



## What Got You Here – Won't Get You There 20 Workplace Habits You Need to Break

Author, Marshall Goldsmith

### The Top 20

The following is a list of interpersonal behaviors, often leadership behaviors that make your workplace substantially more noxious than it needs to be. They are transactional flaws by one person against another.

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 our two cents to every discussion.
3. **Passing judgment:** The need to rate others and impose our standards on them.
4. **Making destructive comments:** The needless sarcasm and cutting remarks that we think make us sound sharp and witty.
5. **Starting with "No," "But," or "However":** The overuse of these negative qualifiers, which secretly say to everyone, "I'm right, you're wrong."
6. **Telling the world how smart we are:** The need to show people we are smarter than we think.
7. **Speaking when angry:** Using emotional volatility as a management tool.
8. **Negativity, or "Let me explain why this won't work":** The need to share our negative thoughts even when we 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 our contribution to any success.
12. **Making excuses:** The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.
13. **Clinging to the past:** The need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.
14. **Playing favorites:** Failing to see that we are treating someone unfairly.
15. **Refusing to express regret:** The inability to take responsibility for our actions, admit we're wrong, or recognize how our 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 us.
19. **Passing the buck:** The need to blame everyone but ourselves.
20. **An excessive need to be "me":** Exalting our faults as virtues simply because they're who we are.

**Contact Moser Performance Group to discuss how we can assess and grow your leadership presence.**

**Call 780|619|3371**

**Moser | Performance Group©**

[www.traciemoser.com](http://www.traciemoser.com)

[mpg@traciemoser.com](mailto:mpg@traciemoser.com)