

Marshall Goldsmith FeedForward Tool REPORT	Person analyzed Roesner, Margie	
	Organization ed	Date 04.11.2008

Marshall Goldsmith FeedForward Tool

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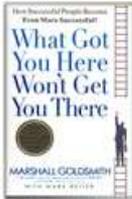


- 1) Review your results looking for how you can improve. Let go of the past you can't change and focus on a positive future.
- 2) Choose only one or two areas for improvement.
- 3) Choose a coaching method for support.

For coaching options:

www.MarshallGoldsmithFeedForward.com

For a great read that's like talking with Marshall himself:



“What Got You Here Won't Get You There”

This analysis is based on the responses given in the Extended DISC Personal Analysis Questionnaire. This analysis should not be the sole criterion for making decisions about oneself. The purpose of this analysis is to provide supporting information to the respondent in self-development.

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This page is a **description of how this style of person** *is typically seen by others*. Read the text as such and use it to develop an overall picture. In evaluating specific sentences, it is important to consider a person's conscious ability to adapt behavior. In other words, while the text describes the typical behavior for individuals with this style, a person certainly can modify behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

Attributes:

Decisive, bold, direct, demanding, active, independent, restless, alert, results-oriented, communicative, outspoken, ambitious, competitive, seeks chances to win, hardheaded.

Motivators:

margie is motivated by the opportunities to rule herself and her actions. She likes freedom, variety, challenges and clear projects. This person should decide work-related matters for herself and after that have the freedom to complete them. She likes measurable goals.

Tries to Avoid:

She may get bored or frustrated if her freedom is restricted by overly tight rules and restrictions. This person cannot wade through details nor concentrate on the same task for too long. margie needs to be supported by a person who handles the details and repetitive tasks. She may demand exactness and devotion to the task from others.

Ideal Supervisor:

Her supervisor has to be quite frank and able to say "no." The supervisor must arouse competition in her mind and irritate her intentionally to get her to show what margie can do. The supervisor cannot be too soft nor hesitating. The supervisor does not have to be her best friend but cannot betray her - otherwise she starts to pursue her own interests only.

Communication Style:

This person can control quite a broad scale of communication situations. As long as she knows what is expected from her, she is ready to do anything to attain the goal. By nature she usually just informs without explaining. Usually, she thinks she is right. As a result, people who disagree with her need to be able to explain their viewpoints clearly.

Decision-making:

Usually this person is a firm decision-maker. She knows what she wants and does not let traditions, worthless rules nor other restrictions disturb the decision. She makes decisions and forms opinions quite quickly - so quickly that she does not have time to consider how this affects others. She could improve her ability to consider other opinions and wishes.



Motivators - Comfort Areas

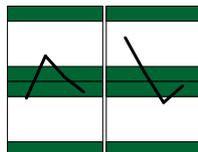
These items usually motivate this style of person. The individual is likely to respond positively if the level of these items is increased in his/her work environment.

- Renewal, generating ideas
- Possibility to win and achieve
- Freedom from boring and tedious tasks
- Getting people involved in the action
- Achieving results by influencing people
- Varying and multifaceted situations
- Freedom caused by change
- Facing new situations
- Possibility to react freely
- Generating new and creative ideas
- Daring to enter the unknown
- Deciding her own matters

Situations that Reduce Motivation

These are items that this style of person typically does not like very much. Their effect on the individual's motivation will be negative if the level of these items is increased in the work environment.

- Having to follow things from the sideline
- Detailed instructions
- Public failure
- Showing weakness
- Losing position
- Boring and dull people
- "Hesitators"
- Routine tasks
- Waiting, staying in line
- Chains, restrictions
- Having to be at the end of the line
- Slower paced people



Strengths

The behavioral skills listed in this section are this person's clear natural strengths. It is possible that they are not exceptional skills, but are very natural for him/her. Increasing these items in the present work environment is recommended.

- Keeps the troops in shape
- Motivates with independence and challenge
- Direct and clear in a diverse way
- Can set the goals
- Demands and maintains speed
- Dares to dive into risks
- Can generate new ideas
- Doesn't stumble in restrictions
- Wants to be the best
- Wants to manage her surrounding
- Doesn't allow jobs to become routine
- Is always ready for change

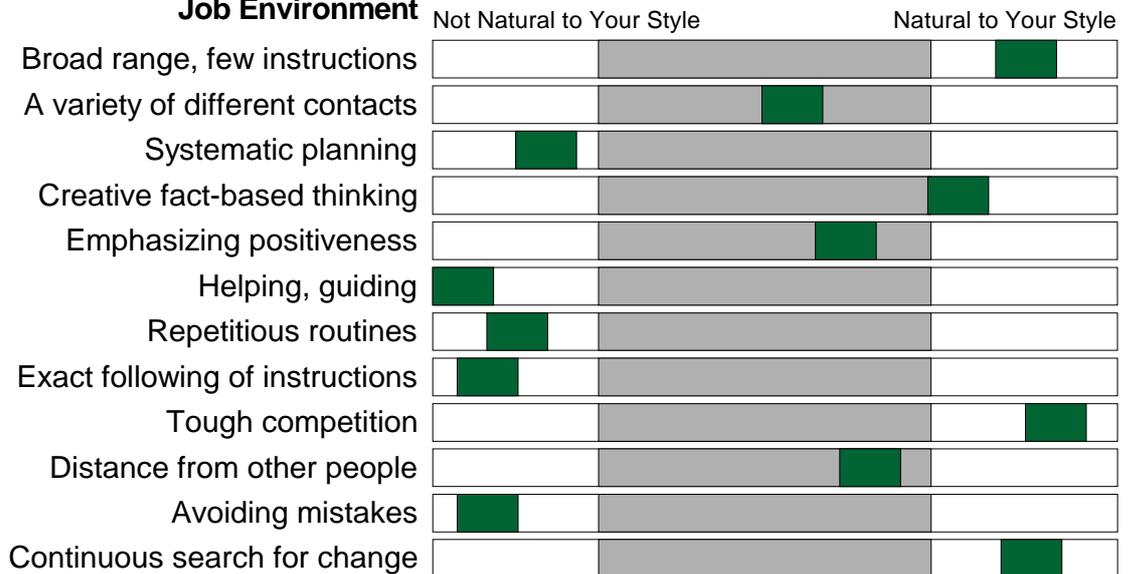
Reactions to Pressure Situations

These are not a description of this person's weaknesses or present behavior. They are items that the person should be cautious about since if he/she gets overly enthusiastic or stressed these weaknesses may become active.

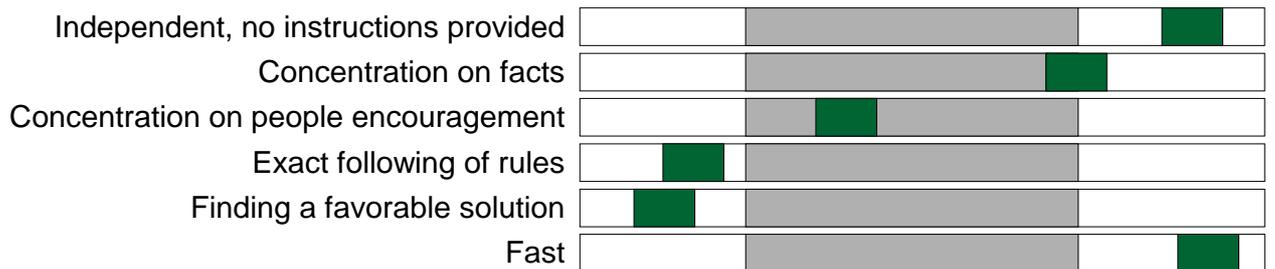
- Operates too directly and spontaneously
- Forgets the instructions just received
- Asks for advice but doesn't listen
- Doesn't inform about changes
- Makes too big changes
- Doesn't consider details important
- Doesn't follow-up
- May get excited too spontaneously
- Sees only the broad lines and the big picture
- Is too fast for others
- Doesn't tolerate slower paced people
- Doesn't listen



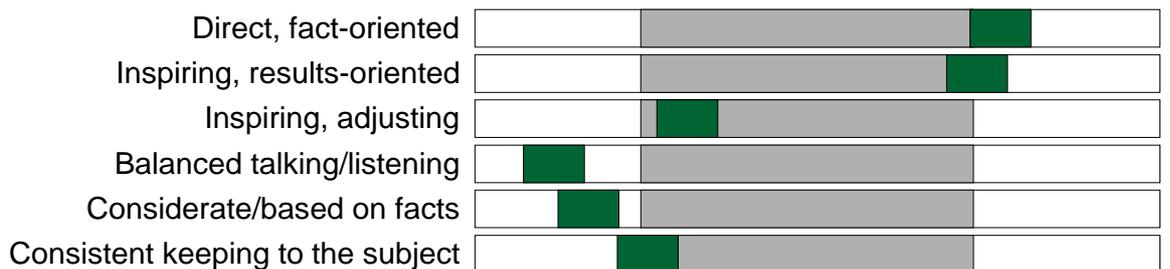
Job Environment



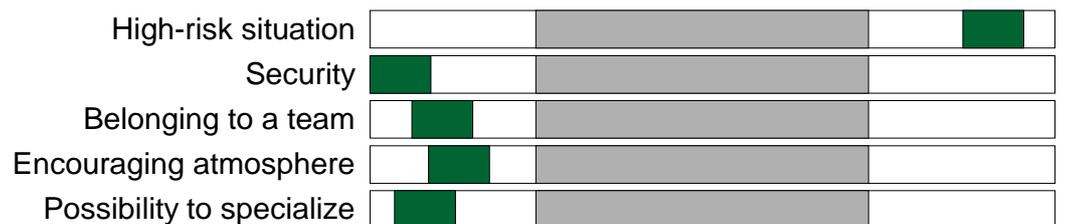
Decision-Making



Communication



Is Motivated By



1 10



Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Job Environment - Tough competition

- Learn to take things easy
- Practice giving priority to other people's wishes

Decision-Making - Independent, no instructions provided

- Practice analyzing the situation before making any decisions
- Learn to be satisfied with decisions made by others

Decision-Making - Fast

- Create a system for yourself that after you make a decision, you will consider its possible consequences
- Learn to separate facts and your opinions when making decisions

Is Motivated By - High-risk situation

- Before doing anything, consider if you can afford to take the risks involved
- Before you make a decision, write down the risk factors

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Job Environment - Helping, guiding

- Accept that everyone does not learn things at the same pace as you
- Ask other people "how can I help you"

Job Environment - Exact following of instructions

- Practice doing your job as long as possible without making any mistakes
- Review the instructions BEFORE starting

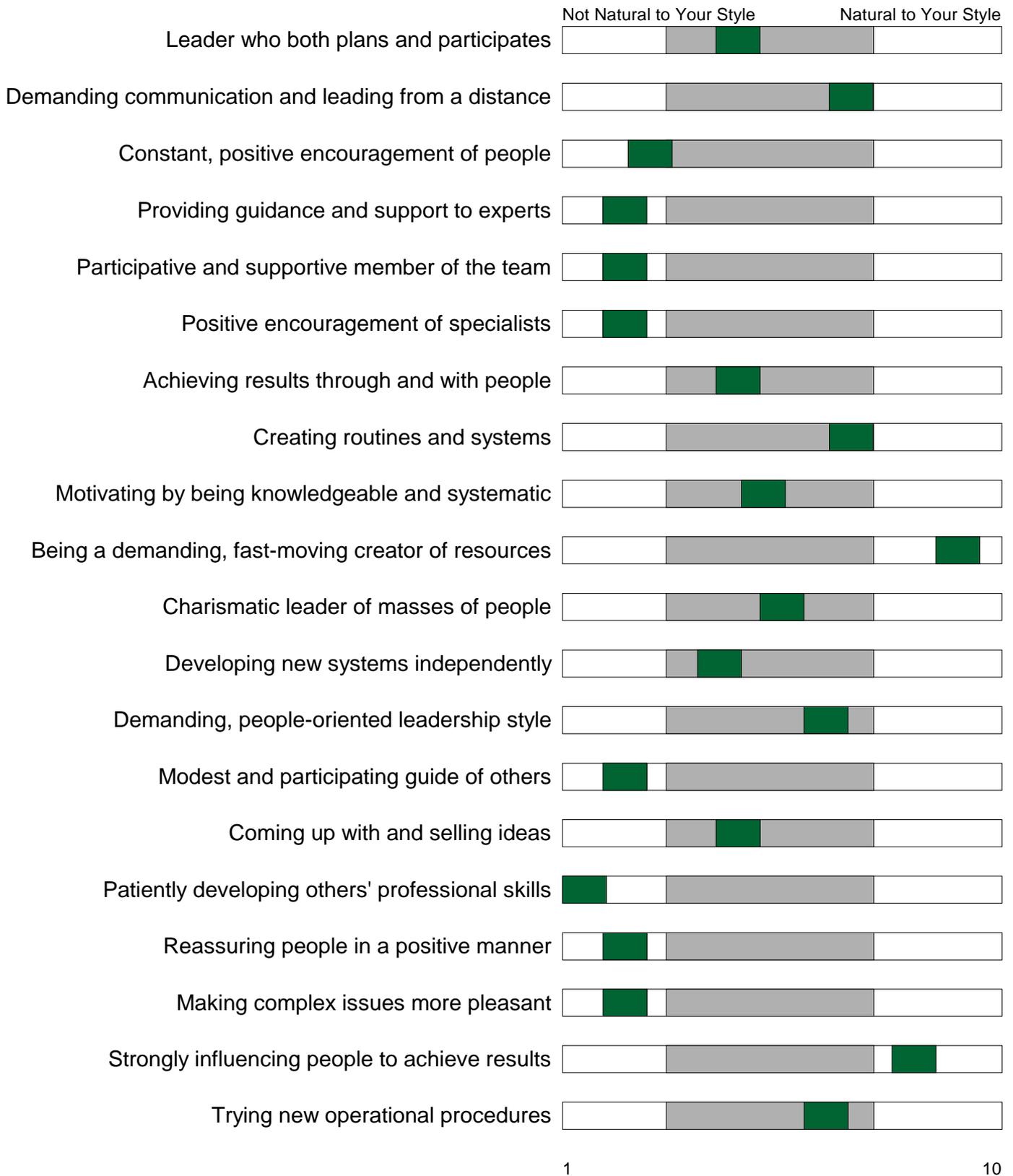
Job Environment - Avoiding mistakes

- Learn to perform your job slower
- Ask for feedback from others if they see you rushing

Is Motivated By - Security

- Challenge yourself to keep things that work the way they are
- Delegate things you cannot concentrate on





Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Demanding communication and leading from a distance

- Make sure that there are human elements in your communication
- Try not to give orders in a negative way

Creating routines and systems

- When you think your plan is ready, ask others what they think about it
- Observe how people do things before you try to force them to do them less naturally

Being a demanding, fast-moving creator of resources

- Always allow enough time for people to adjust to new ways of doing things
- Learn to understand what you can expect from different employees

Strongly influencing people to achieve results

- Remember to reward employees if you have demanded something and they delivered
- Give everybody a chance to breathe for a moment

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Participative and supportive member of the team

- Try to get other people to make as many decisions as possible
- As much as possible, try to be one of the team members at the team meetings

Positive encouragement of specialists

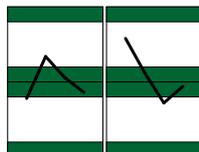
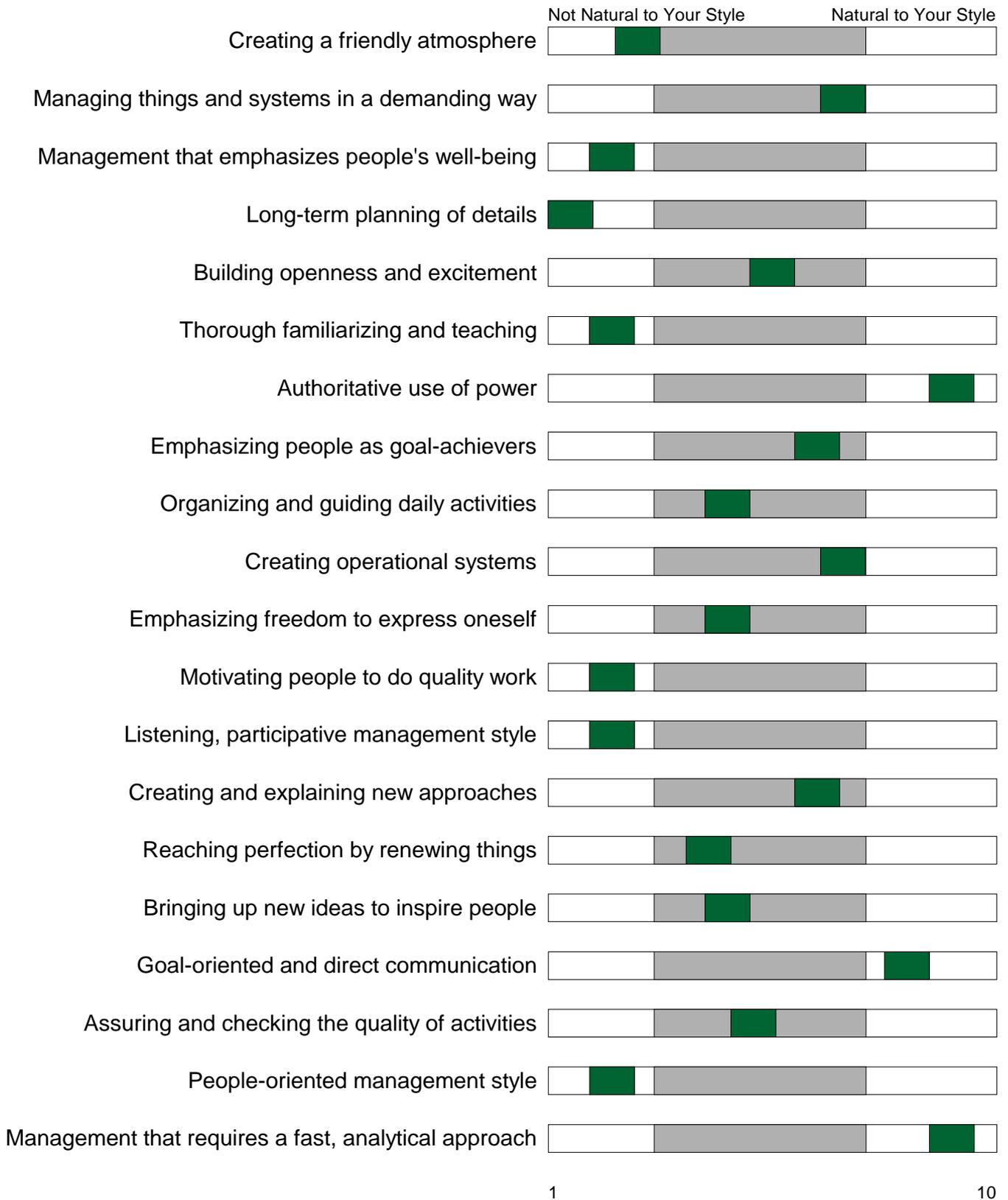
- Do not suffocate others with too much inflexibility
- Become a distributor of information - let the experts do their work their own way

Modest and participating guide of others

- Try to make yourself as invisible as possible but still always available
- Try to be as consistent as possible in your actions and with what you say

Patiently developing others' professional skills

- Remember to follow up closely and discuss with each person you try to develop - show that you care
- Be careful not to get excited about some new thing that you want everybody to learn



Items that Require a Little Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Authoritative use of power

- Use the autocratic leadership style only when necessary
- Remember that inside the organization there cannot be winners and losers - everybody has to be on the same side

Creating operational systems

- Make discussions with people a part of the planning work
- Ensure that the created policies and procedures do not make the organization slow and inflexible

Goal-oriented and direct communication

- Learn to ask for and listen to feedback about what you say
- Set aside time for people who demand more information

Management that requires a fast, analytical approach

- Surround yourself with people who will give you honest feedback
- Stop every once in a while to review what you have achieved before moving ahead again

Items that Require a Lot of Energy

The instructions below are for situations where you have to leave your comfort area and adjust your style.

Management that emphasizes people's well-being

- Make it a point to regularly give people something, instead of just demanding from them
- Remember that a person stretched to his/her limits does not last long - and leaves easily

Long-term planning of details

- Remember that the feeling of security in the organization grows when everybody knows exactly what the expectations are
- When you start detailed planning, try to complete it at the same time

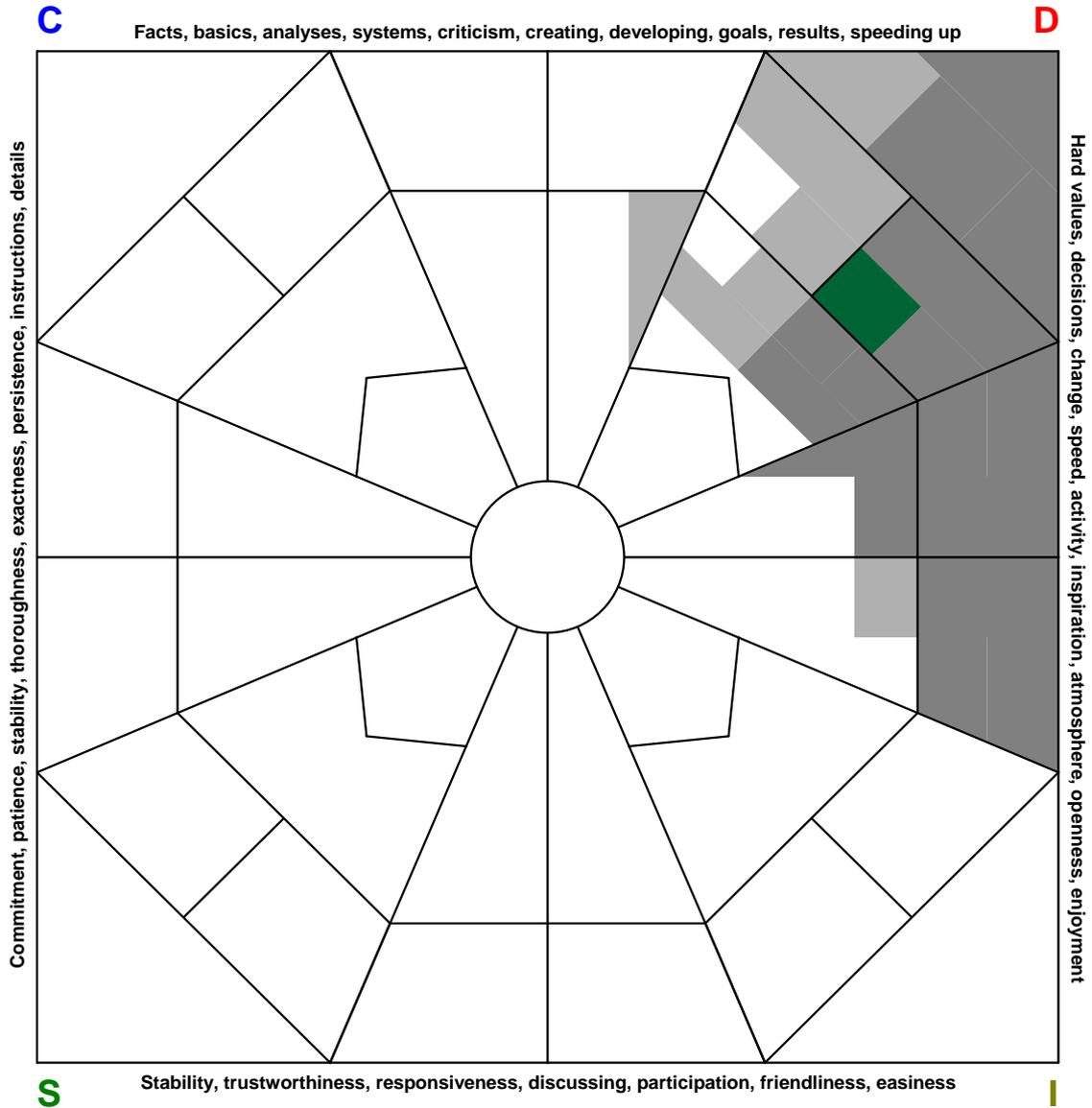
Thorough familiarizing and teaching

- When guiding others, ensure that they understand by asking them to summarize
- Make sure the listener believes you are truly interested in her/his work

Motivating people to do quality work

- Do not take quality for granted - create a system that rewards quality
- Make people aware of the benefits of quality





Flexibility Zones:

-  Current Zone = The position of the profile at the moment
-  Natural Flexibility Zone = The area where the profile will most probably shift
-  Easiest Development Zone = The area toward which the profile is easiest to develop
-  Most Difficult Development Zone = Areas that require stronger conscious adjustment of behavior



Marshall Goldsmith FeedForward Tool

Extended DISC - Profile

Person analyzed

Roesner, Margie

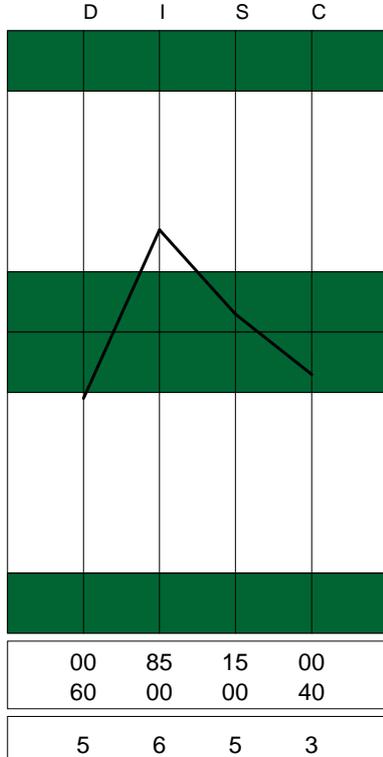
Organization

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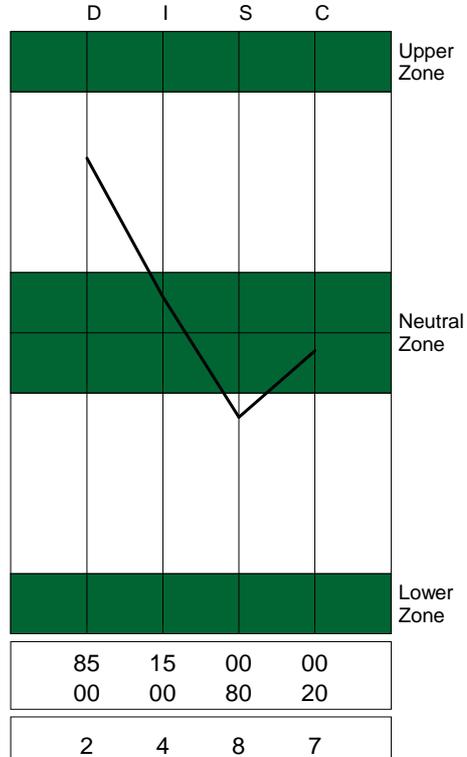
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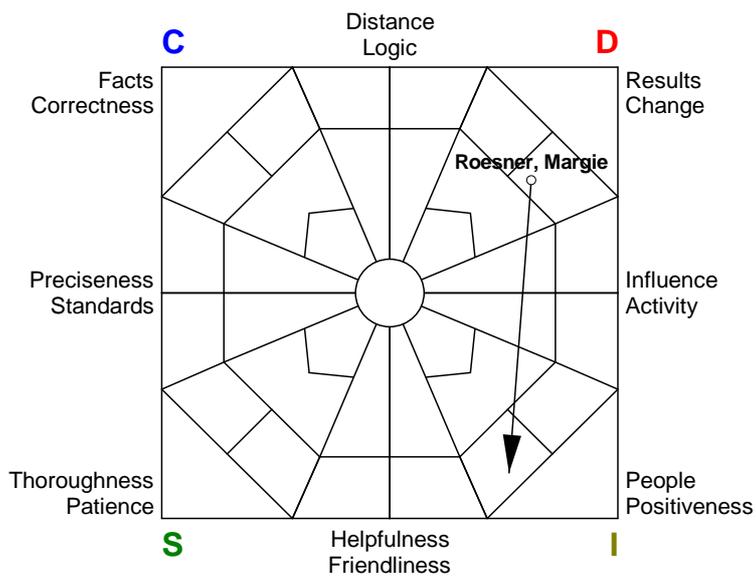
Profile I - Perceived Need to Adjust



Profile II - Natural Style



Extended DISC - Diamond



Your primary relationship role is: Changer

The Changer is the group's lonely wolf who wants to control herself and her actions. The Changer does not care about titles or status, but believes that she is above them. The Changer has an answer ready for most questions and she is not afraid to give her opinions. Some see the Changer as frightening and believe she at times underestimates others. In reality she wants others to first show what they can achieve. Only then she gives her attention and acceptance into her group. The Changer is constantly looking for challenges and she is not afraid of the unknown. Routines bore her quickly. The Changer wants to be in the front line developing new things and creating something unique. She finds it very unpleasant to admit defeat and to go back. As a goal oriented person she is ready to adapt herself into new groups and situations quickly. The Changer does not live in the past.

An attitude toward teamwork

Real waste of time
A lot of idle talk
A means to get information from others

A role in a team

Carries through one's own message
Decides what they talk about
Challenges to a debate

A role as a decision maker

Wants to participate in decision making
Makes courageous decisions
Does not always listen to others

A role as a motivator

Motivates with toughness
Stirs up to action
Does not let you become exhausted

A role as a performer

Does it quickly and suddenly
Gets bored quickly
Does things their own way

The benefit the group receives

A group does not get stuck
Brings something new to the group continuously
Puts an idea on the table and figures where the problems lie

Convergent styles

Influencer, Planner, Developer

Complementary styles

Doer, Participator, Assurer



Instructions for interpreting the Marshall Goldsmith FeedForward Tool

Overview

The purpose of the Marshall Goldsmith *FeedForward* Tool is to provide you with suggestions for the future and to help you achieve a positive change in the behaviors selected by you.

Instead of rehashing a past that cannot be changed – feedback – Jon Katzenbach (author of *The Wisdom of Teams* Harvard Business School Press, 1993) and I coined “feedforward” to encourage spending time creating a future.

You can change the future. You can't change the past. The Marshall Goldsmith *FeedForward* Tool helps you to envision and focus on a positive future, not a failed past. Athletes are often trained using feedforward. Basketball players are taught to envision the ball going in the hoop and to imagine the perfect shot. By giving you ideas on how you can be even more successful, the Marshall Goldsmith *FeedForward* Tool can increase your chances of achieving this success in the future.

The Marshall Goldsmith *FeedForward* Tool is especially suited to successful people. Successful people like getting ideas that are aimed at helping them achieve their goals. They tend to resist negative judgment. We all tend to accept feedback that is consistent with the way we see ourselves. We also tend to reject or deny feedback that is inconsistent with the way we see ourselves. Successful people tend to have a very positive self-image. I have observed many successful executives respond to (and even enjoy) feedforward. I am not sure that these same people would have had such a positive reaction to feedback.

When you use The Marshall Goldsmith *FeedForward* Tool, think about its suggestions for the future and think about the ideas presented. Try not to critique suggestions or to bring up the past.

For a moment, try to let go of the past. Race car drivers are taught, "Look at the road ahead."

Who knows? Not only may it help you win the race, but you'll definitely have a better trip around the track.

General Instructions

The Marshall Goldsmith *FeedForward* Tool does not provide information that classifies people. There are no good-bad categories and the tool does not rank people in any way.

All of the information on the report is derived from your "natural behavioral style". It is a style that takes the least energy and effort, requires the least amount of concentration, and is usually the most pleasant to you. It is the mode that you normally use to react and is most frequently exhibited outwardly in your behavior. It is also how others typically see you.



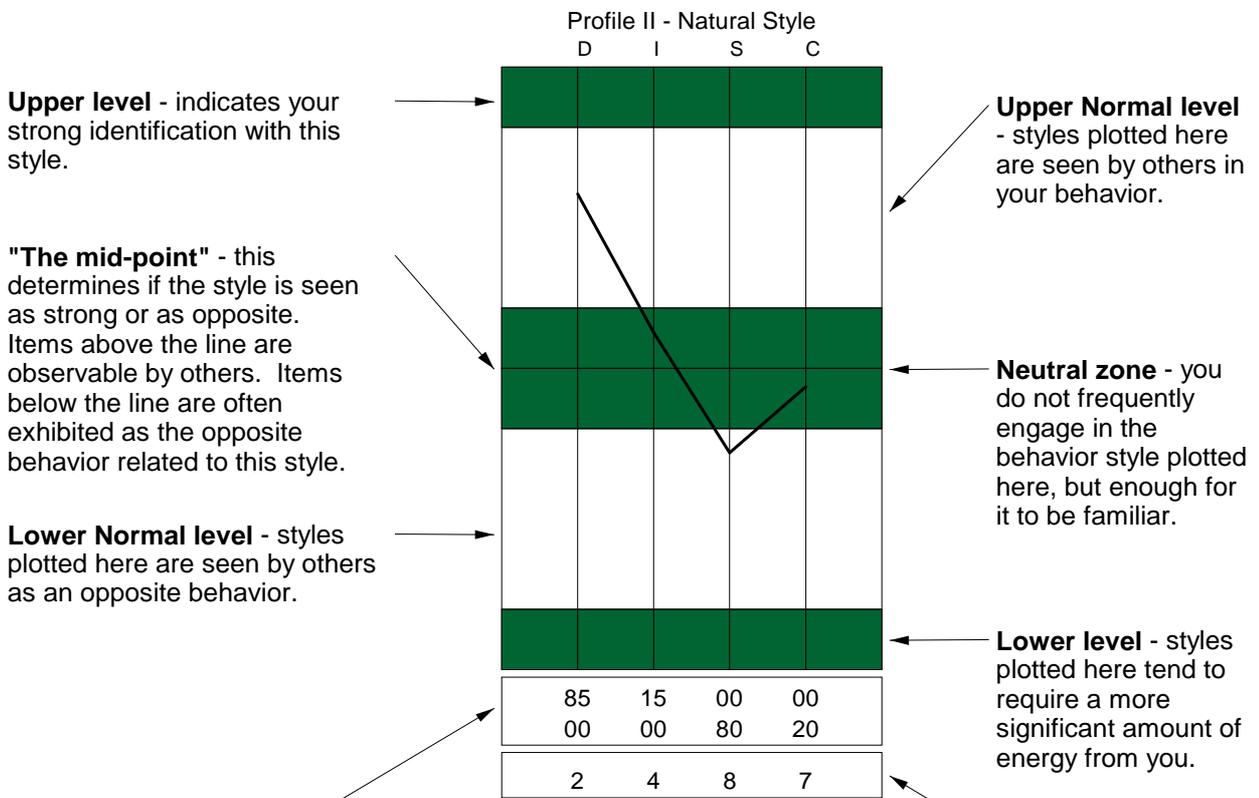
Understanding the profile

The Profiles are visual presentations of your style. They are based on your responses to the questionnaire. Essentially, your responses have been tabulated by your "most" and "least" selections into a frequency distribution by each of the D, I, S and C behavioral styles. Emphasis is on frequency - there are no right or wrong answers.

The interpretation of both the profiles and the diamond require some training. To interpret the results without an understanding of how to read the information is not recommended because of possible misinterpretations.

Profile I - Your adjusted style. How you believe you must adjust your style to meet the demands of your present environment.

Profile II - Your natural style. This is a style that remains fairly stable, but not rigid, over your lifetime. It is the style that is the most comfortable for you.



Percentages - Top row indicates the percentage distribution (out of 100 percent) of your strongest styles. Bottom row indicates the percentage distribution (out of 100 percent) of your less comfortable styles.

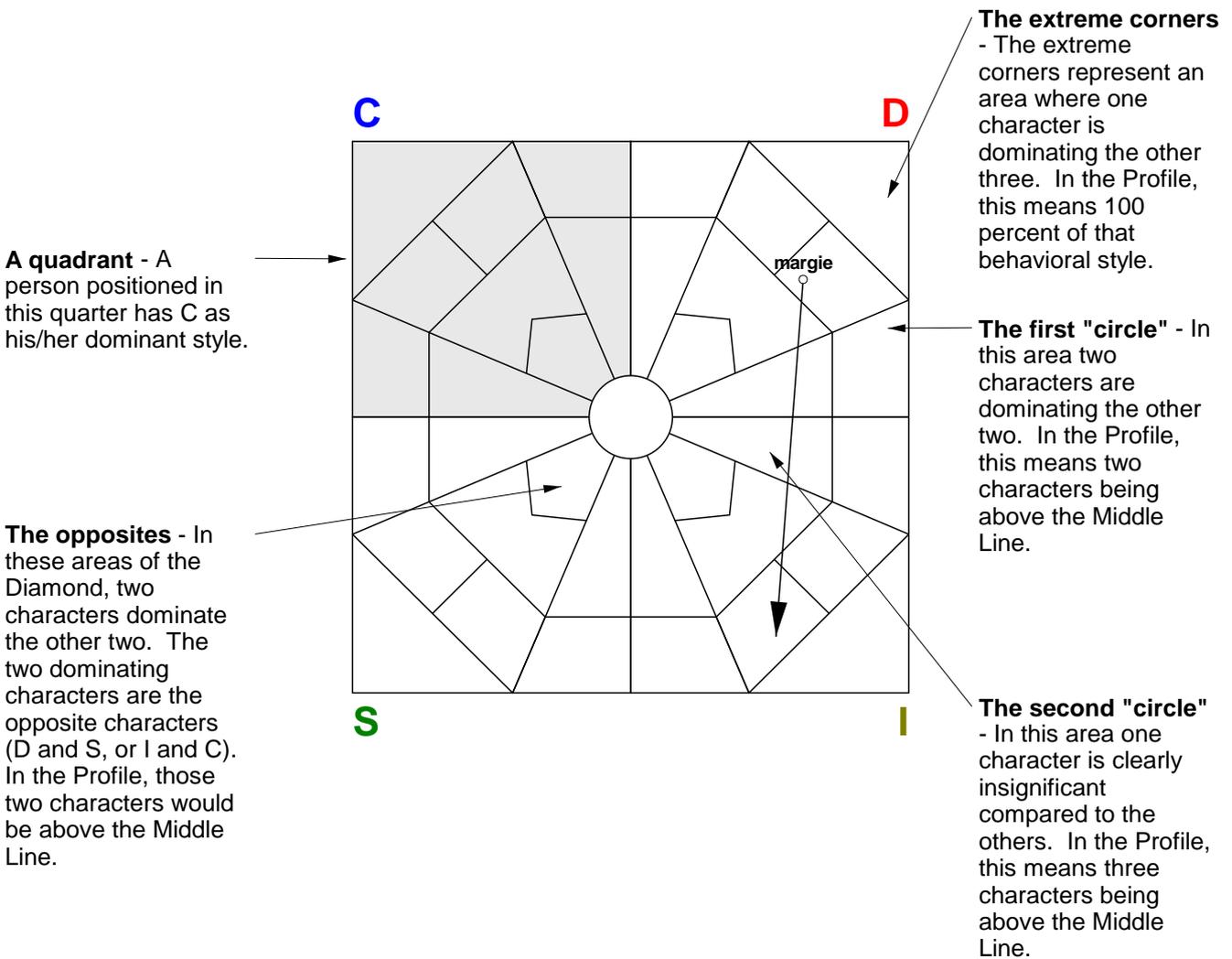
Profile Points - A profile ID number used to generate your report. They have no interpretative value.



Understanding the Diamond

The Diamond visually shows what behavioral styles are the most comfortable to you and what styles require the most energy from you. The Diamond is divided into 160 areas (40 in each quadrant), each illustrating a different combination of the four main behavioral traits.

The deepest shade on the Diamond shows the location of your natural style. Determine in what quadrant it is placed. This is your most natural and comfortable behavioral style (D, I, S or C). The shadings demonstrate the behavioral styles that are quite comfortable for you. The white areas illustrate the areas on the Diamond that will require the most energy, effort and concentration from you. The farther from your deepest shade you move, the more energy is required.



The Marshall Goldsmith *FeedForward* Tool divides all of the different behavioral styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages. Below you will find overviews of the styles:

D-style

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, control and have the power. They like change and challenges.

D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as somewhat self-centered, demanding, blunt and overly aggressive.

I-style

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

S-style

S-styles are calm, helpful, patient, modest and laid back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent.

S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

C-style

The C-styles are precise, logical, matter-of-fact, analytical and careful. They need the data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high quality work.

C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.

Text Page

Think about this page as suggestions for the future and think about the ideas. Try not to critique suggestions or to think about the past.

This page is a description of how others typically see individuals with your style. Read the text as such and use it to develop an overall picture of your style. In evaluating specific sentences, it is important to consider your conscious ability to adapt behavior.

In other words, while the text describes the typical behavior for individuals with your style, you certainly can modify your behavior to fit the needs of a particular situation or individual(s). Also, you may have already addressed the development areas by learning new skills.

If you find a statement that you believe does not accurately describe you, ask others for their comments and suggestions before you dismiss it. This may be a great opportunity for you to further improve your performance. Remember, this is about your future. Take a deep breath and let go of the past!

Pick behaviors that you would like to change. Change in this behavior should make a significant, positive difference in your life. You may want to get some input from others (peers, supervisor, executive coach, etc.) when selecting these behaviors.

Worksheet - The Text Page

Identify what you believe to be your greatest strengths. How are you using them in your current position?

Should you adjust your style to improve your performance? If yes, how?

Are there statements that you do not think describe you?

Is this something you have learned to do or to avoid?

Why do I not see this in my behavior?

What about others? Can they see it in my behavior?



Motivators Page

This page highlights dimensions that are typical for the individuals like you. Be sure that you do not focus on the *Motivators* and *Reactions to pressure situations* too much – many people do. Make sure that in the future you take advantage of the strengths of your style.

Motivators = You tend to like and feel comfortable with these items. Are you taking advantage of comfort areas?

Situations that reduce motivation = You tend not to like these items as much.

Strengths = These items require less energy from you.

Reactions to pressure situations = These items require more energy from you. Some of the items relate to you using your strength so much that it becomes a weakness.

Note! This is not a "can - cannot do" scale. In other words, it does not mean that you cannot excel on the items listed in *Motivators* and *Reactions to pressure situations* sections.

Select behaviors that you believe will have a positive impact on your performance if you were to consciously modify your behavior in the future. You may want to ask for input from others.

Worksheet - Motivators

Identify two *Motivators* that are being fulfilled in your current position:

How can you increase their effect on your performance? Be specific.

Identify two *Strengths* that you can capitalize upon in your current position:

How can you maximize the impact of your *Strengths*? Be specific.

Identify two *Situations that Reduce Motivation* that create the greatest challenges in your current position:

How can you decrease their effect on your performance? Be specific.

Identify two *Reactions to Pressure Situations* that you can work on that will have the greatest impact on your performance in your current position:

How can you develop in these areas to improve your performance? Be specific.



Graphical Page

This page uses a 1-10 point scale, from "Non-natural to Natural"

Natural - most on the right. These items require less energy from you.

Non-natural - most on the left. These items require more energy from you.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in this area. The results simply indicate that you must spend more conscious effort, concentration and energy with this particular behavioral aspect.

Select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior. Ask for input from others.

Worksheet - Graphical Page

Think about the suggestions for the future and think about the ideas. Try not to critique suggestions or to think about the past.

Job Description:

Identify two areas that are comfortable for you in your current position:

Identify two areas that are less comfortable for you in your current position:

Based on the above, how can you adjust your style to improve your performance?

Decision-making:

Identify an aspect of your decision-making style that is the most comfortable for you. What impact does it have in your current position?

Identify an aspect of your decision-making style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

Communication:

Identify an aspect of your communication style that is the most comfortable for you. What impact does it have in your current position? How can you capitalize on it more effectively?

Identify an aspect of your communication style that is the least comfortable for you. What impact does it have in your current position? What can you do to improve?

Is motivated by:

Identify your greatest and lowest motivator from the five motivation factors.

How can you capitalize on your greatest motivator?

Do your current responsibilities require behaviors that relate to your lowest motivator? How can you reduce its impact and/or adjust your style accordingly?

Additional Pages

Interpret Additional Pages just like the Graphical Page. The pages also use 1-10 point scales, from "Non-natural to Natural".

Natural - most on the right. These items require less energy from you.

Non-natural - most on the left. These items require more energy from you.

Note! This is not a "can - cannot do" scale. In other words, when one of your dimensions is on the left side of the scale, it does not mean that you cannot do very well in that area. In fact, you might excel in this area. The results simply indicate that you must spend more conscious effort, concentration and energy with this particular behavioral aspect.

The Additional Pages focus on:

- Administrative Style
- Customer Service Style
- Entrepreneurial Style
- Information Technology Style
- Leadership Style
- Management Style
- Project Style
- Sales Style
- Team Style
- Training Style

When using the additional pages, select one to three items that you believe will have a positive impact on your performance if you were to consciously modify your behavior in the future. Ask for input from others.



Improving your performance:

There is no one best style. Each style has advantages and disadvantages. Depending on your style, below are some of the most important things you could do to improve your performance.

D-style:

Slow down, be more patient.
Do not jump to conclusions or snap decisions.
Listen to others more.
Be more aware of how you impact others.
Do not overreact.

I-style:

Talk less, listen more.
Do not react emotionally.
Do not over promise.
Focus more on details.
Follow-up.

S-style:

Be more assertive and aggressive.
Speak out.
Act now, think less.
Keep your emotions under control.
Do not be afraid of change and new things.

C-style:

Talk more.
Decide and take action faster.
Do not be afraid to make mistakes.
Do not lose the big picture.
Accept ambiguity.

How to Identify Others' Styles:

Once you know what your style is, you need to know the other person's style in order to make the appropriate adjustments in your style. Below you will find a helpful checklist to help you.

D-style:

Often appears to be in a hurry.
Is direct, says what thinks.
May be blunt.
States own opinions as facts.
Interrupts others.
May talk to many people at the same time.
"What's the bottom line?"
Is aggressive.
Is demanding.
"How does this benefit ME?"
Very impatient.
Becomes irritated easily.

I-style:

Is open and friendly.
Talks a lot.
Gets easily excited.
Is animated.
Talks about people he/she knows.
Does not focus much on details.
Does not listen for long.
Does not pay close attention.
May ask same questions several times.
Jumps from subject to subject.
Stays away from hard facts.

S-style:

Appears calm.
Does not get easily excited.
Listens carefully.
Nods and goes along.
Is easy-going.
Asks questions and inquires about the specifics.
Seems to have strong opinions but does not express them vocally.
Appears thoughtful.
Completely new ideas/things seem to make him/her uncomfortable.

C-style:

Appears reserved and somewhat timid.
Is quiet.
Focuses on details.
Asks many questions.
Studies specifications and other information carefully.
Proceeds cautiously.
Doesn't easily express disagreeing views.
May have done homework on the topic.
May be very critical; criticism based on facts, not opinions.



Communication Considerations:

Effective communication is critical in all types of interactions. Below you will find a helpful checklist to assist you in improving you effectiveness with the different styles.

When communicating with D-styles:

- Be direct and specific.
- Provide alternatives.
- Ensure he/she wins.
- Disagree only on facts.
- Enjoy the battle.
- Do not be emotional.
- Do not dominate.
- Act quickly, he/she decides fast.

When communicating with I-styles:

- Be a friend, do not ignore.
- Schedule time for chatting.
- Have fun and act silly.
- Let him/her speak.
- Give recognition.
- Speak about people and feelings.
- Remember to follow up.
- Move closer.

When communicating with S-styles:

- Slow down your presentation.
- Build trust.
- Focus on people.
- Provide the information he/she needs.
- Present issues logically.
- Secure commitment piece by piece.
- Be sincere, do not dominate.

When communicating with C-styles:

- Provide facts.
- Do not touch.
- Be patient, slow down.
- Give plenty of detailed information.
- Control your own activity.
- Do not talk about personal issues.
- Do not pressure.
- Focus on issues.



Do's and Don'ts with the Styles:

Below is a checklist of what to do and what not to do with the different styles:

D-style:

Do:

Be direct.
Provide alternatives.
Ensure he/she "wins".
Give immediate feedback.
Concentrate on subject.
Act quickly.
Let him/her speak and listen.
Focus on issues.
Show interest.
Provide direct answers.

Don't:

Go into all the details.
Provide too much information.
Try to control the situation.
Talk too much.
Lose focus.
Slow down.
Take issues personally.

I-style:

Do:

Maintain positive atmosphere.
Help to achieve popularity and recognition.
Allow to express him/herself.
Take time to chat and talk.
Be more expressive.
Be more enthusiastic.
Focus on the big picture.
Focus on the people aspects.
Get involved in the process.

Don't:

Talk about too many details.
Fail to socialize.
Bring up negative issues.
Fail to have fun.
Set restrictions.
Be too practical.
Be pessimistic.

Do's and Don'ts with the Styles:

Below are suggestions of what to do and what not to do with the different styles:

S-style:

Do:

Proceed in logical order.
Ask specific questions to find out true needs.
Provide support.
Provide precedents to reduce uncertainty.
Remember fairness and justice.

Don't:

Forget your promises.
Make unexpected changes.
Be unreliable.
Forget to provide enough information.
Move too fast.
Be impatient.

C-style:

Do:

Listen carefully.
Answer questions calmly and carefully.
Be thorough; remember to include all relevant information.
Slow down your presentation.
Utilize written supporting materials.
Find out what the key issues are and focus on them.

Don't:

Move too fast.
Spend too much time with small talk.
Move too close.
Lose patience in providing all the requested information.
Expect decisions right away.

About Dr. Marshal Goldsmith:

Dr. Marshall Goldsmith is a world authority in helping successful leaders get even better – by achieving positive, lasting change in behavior: for themselves, their people and their teams.

Marshall's newest book, *What Got You Here Won't Get You There*, is a New York Times best seller, Wall Street Journal #1 business book and winner of the Harold Longman Award as the Best Business Book of 2007.

Recently, the London Times named Marshall Goldsmith one of the top 50 most influential living management thinkers. The American Management Association named him as one of 50 great thinkers and leaders who have influenced the field of management over the past 80 years and Business Week listed him as one of the most influential practitioners in the history of leadership development.

He is a Fellow of the National Academy of Human Resources – America's top HR honor. His work has been featured in a New Yorker profile, Harvard Business Review interview and Business Strategy Review cover story (London Business School). Major business press acknowledgments include: Wall Street Journal - one of the top ten executive educators, Forbes - one of five most-respected executive coaches, Economic Times (India) – one of five rajgurus of America, Economist (UK) - one of three most credible executive advisors in the new era of business and Fast Company - America's preeminent executive coach.

Dr. Goldsmith's Ph.D. is from UCLA. He teaches executive education at Dartmouth's Tuck School and frequently speaks at leading business schools. His work has been recognized by almost every professional organization in his field. In 2006 Alliant International University honored Marshall by naming their schools of business and organizational studies the Marshall Goldsmith School of Management.

Marshall is one of a select few advisors who have been asked to work with over 100 major CEOs and their management teams. He also delivers top-rated keynotes, seminars and workshops.

Dr. Goldsmith is co-founder of Marshall Goldsmith Partners, a network of top-level executive coaches. He served as a member of the Board of the Peter Drucker Foundation for ten years. He has been a volunteer teacher for US Army Generals, Navy Admirals, Girl Scout executives, International and American Red Cross leaders – where he was a National Volunteer of the Year.

Marshall's twenty-three books include: *The Leader of the Future* (a Business Week best-seller), *Coaching for Leadership* and the upcoming *Developing Your Successor* (in the Harvard Business Memo to the CEO series). Over two hundred of his articles, interviews, columns and videos are available for viewing and sharing online (for no charge) at www.MarshallGoldsmithLibrary.com.

