What Got You Here Won't Get You There-M. Goldsmith

Reflection

The main idea in this book is one that I have heard thrown out on several podcasts: sometimes we need to stop doing certain things instead of just pushing to do new things. The other concept is one that I have also heard many times: just because you were great at your old position and responsibilities does not mean you will succeed at a higher level.

Often times people are promoted to managerial and leadership roles simply because they were high performers at specific position. Unfortunately the skills and traits that made you great at your previous position may not transfer well into the new position. Certain attitudes and character traits that enabled you to thrive at a lower position will sink you once your sphere of influence and perception increase.

Notes

-successful people believe four things: I have succeeded, I can succeed, I will succeed, I choose to succeed

*Natural Law: people will do something only if it can be demonstrated that doing so is in their best interests as defined by their own values

-most rewards are based off actions performed. Why not reward for **stopping** some actions?

20 character habits to break

1. Winning too much: over-competitive, even on trivial issues
2. Adding too much value: always injecting your thoughts into ideas
3. Passing judgement: both positive and negative, just say 'thank you', be neutral
4. Making destructive comments: sarcasm and jabs until a problem occurs
5. Starting with "no"/"but" comments: sends message 'I am right, you are wrong"
6. Telling the world how smart you are
7. Speaking when angry: who are you really angry at? Don't speak
8. Negativity or 'let me explain why that won't work': you know more than everybody?
9. Withholding information: breeds mistrust; often may be unintentional
10. Failing to give proper recognition: recognition is about closure of a good job
11. Claiming undeserved credit: spread the wealth
12. Making excuses: blunt (blame other things) and subtle (blame character traits)
13. Clinging to the past: good for understanding but not for changing
14. Playing favorites: don't treat others differently
15. Refusing to express regret: say "I'm sorry"; very powerful from the leader
16. Not listening: stop being impatient
17. Failure to express gratitude: endless supply of "thank you"--use it!
18. Punishing the messenger: don't bite off their head for trying to help
19. Passing the buck: nobody is perfect, own your mistakes
20. Excessive need to be me: it's not about you, it's about them

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-goal obsession: goals at the expense of larger purpose
-types of feedback: solicited, unsolicited, observational
-apologize: say "I'm sorry. I'll try to do better next time" and then shut up
-tell everyone you want to change, you're trying hard, and ask for their help
-drill your message frequently---get buy in from above, laterally, and below
-listening: think before you speak, listen with respect (be engaged), ask yourself "is it worth it?" (is what you want to say going to do more harm than good?)

-follow-up: ask others 'how am I doing?'--people don't get better without follow-up
-feedforward: ideas to implement in future in order to change
    -ask for suggestions, listen, say 'thank you'
    -we cannot change the past (feedback) so no need to focus on it