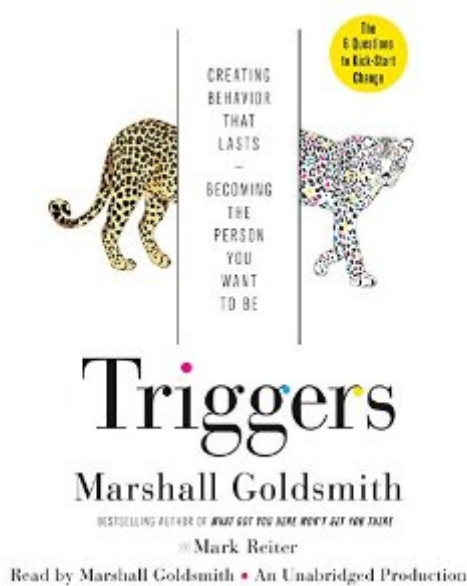


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# Triggers: Creating Behavior That Lasts - Becoming The Person You Want To Be



## Synopsis

In business, the right behaviors matter. But getting it right is tricky. Even when we acknowledge the need to change what we do and how we do it, life has a habit of getting in the way, upsetting even the best-laid plans. And just how do we manage those situations that can provoke even the most rational among us into behaving in ways we would rather forget? Triggers confronts head on the challenges of behavior and change, looking at the external factors (or "triggers") - both negative and positive - that affect our behaviors, our awareness of when we need to change, our willingness (or otherwise) to do so, and our ability to see the change through. Drawing on his unparalleled experience as an international executive educator and coach, Marshall Goldsmith invites us to understand how our own beliefs and the environments in which we operate can trigger negative behaviors or a resistance to the need to change. But he also offers up some simple, practical advice to help us navigate the negative and make the most of the triggers that will help us to sustain positive change.

## Book Information

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## Customer Reviews

If you are good at setting goals but not that good at achieving them, then this is a must read. If you are a coach/mentor/leader that works with people to help them become a better version of themselves, then you will gain valuable insights from this book. You will learn valuable insights into what works and what doesn't when it comes to changing human behavior. It is okay to be skeptical about such bold claims. But consider the accomplishments of the author, Marshall

Goldsmith. He is one of the most respected coaches in the world. Mr. Goldsmith works with the elite leaders in industry and government. One simple fact about the way he conducts his business should give you sufficient reason to trust everything he says about changing human behavior. His minimum time frame for working with clients is eighteen months. And he collects his fee at the end of the period. No results, no fee. That is a powerful testimony to his effectiveness. While the title suggest that the book will be mostly about what triggers behavior, that is actually a rather small part of the points covered in this book. There are several very significant observations which will help the reader make changes that will last. One insight is “We are superior planners and inferior doers”. We make plans, set goals and fail to achieve them. If we hope to achieve the plans we make, we need structure. “We do not get better without structure.” One of the key concepts of the book is that we should ask ourselves active questions on a daily basis. And, we need to track the answers. The active questions can start with “Did I try my best today to \_\_\_\_\_”. This introduced a concept that effort is more important than results. We can control our effort.

Where even to begin with this review? I'll start with something positive. Goldsmith is a smart guy with some valuable things to say. I got a lot out of his previous book "What Got You Here Won't Get You There." I recommend that book highly. "What Got You Here..." lists a number of behaviors and attitudes that aren't helpful in the workplace, even if they might have been useful as an entry level person. If you identify even one of those in yourself, and put some effort into working on that, it pays off a lot. For example, I had a problem with "adding too much value," as Goldsmith delicately put it. Recognizing that, I worked on it, and had very positive results. Goldsmith is a skilled coach and writer with demonstrated effectiveness and I truly believe that. Nevertheless, "Triggers," in contrast to the structured, focused and empowering content of "What Got You Here...", is a confused, disempowering mess that spends its first third telling you why you are powerless to change in the face of your environment. We are caught in a behaviorist nightmare, a planet-sized Skinner box that determines our behavior. Chapter 3 ends with a bald statement that "If we do not create and control our environment, our environment creates and controls us." So we don't have any choices about our own behavior unless we control our environment. But if we are in an environment in the first place (as we all necessarily are), which "creates and controls us", how could we ever formulate a choice to "create and control" our environment in a different way? But then Goldsmith backs off the uber-behaviorism and introduces his AIWATT acronym.

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