



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

Marshall Goldsmith, Mark Reiter (With)

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Whether you are near the top of the ladder or still have a ways to climb, this book serves as an essential guide to help you eliminate your dysfunctions and move to where you want to go.

Marshall Goldsmith is an expert at helping global leaders overcome their sometimes unconscious annoying habits and attain a higher level of success. His one-on-one coaching comes with a six-figure price tag. But, in this book, you get Marshall's great advice without the hefty fee!

"Marshall Goldsmith is one of the most credible thought leaders in the new era of business." -*The Economist*

"For over a decade I have worked with Marshall in corporations and seen him teach. In my opinion, he is the best at what he does, bar none. He has that rare combination that makes a great teacher-thought leadership, classroom management, and presence." -Vijay Govindarajan, professor and director, Center for Global Leadership, Tuck School, Dartmouth University

"America's preeminent executive coach." -*Fast Company*

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

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From Reader Review What Got You Here Won't Get You There: How Successful People Become Even More Successful for online ebook

Tom LA says

If you made it to the executive suite and you're a gigantic asshole, congratulations! This book is just for you. Marshall Goldsmith will be happy to get paid good money to teach you how to pretend that you're not an immature ego-maniac.

Anyone else: steer away, far away.

Also, something else about biz books in general: too often they bear titles that promise great depths of analysis and solutions, but once you get through them you realize they are either an ego-trip by the author (what I have done and why I'm cool) or a collection of anecdotes that, while interesting to read, do not represent a serious analysis of the subject at hand.

Tamara Minawi says

Aditia Dwiperdana says

This is a book for those that are already 'successful' (by your own definition), so it may not be for everyone. Things that I learned:

- You will need help from others to become a better person. You are not a good judge for your self improvements.
- The ones that can validate your improvement is your peers or colleagues.
- Even the most successful people can still improve themselves by using feedback from other people.

Emma Sea says

Actual advice in this book:

"Treat every day as if it were a press conference during which your colleagues are judging you, waiting to see you trip up." (p. 146)

Ambika Rani K says

One of the best non-fiction books I have read off late.

Read this book if you want to identify the blind spots in your behavior which might sabotage your own career at some point of time.

Megan says

Really? You couldn't have told me all this in like 10 pages. I felt like he kept saying the same thing over, and over, and over again. Commonsense 101, how unfortunate that we live in a society that has to write a book to tell people you should send a thank you note. Isn't that a sweet little lesson grandma's teach you when you're four?

Andy Mitchell says

The author summarizes 20 of the worst interpersonal habits successful employees exhibit in the workplace:

- 1) Feeling the need to win too much
- 2) Adding too much value to a conversation
- 3) Passing judgment
- 4) Making destructive comments
- 5) Starting with "No," "But," or "However"
- 6) Telling people how smart we are

- 7) Speaking when angry
- 8) Negativity, "Let me explain why that won't work"
- 9) Withholding information
- 10) Failing to give proper recognition
- 11) Claiming credit that we don't deserve
- 12) Making excuses
- 13) Clinging to the past
- 14) Playing favorites
- 15) Refusing to express regret
- 16) Not listening
- 17) Failing to express gratitude
- 18) Punishing the messenger
- 19) Passing the buck
- 20) An excessive need to be "me"

After identifying your worst one or two bad habits, use the following process to improve your effectiveness:

- 1) apologize
- 2) advertise your plan to change
- 3) listen
- 4) give thanks
- 5) follow up monthly for 12-18 months
- 6) practice feedforward, not feedback: ask for two ideas for future improvement, listen, say thank you, and repeat the process with several other people

If you'd like to improve your life at work and at home, I highly recommend this book!

Shimaa Mokhtar says

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Jerry Smith says

There is so much good stuff in here. I particularly like the 20 habits section as, although they are common sense things, they all need to be brought up again and again.

The thrust of the book is all about how, as a successful person, you can go to the next level. It also points out how these destructive behaviors don't hold you back until you get to a certain level in a company, then they become a problem.

Some of the points are well made and insightful. So far (having not finished it yet) the bias is very strongly toward those in a corporate, management situation which is where Goldsmith works and is extremely successful himself.

Although well illustrated by stories and anecdotes (including about himself) I find the continual reference to how he worked with highly successful people and made them better grates after a while. There is too much emphasis on "this client of mine" and every story doesn't need to start with that phrase which begins to be self-congratulatory to my mind and eventually annoying.

I am going to stop reading it now - may come back to it

Mayar Hassan says

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Robert Chapman says

This was the first book I have read written by Marshall Goldsmith, and it most certainly will not be the last. From its title one could think that this is one of those fluffy motivational "change yourself overnight" books. In reality it is anything but that, it's a grounded and well written book that focuses on the problems which come from moving up the leadership ladder while still retaining old habits.

As the title indicates, the very qualities that get people promoted and make them successful can often be the ones that cause them trouble in their new positions and responsibilities. The biggest impact senior leaders

can often make in their ongoing career success comes in the form of behavioural changes.

The author describes numerous examples of behaviour which can have destructive consequences at the senior leadership level and how to correct them. Just one example is being over competitive, sure it can make a person very successful as they climb the ladder, but once in higher positions it can have adverse effects.

I've used the terms senior and higher positions, but anyone who is changing roles through promotion can benefit from this book. I challenge anyone who has been through a transition in the last few years to read this book and not say to themselves at least once "yeah I recall doing that".

Since reading this book I have picked up another book written by the author, Mojo, and I'm looking forward to diving into it.

Elizabeth says

Where do you want/need to go? Do you have a plan to get there? If not, or if your lack of planning has always been a source of anxiety for you, may I suggest you pick up Marshall Goldsmith's newest book, "What Got You Here Won't Get You There"? The book contains 20 habits that hold you back (from getting "there", remember?) as well as a plethora of other bejewelled nuggets such as how you can change for the better. Here are some of my biggest takeaways which relate to everyone, not just the corporate leaders in our midst:

- 1) Habit #3 that holds you back: Passing Judgments. Just don't do it. We discuss this concept at length in *Uncommon Confidence*. Basically, Marshall and I are advising the same thing: don't inflict your world view on anyone except yourself. As each of us are unique, authentic beings. What works for us may not necessarily work for someone else. Judging others, Marshall tells us, pushes people away and limits our opportunities for success.
- 2) Habit #5 that holds you back: Starting with "No", "But" or "However". When we start sentences with these qualifiers, we are negating what the other person is saying. Let's not do that. It seems obviously but here again, when we negate someone else's worldview, we are pushing them away. We are also sending the message that we are more important than they are. We are also telling them that they are wrong. Ouch. That's not the way to build a strong support team, now is it?
- 3) Changing for the better: Using active listening. When listening to someone, focus on them and add one more thing to the equation. Weigh your comment with Marshall's indispensable sage advice, ask yourself "Is it worth it?" before you add your two pennies to the conversation. Asking yourself this will force you to focus on how the other person will feel after your comment. "Is it worth it?" will also show the other person who you are and that you care about them.
- 4) Changing for the better: Practicing gratitude. I have a gratitude journal and write in it daily. I feel like I do pretty well with the gratitude thing but Marshall, bless him, gave me a really good idea in this area which is so important to me. Marshall says "thank you" at the end of each phone call instead of goodbye. I love this! This is a fabulous way to show your respect for the person on the other end of the phone. It also sends a message to that person that you appreciate his or her words. You almost cannot overdue gratitude. Think about it: how many times are you sincerely thanked in one day? Not that many I would guess. Gratitude is a gift. Give and take it with grace and sincerity.

You Can't Get There From Here, while marketed as a business/success book, offers so many riches to the average person. Interestingly what might hold the corporate executive back from getting to her place of desire is exactly what will hold you back. Perhaps every habit doesn't apply to you (I hope not) but some will. As always, take what you want, what applies to you and leave the rest.

What is holding you back from getting There?

Jeff says

Pros: Solid content. *What Goldsmith* says makes sense. His "Twenty Habits That Hold You Back" are a great list of things *everyone* should stop doing. Similarly, his fixes - "How We Can Change for the Better" - are practical, worthwhile and beneficial.

Cons: Reliance on personal experience and anecdotes to the point of solipsism; a skewed view of human behavior that favors extrinsic motivators (power, money, status, popularity, legacy, rewards, etc) over intrinsic ones (purpose, autonomy, mastery); a definition of "successful people" that relies almost exclusively on a corporate/hierarchical model; excessive golf analogies.

Eva says

Copied-and-pasted summary:

1. Winning too much: the need to win at all costs and in all situations - when it matters, when it doesn't, and when it's totally beside the point.
2. Adding value: the overwhelming desire to add our two cents to every discussion.
3. Passing judgment: the need to rate others and impose our standards on them.
4. Making destructive comments: the needless sarcasms and cutting remarks that we think make us sound sharp and witty.
5. Starting with "No," "But," or "However": the overuse of these negative qualifiers which secretly say to everyone, "I'm right. You're wrong."
6. Telling the world how smart you are: the need to show people we're smarter than they think we are.
7. Speaking when angry: using emotional volatility as a management tool.
8. Negativity, or "Let me explain why that won't work": the need to share our negative thoughts even when we weren't asked.
9. Withholding information: the refusal to share information in order to maintain an advantage over others.
10. Failing to give proper recognition: the inability to praise and reward.

11. Claiming credit that we don't deserve: the most annoying way to overestimate our contribution to any success.
12. Making excuses: the need to reposition our annoying behavior as a permanent fixture so people excuse us for it.
13. Clinging to the past: the need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.
14. Playing favorites: failing to see that we are treating someone unfairly.
15. Refusing to express regret: the inability to take responsibility for our actions, admit we're wrong, or recognize how our actions affect others.
16. Not listening: the most passive-aggressive form of disrespect for colleagues.
17. Failing to express gratitude: the most basic form of bad manners.
18. Punishing the messenger: the misguided need to attack the innocent who are usually only trying to help us.
19. Passing the buck: the need to blame everyone but ourselves.
20. An excessive need to be "me": exalting our faults as virtues simply because they're who we are.

thewestchesterian says

A more accurate subtitle might be "*Just Be Nice*". Apparently getting to the corner office on the top floor just requires much of what your kindergarten teacher tried to impart on you: listen to people, say "*please*" and "*thank you*" and always use your inside voice. Goldsmith and Reiter claim these principles are gleamed from hundreds of coaching sessions with CEO's and their direct reports. Where are these magical companies where nice guys finish first and what do they manufacture? Sunbeams? Rainbows? In truth many executives are tall on height but short on people skills and to some limited degree the Goldsmith/Reiter politeness prescription would definitely help. However, generally those with the sharpest elbow and loosest scruples (e.g., "*Chainsaw*" Al Dunlap) have the advantage against similarly savvy executives.

In short Goldsmith can help you once you are there but can't help you get there.
