

Goldsmith Case Study

Robert Forto

School of Business, Liberty University

Authors Note

Correspondence concerning this article should be addressed to Robert Forto. Email: rforto@liberty.edu

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Marshall Goldsmith is one of the foremost leadership coaches in the world. This paper will examine and evaluate his coaching model from how leaders should adjust their vision to maximize their leadership abilities and how a coach may assist this leader. Furthermore, this paper will examine Goldsmith's approach related to leadership and compare that with recent scholarly and biblical literature to comprise an evaluation of his model and how to use it in a real-world example, a small, family-run business in Alaska.

Goldsmith's coaching is based on a behavioral model. He suggests that coaches and leaders should do a better job of providing clarity, coaching, feedback, and recognition. Goldsmith has a six-question process to help leaders get to this clarity. Where are we going? Leaders should dialogue with their followers to see where the process is headed. The next question is, where are you (the follower) going? This concept is powerful because it immediately puts the stakeholder in feeling like they are a part of the team. Next, a leader should encourage their team to do well and provide recognition when appropriate. Then, a leader should be asked what some suggestions for improvement are? Goldsmith offers a feed-forward approach, focusing on ideas about the future, not the past.

Recognition

In the video series, Goldsmith outlined a straightforward technique that allowed a leader to recognize those around him and provide valuable feedback. Goldsmith argues that a simple thank you to those that do well can go a long way in building a trusting environment within an organization. A good coach can use this technique to make the client feel safe and enable the client to trust the coach.

Delegation

In the video series, Goldsmith asks the question: If you were the coach for you, what advice would you want for you? In this author's opinion, this alone is what separates a great coach from a mentor or advisor. A key tenet of coaching is challenging the client to think about new ideas and perspectives (Boysen-Rotelli, 2018). This question can allow the client to become a better leader and provide more effective delegation. This concept is key to team building and development. A savvy leader will know how to inspire commitment in people so that they choose to act and bring other people along with them.

Further, Goldsmith speaks about the concept of mutual responsibility (Goldsmith, 2003). This collective leadership approach includes those involved in any undertaking. It presents the idea that there is no need for only one person to make decisions and mobilize action on the team (Raelin, 2011; as cited in Raelin, 2018). This is a dynamic process of leadership and delegation where individuals can emerge across multiple levels to contribute knowledge, skills, and meaning to the team (Dansereau and Yammarino, 1998; Day et al., 2004; Friedrich et al., 2009; as cited in Raelin, 2018). This is a fantastic plural phenomenon where leadership and followership are a purely shared approach in which nonmembers are assigned leadership or management duties.

Influence

One of the core tenets of leadership is influence. Leadership is closely linked to the leader's personality, ability to influence others, generate interest, expectations, and emotions to attract the interest of those around him to achieve specific goals proposed (Văcar, 2015). Coaching and leadership are congruent in that there is a challenge of persuasion versus influence. Goldsmith suggests in the video series that persuaders stop short. They try to maintain the status

quo, whereas influencers shape the future. As Boysen-Rotelli (2018) argues, coaches, listen more than they talk. A good coach provides their client with practical ideas and strategies based on their understanding and experience and does not allow their style to influence the coaching process.

Rewards

This author's most significant struggle as a leader is providing appropriate recognition and rewards for a job well done within his company to his followers. As Goldsmith maintains, shrewd followers will quickly see through the shallow attempt at a reward. He mentions the manager who shows up with coffee and doughnuts one year and the same approach the following year in the video. A good coach will develop a system to determine recognition goals and how leaders can better provide recognition and reward. Most importantly, give people credit for a job well done.

The literature suggests that this method works well. Leaders use specific techniques to encourage and support team members' creativity, such as providing recognition and reward incentives, creating an organizational climate conducive to development, offering free time for the team, and providing adequate and quality resources (Văcar, 2015). A great coach will work with their clients to recognize and reward with a systematic approach that followers find valuable and worthwhile.

Progressiveness

Goldsmith postulates that tomorrow's leaders have not only the common leadership traits and characteristics as outlined in Văcar (2015), such as vision, self-confidence, responsiveness, passion, and initiative, but also progressive traits such as global thinking, cross-cultural appreciation, technologically savvy, and building alliances and partnerships. Rather than the

arcane hierarchal approach, this shared leadership approach is a progressive leadership model moving forward. Interestingly, Goldsmith said that most leaders he coaches know more than he does. This concept aligns with what Boysen-Rotelli (2018) postulates that a competent coach understands the client's pressures, challenges, responsibilities, and industry in which they work and designs the coaching experience with all of this in mind.

Practical Implication

This author owns and operates a small family business with just a handful of employees and contractors. This week, working through this exercise has opened his eyes to motivating change and providing recognition to those around him. The video series asked several powerful questions: Do you currently feel aligned with your team, leaders, colleagues, and employees? And how might the six-question process benefit you, your team, your organization? These videos and literature research clarify this author, giving him a framework to look at the possibilities. That is coaching 101 and is the basis of this course, these videos, the Boysen-Rotelli text, and a pathway moving forward to greater exploration of what is possible.

Conclusion

A thoughtful coach will advise Christian leaders that looking at leadership means looking at themselves. The coach guides their clients to find their strengths and their weaknesses. Lessons from 1 and 2 Kings offer helpful examples that can enable coaches to provide insight to their clients more wisely, effectively, and faithfully. Following Christ means that leadership opportunities regularly arise, and a savvy coach can guide their clients to be better prepared in myriad situations. As scripture tells us, all are called to lead because of their obedience to Jesus in unexpected times (*New International Version*, 2011, Deuteronomy 28). Like Goldsmith, a great coach will entuse leaders to inspire people to choose to act and bring other people along

with them. Essentially, they become your accolades. The problem is in the convincing stage for many leaders, as Goldsmith pointed out in, *What Got You Here Won't Get You There*, is that many leaders will steamroll others thinking they have to be right (Goldsmith, 2004).

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