



Dr. Marshall Goldsmith, Pioneer in customised 360-degree feedback, Author & Executive Coach

How Can I be a Better Manager?

Today's worker is much more sensitive, and you have to keep this in mind while operating in a global economy

PETER Drucker once said, “The leader of the past knew how to tell. The leader of the future will know how to ask.” Dr. Marshall Goldsmith definitely is a leader of the future and has been ranked as one of three most credible executive advisors in the new era of business by *The Economist*. In our exclusive interview with Dr. Goldsmith in his recent visit to India, he shared with *The Human Factor*, his opinions on the knowledge economy. “Today most people are managing some others, and they are called knowledge workers. The definition of a knowledge worker is that they know more about what they are doing than their bosses. In a world in which everyone knows their work really well, you cannot just tell your workers what to do, yell at them, or demean them. If you do this, they will simply quit. If you are managing people who are doing work that is not knowledge work, only then can you tell them what to do.”

A correspondent from the *Chicago Tribune* had once asked Dr. Goldsmith if he thought managers today were more abusive than in the past, and he firmly said that this was not true. “In the past, we had servants, kings and slaves. But the worker of today is much more sensitive, and you have to keep this in mind while operating in a global economy,” he explains.

Dr. Goldsmith has been a pioneer in the use of the customised 360-degree feedback system as a leadership development tool, and is one of the few management consultants who have been asked

to work with more than 80 major CEOs and their management teams. Keeping this in mind, we asked him to quote some examples from his training workshops, and he shared some with us, “I think the comments people make throws light on their attitudes. I usually ask my audience a question – what percentage of all interpersonal communication today is spent on two dialogues: Dialogue 1 would be someone talking about how smart, special and wonderful they are. Dialogue 2 would be someone talking about how bad, stupid or inept another person is. The immediate answer I get is about 65%. So I tell them that I have a great productivity enhancement strategy – let us reduce this number! How much do we learn talking about how smart, special and wonderful we are, or about how bad, stupid and inept someone else is? Nothing! So my suggestion is, everytime

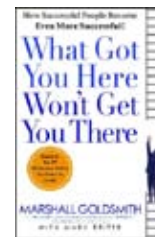
you speak, you should focus on 4 important questions: *Will this help the customers? Will this help the company? Will this help the person I am talking to? Will this help the person I am talking about?* If the answers are no, no, no, and no, then don't say it!”

Dr. Goldsmith is not too concerned about the ethical perspective of managing emotions. After all, he is paid and highly-sought for his training sessions, in which the main objective is to help people alter their behaviours!

Finally, he speaks to us about his experiences with emotions at a personal level. He says that it is important to keep asking those around you, ‘*how can I be a better?*’ – a better husband,

KNOWLEDGE WORKERS
know more about what they are doing than their bosses. You cannot yell at them or demean them

Dr. Goldsmith on Climbing the Last Step



The corporate world is filled with executives, who have worked hard to reach the top. They are intelligent, skilled, and charismatic. But only a handful will ever reach the pinnacle. Find out subtle

nuances of what makes all the difference, in Dr. Goldsmith's latest book. The book highlights small “transactional flaws” performed by people which lead to negative perceptions holding an executive back.

a better daughter, a better friend or a better manager. Dr. Goldsmith quotes another interesting example to support this statement: “A woman at one of my training sessions mentioned how she asked this same question to her mother”. Her mother replied saying, “*Your father passed away a long time back and you stay away from me. Everyday I walk up to the mailbox outside and there's never anything there. It makes me very sad.*” So, her daughter started sending her little letters and postcards, until recently when her mother passed away. Before she died, she thanked her daughter for the wonderful cards and pictures she sent in the mail. What did these gestures cost the daughter? Nothing. What did it mean to her mother? Everything. That is the beautiful thing about what I teach – it does not just apply at work, it can be used in your personal life as well.” **thf**