

# ATD - TRIGGERS

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

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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.**
- **Be able to apply key concepts to help you be a better coach, have a better life and experience less shame and regret.**



# *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?***

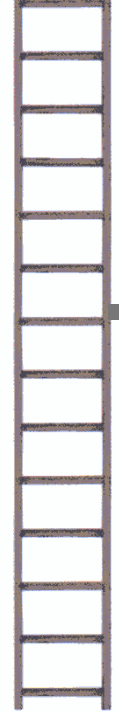
- **New Year's resolutions that are never achieved?**
- **Coaching clients that don't change?**
- **Our daily failures to do – even the small things – that we plan?**



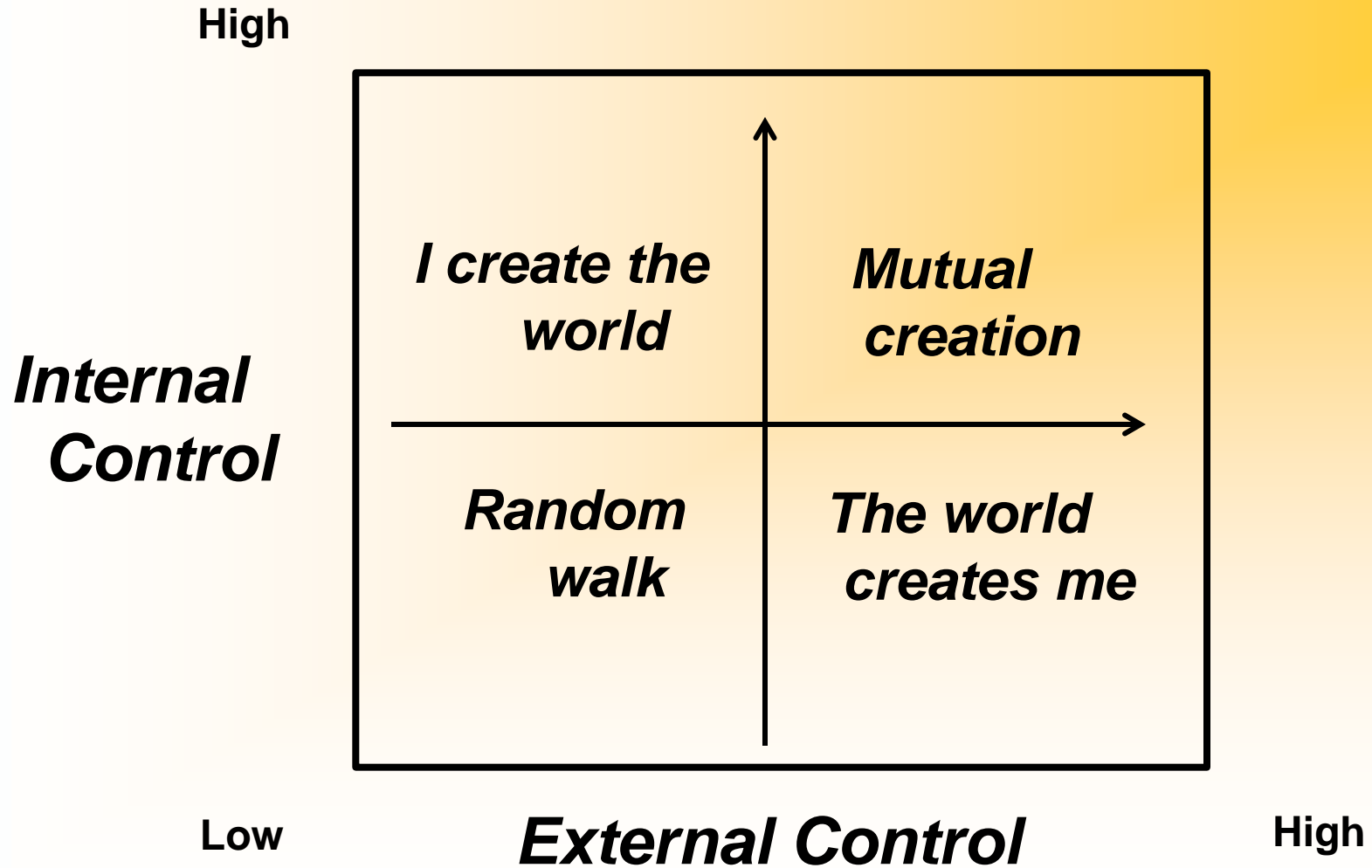
# *What is a trigger?*

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



# *Who is in control?*





# ***Mutual creation***

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**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.



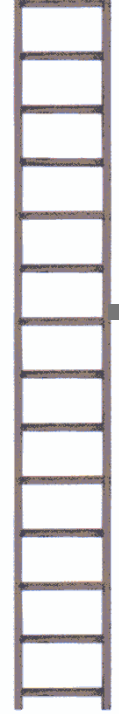


# *Changing the impact of triggers*

Trigger →  
Impulse →  
Behavior

Trigger →  
Impulse →

*Awareness* → *Choice* →  
Behavior



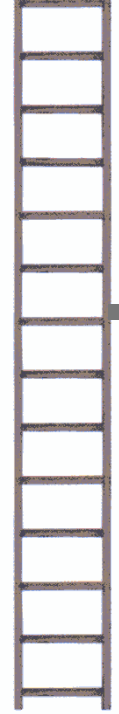
# *Dealing with triggers*

- **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'**



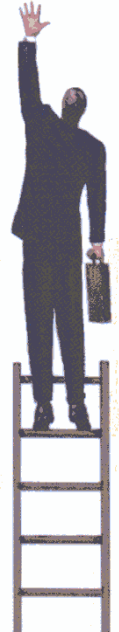
# *Classic delusions*

- **The planner bias**
- **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’**



# *Classic delusions*

- **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***

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



# ***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**



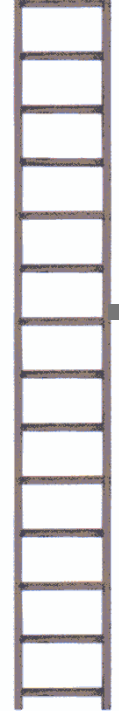


# ***Alan Mulally: the Ford turnaround story***

## **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’**



# *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



# *The great Western disease*

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





# *The great engagement myth*

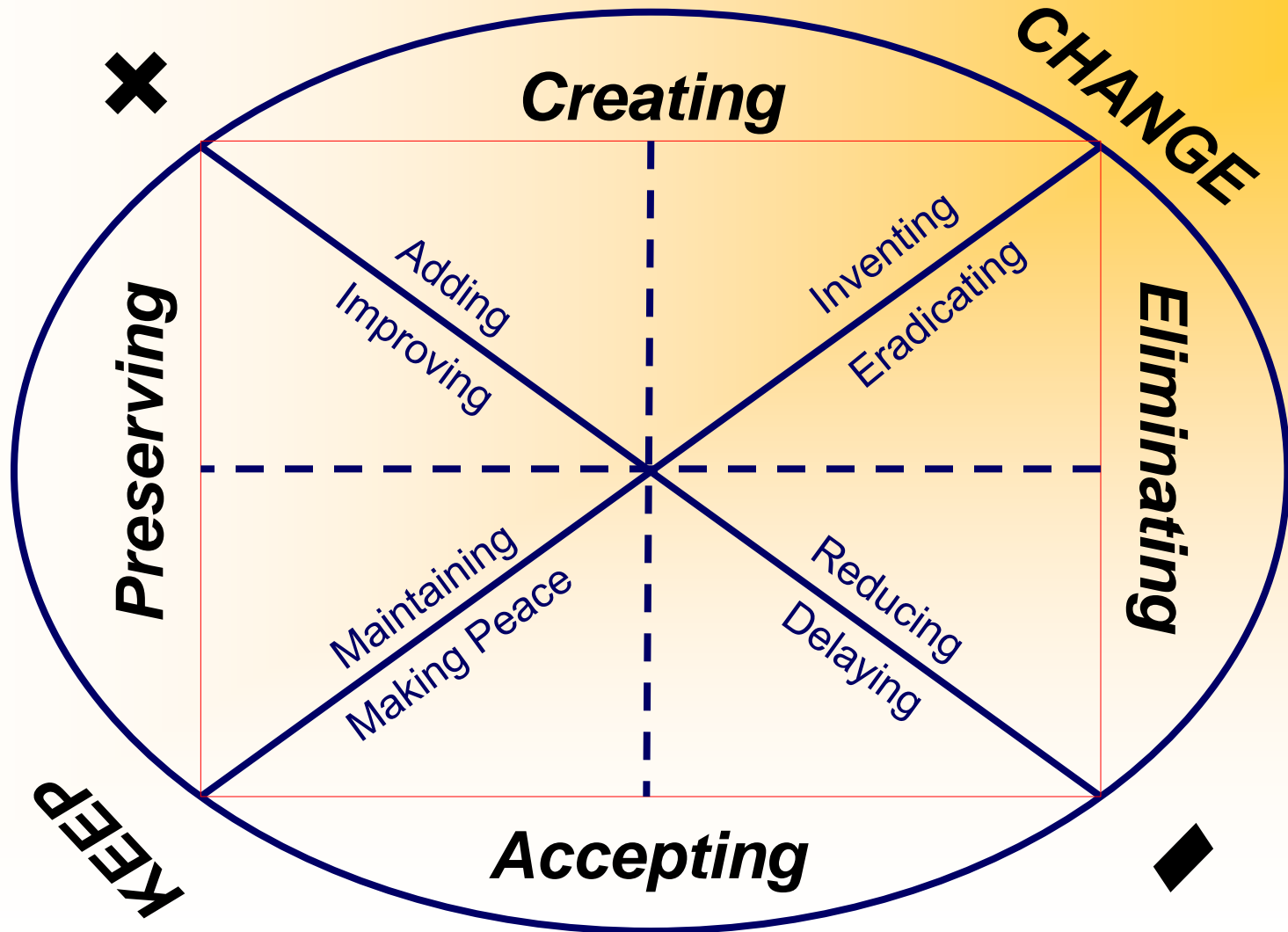
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**Employees will be engaged  
when...**



# *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?*

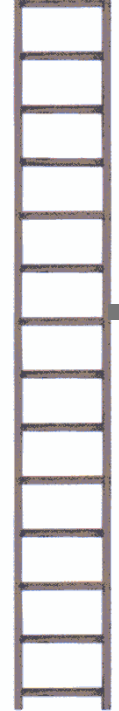
- **What do we want to preserve?**
- **Gratitude for the past – Frances Hesselbein**
- **The challenge of executing vs. generating**
- **Why too much focus on preserving can be a problem**
  - **Kodak**
  - **The old IBM**



# ***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**

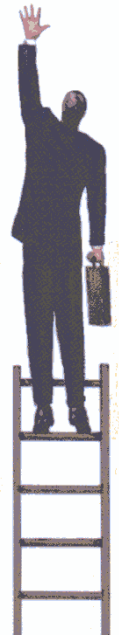
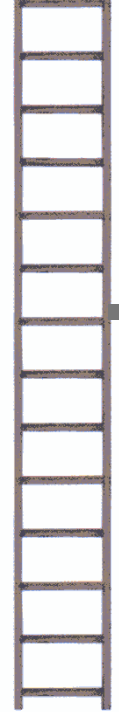




# *Accepting*

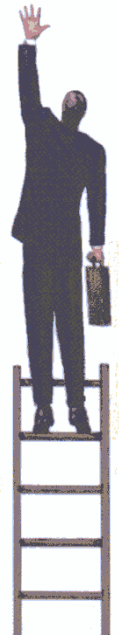
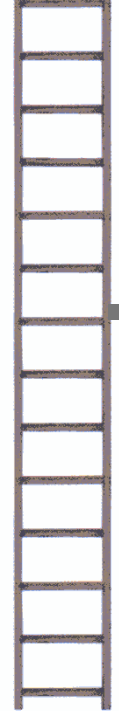
*What is it that you – need to learn to accept?*

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

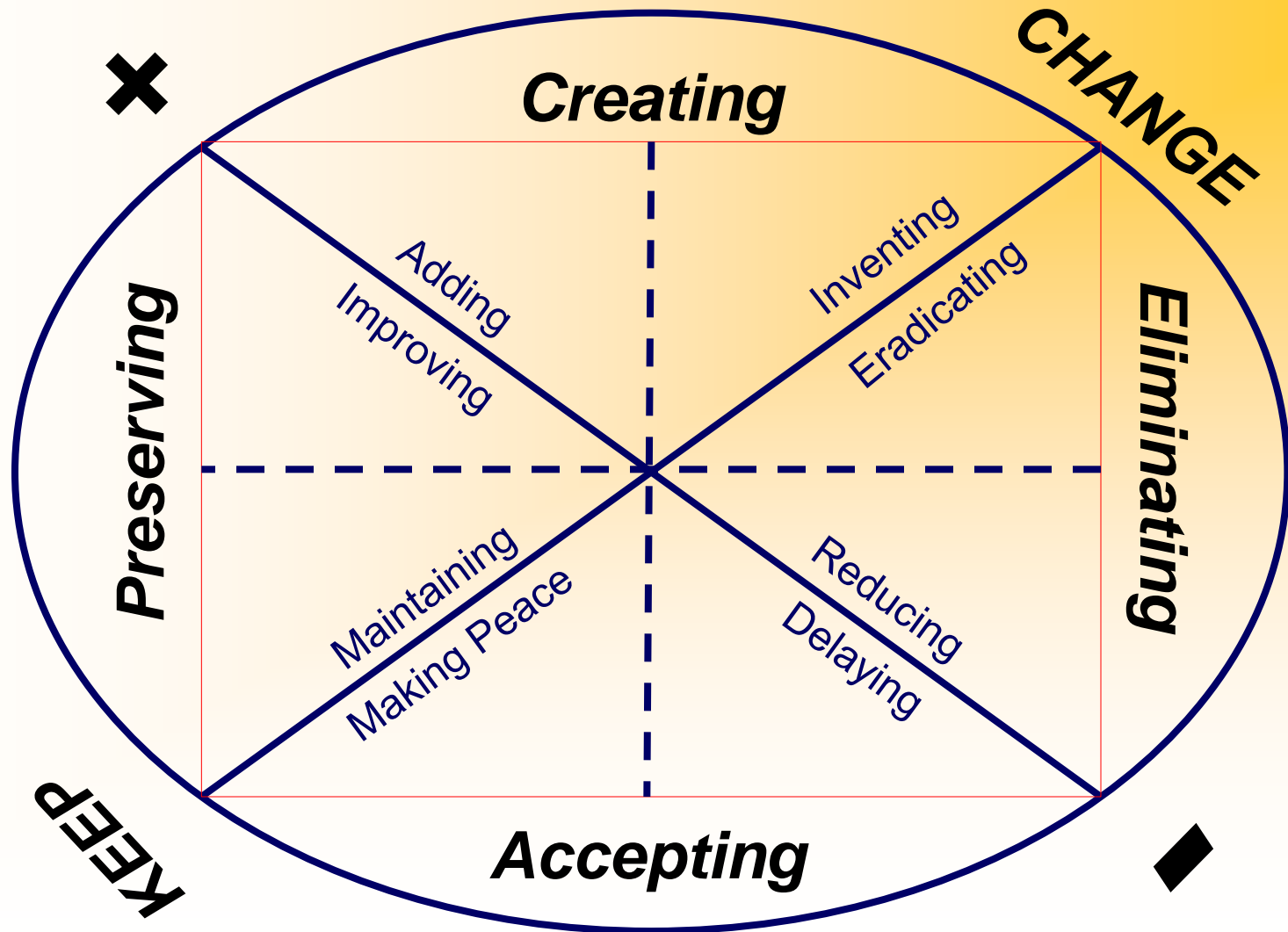


# ***AIWATT***

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

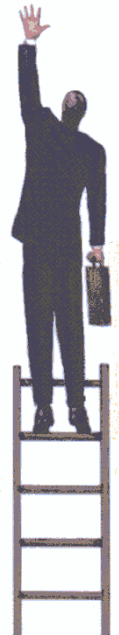
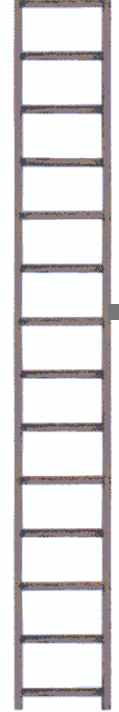


# *Becoming the person we choose to become*



# Applying this model

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



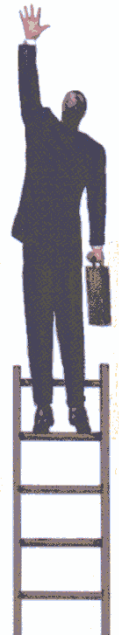
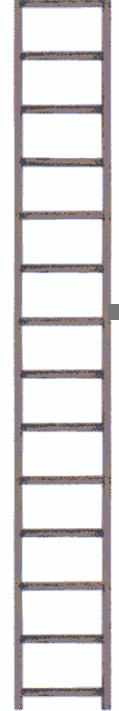
# ***Daily Question Process***


- **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





# **Six active questions**

## ***Did I do my best to:***

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

## ***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**

