book that you can circulate to prime people for reading
- Advice for running your Read2Lead session
- A series of questions that can be used in multiple sessions, with options for using the questions over different lengths of time
- Additional resources that may be helpful for the facilitator

What do I need to provide to run a Read2Lead program?

First, the time. Read2Lead sessions work best when they're done over multiple sessions, so participants can digest books in small "chunks" instead of trying to cram them in all at once. Make sure you give your participants enough time to read the book and not fake the funk.

Second, the books. Books can be purchased with a government purchase card if they remain in the hands of the unit. Buying books for a Read2Lead session can be a great kickstarter for a battalion or even brigade library. You can also provide the books to Soldiers with the expectation that they pass them along to another Soldier when they are done with them. If you choose this approach, you should ensure you mark the books appropriately per the purchasing regulations and legal guidance of your organization.

Third, the space. Read2Lead sessions should be conducted in spaces where everyone can hear and see one another. Be creative: maybe you do them as hip-pocket training on a range, or at the end of motor stables. Or as a brownbag lunch in a barracks dayroom.

When you run the actual session, think of it as a time for your Soldiers to think outside the box, discuss something beyond the day-to-day concerns of the unit, and improve their communication skills. The questions provided on the subsequent pages are a starting point, but feel free to add or substitute your own to make the session more meaningful for your Soldiers.

What Got You Here Won't Get You There – 6 Week Program Questions

6 weeks is the optimal timing for this book. It minimizes the number of pages Soldiers must read every week and breaks the book into meaningful chunks.

Week 1: Chapters 1-3 (32 pages)

- Of the four beliefs that can prevent us from changing our “proven” ways (I have succeeded, I can succeed, I will succeed, I choose to succeed), which one resonated the most with you? Why?
- A key consideration of the “I choose to succeed” belief is “we need to remember that sometimes success is because of our behavior and other times our success is in spite of our behavior.” Think of a time when each was true and share it with the group or someone else. What themes do you notice?
- The Natural Law states “people will do something, including change their behavior, only if it can be demonstrated that doing so is in their own best interest as defined by their own values.” To what extent do you agree or disagree with this? Why? How should we approach/leverage this as leaders?

Week 2: Chapter 4 (habits 1-10) (41 pages)

- Which habit(s) resonated with you? Why?
- Ask someone you know in the group which habit they think you might fall into more than others.
- Which habit do you feel is most applicable to you? What examples do you have of this?
- How do/could these habits impact your current organization? Where have you seen these habits impact other organizations you are familiar with?

Week 3: Chapters 4 (habits 11-20) and Chapter 5 (31 pages)

- Which habit(s) resonated with you? Why?
- Which habit do you feel is most applicable to you? What examples do you have of this? Consider having others in the group providing feedback about which one might be most applicable for you.
- How do/could these habits impact your current organization? Where have you seen these habits impact other organizations you are familiar with?
- The 21st habit is goal obsession. Have you ever become goal obsessed? How did this impact you and those around you? Note: this does not always have to be negative. You should explore both sides of goal obsession.

Week 4: Chapters 6-8 (42 pages)

- How do you get feedback? How could you improve the feedback you receive?
- What is one area in which you would like to receive feedback? Why?
- How well do you apologize? Do you say "I'm sorry. I'll try to do better in the future." Or do you find yourself explaining/defending your actions? How much ownership should leaders take? Where do we draw the line?

Week 5: *Chapters 9-12 (30 pages)*

- “80 percent of our success in learning from other people is based upon how well we listen. In other words, success or failure is determined before we do anything.” (page 147). How has your ability to listen (or not listen) impacted your leadership or decisions you have made?
- Conduct the exercise in the book on thanking others: Make a list of the top 25 people who have impacted you in your life. Ask yourself if you have ever thanked that person. If not, do it.
- Feedback is focused on the past while feedforward is focused on the future. Follow the four-step feedforward process:
 - o Pick the one behavior you would like to change that would make a significant positive difference in your life. (ex: I want to be a better listener)
 - o Describe this objective in a one-on-one discussion with someone you know. It could be anyone; it does not need to be an expert. It could even be a stranger.
 - o Ask that person for two suggestions that might help you achieve a positive change in your selected behavior in the future. The only rule is that there can be no mention of the past.
 - o Listen attentively to the suggestions. You cannot judge or critique them in any way (even to compliment the idea). You just say thank you.

Week 6: *Chapters 13-14 (46 pages)*

- Pick one or two of the rules. What is a specific way you can apply this rule in your personal or professional lives?
- According to the author, most leadership development revolves around one huge false assumption: that if people understand, they will do. How can you overcome this assumption? One suggestion the author provides is by following up consistently. How can your organization implement procedures to make this happen?
- To what extent do you agree with the author’s advice to figure out your true purpose in life and go for it? Why? What advice would you give if you disagree?
- Based on everything in the entire book and your discussions, what is one thing you will commit to do differently/change?

Additional Resources:

- marshallgoldsmith.com/: The author’s website contains many additional resources, including podcast episodes, articles, and videos.
- *The Lost Art of Listening*. This is a great book that dives deep into listening, a key topic within *What Got You Here Won’t Get You There*.
- *Leadership and Self-Deception*. This book serves as a great compliment to *What Got You Here Won’t Get You There*. *Leadership and Self-Deception* is about seeing the reality around us and how we may be part of the problem.

What Got You Here Won't Get You There – 3 Week Program Questions

If you are pressed for time, here is a more condensed version.

Week 1: Chapters 1-3 and Chapter 4 (habits 1-10) (73 pages)

- Of the four beliefs that can prevent us from changing our “proven” ways (I have succeeded, I can succeed, I will succeed, I choose to succeed), which one resonated the most with you? Why?
- The Natural Law states “people will do something, including change their behavior, only if it can be demonstrated that doing so is in their own best interest as defined by their own values.” To what extent do you agree or disagree with this? Why? How should we approach/leverage this as leaders?
- Which habit(s) resonated with you? Why?
- How do/could these habits impact your current organization? Where have you seen these habits impact other organizations you are familiar with?

Week 2: Chapters 4 (habits 11-20) and Chapters 5-8 (73 pages)

- How do/could these habits impact you or your current organization? Where have you seen these habits impact other organizations you are familiar with?
- The 21st habit is goal obsession. Have you ever become goal obsessed? How did this impact you and those around you? Note: this does not always have to be negative. You should explore both sides of goal obsession.
- How do you get feedback? How could you improve the feedback you receive?
- How well do you apologize? Do you say "I'm sorry. I'll try to do better in the future." Or do you find yourself explaining/defending your actions? How much ownership should leaders take? Where do we draw the line?

Week 3: Chapters 9-14 (76 pages)

- “80 percent of our success in learning from other people is based upon how well we listen. In other words, success or failure is determined before we do anything.” (page 147). How has your ability to listen (or not listen) impacted your leadership or decisions you have made?
- Conduct the exercise in the book on thanking others: Make a list of the top 25 people who have impacted you in your life. Ask yourself if you have ever thanked that person. If not, do it.
- According to the author, most leadership development revolves around one huge false assumption: that if people understand, they will do. How can you overcome this assumption? One suggestion the author provides is by following up consistently. How can your organization implement procedures to make this happen?
- Based on everything in the entire book and your discussions, what is one thing you will commit to do differently/change?

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