

What could you **STOP** doing?

Twenty-one Common Executive Challenges



Opportunities for behavior change are presented to every successful leader. Often improvement comes when the executive or manager **stops** an unproductive behavior.

Check out this list of common executive challenges compiled by Marshal Goldsmith of interpersonal and leadership behavior. *What do you identify as your top two or three?*

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 too much value

The overwhelming desire to add your two cents to every discussion

3. Passing judgment

The need to rate others and impose your standards on them

4. Making destructive comments

The needless sarcasms and cutting remarks that you think make you sound sharp or witty

5. Starting with "No", "But", or "However"

The overuse of these negative qualifiers secretly says to everyone; "I'm right. You're wrong"

6. Telling the world how smart I am

The need to show people you're smarter than they think you 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 your negative thoughts even when you 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 your contribution to any success

12. Making excuses

The need to reposition an annoying behavior as a permanent fixture so people excuse you for it

13. Clinging to the past

The need to deflect blame away from yourself onto events and people from your past; a subset of blaming everyone else

14. Playing favorites

Failing to see that you are treating someone unfairly

15. Refusing to express regret

The inability to take responsibility for your actions, admit you're wrong, or recognize how your 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 you

19. Passing the buck

The need to blame everyone but yourself

20. An excessive need to be "me"

Exalting your faults as virtues simply because "That's just who I am"

21. Goal obsession

The force at play when YOU get so wrapped up in achieving your goal(s) that you do so at the expense of a larger mission

My Stop List

1.

2.

3.



Used by permission.

Adapted from *What Got You Here Won't Get You There, How Successful People Become Even More Successful*, Marshall Goldsmith

www.NextLevelExecutiveCoaching.com

STEVE LASWELL, *THE PEOPLE DEVELOPER*

Steve's mission has always been about people. Today, his work is formalized in the growing field of executive coaching. His niche seems to be in helping people learn how to practice reflective thinking so they can experience continued success that comes from personal growth and professional development. Creating time for such strenuous work is not easy for people with today's demands.

His purpose is to help people become more successful with their performance, relationships, and in life. His passion is "The People Project" – human capital improvement: people reaching their full potential and making their greatest contribution.

Today, Steve's clients *consistently* benefit from 1) his thirty years of business and faith-based leadership experience, 2) his training and certification as an executive coach [earned through one of the best university-based programs in the country], and 3) his natural skills as a coach.

Along his career path he has enjoyed success in public speaking, training, sales, sales management, marketing, talent recruitment and management, and leadership development. His message, style, and personality allow him to connect with people in today's business world and our times.

As The People Developer, you will find him coming alongside his clients helping them reduce the stress and pressure in their lives. He provides support for an individual pursuit of living with greater freedom, purpose, and passion. He is committed to helping those willing to break free from whatever may be holding them back in effectiveness.

Having coached people in Fortune 100, Fortune 500, and privately held companies he works with various professionals, business owners, and individuals on their personal growth paths.

His coaching reaches across the nation with clients representing a wide spectrum of business: oil & gas, telecommunications, healthcare and physicians, information technology and publishing, sales, non-profit, human resources, education, hospitality management, manufacturing, communications, small business owners and service-oriented businesses.

Steve is a Sherpa Certified Coach earned through The Neeley School of Business, Texas Christian University. His Master's Degree is from Southern Nazarene University, Bethany, Oklahoma. He is a member of the International Coach Federation, American Society of Training Development-Tulsa, and active in his community and church.

For thirty-three years he has made the journey with his best friend and wife, Rita. They have three married daughters and eight grandchildren; family is an important value.

Whenever possible, you'll find him outdoors in the yard, grilling on his Primo™ cooker, enjoying his Japanese Koi and their pond. As an amateur photographer he has fun expressing his creativity while capturing memories of the journey with their ever growing "clan".

CONNECTING

“THE PEOPLE PROJECT”

Personal Development Support

Tele-Coaching Calls

6x12 Group Coaching

1on1 Coaching

Team Building Coaching

Professional Speaker



6926 East 108th Street Tulsa, OK 74133

Steve Laswell

The People Developer

918.296.7785

www.NextLevelExecutiveCoaching.com

info@NextLevelExecutiveCoaching.com

ALL RIGHTS RESERVED

No part of this report may be altered in any form whatsoever, electronic or mechanical, including photocopying, recording, or by any informational storage or retrieval system without express written, dated and signed permission from the author. This report is free and cannot be sold under any circumstances.

DISCLAIMER AND/OR LEGAL NOTICES

The information presented herein represents the view of the author as of the date of publication. Because of the rate with which conditions change, the author reserves the right to alter and update his opinion based on new conditions. While every attempt has been made to verify the information in this report, neither the author nor his affiliates/partners assume any responsibility for errors, inaccuracies, or omissions. Any slights of people or organizations are unintentional.

This professional coaching exercise is for informational purposes only.

www.NextLevelExecutiveCoaching.com