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Triggers

Creating Behavior That Lasts — Becoming the Person You Want to Be

THE SUMMARY IN BRIEF

Do you ever find that you are not the patient, compassionate problem solver you believe yourself to be? Are you surprised at how irritated or flustered the normally unflappable you becomes in the presence of a specific colleague at work? Have you ever felt your temper accelerate from zero to sixty when another driver cuts you off in traffic?

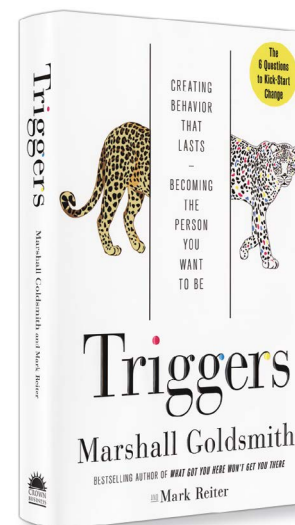
As Marshall Goldsmith points out in *Triggers*, our reactions don't occur in a vacuum. They are usually the result of unappreciated triggers in our environment — the people and situations that lure us into behaving in a manner diametrically opposed to the colleague, partner, parent or friend we imagine ourselves to be. So often, the environment seems to be outside our control.

Even if that is true, as Goldsmith points out, we have a choice in how we respond. In *Triggers*, Goldsmith shows how we can overcome the trigger points in our lives and enact meaningful and lasting change. Goldsmith offers a simple “magic bullet” solution in the form of daily self-monitoring, hinging around what he calls “active” questions, six “engaging questions” that can help us take responsibility for our efforts to improve and help us recognize when we fall short.

With these and other strategies, *Triggers* can help us to achieve change in our lives, make it stick and become the person we want to be.

IN THIS SUMMARY, YOU WILL LEARN:

- The most common belief triggers that keep us from changing.
- To identify your triggers and use active questions to counter them.
- The power of the environment to influence behavior and the importance of structure to change behavior.
- Why a “good enough” attitude can harm interpersonal relationships.



by Marshall Goldsmith
and Mark Reiter

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THE COMPLETE SUMMARY: TRIGGERS

by Marshall Goldsmith and Mark Reiter

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PART I: WHY DON'T WE BECOME THE PERSON WE WANT TO BE?

The Immutable Truths of Behavioral Change

There are two immutable truths of behavioral change:

Truth #1: Meaningful behavioral change is very hard to do. It's hard to initiate behavioral change, even harder to stay the course, hardest of all to make the change stick. Adult behavioral change is the most difficult thing for sentient human beings to accomplish.

There are three problems we face in introducing change into our lives:

- We can't admit that we need to change — either because we're unaware that a change is desirable, or, more likely, we're aware but have reasoned our way into elaborate excuses that deny our need for change.
- We do not appreciate inertia's power over us. Given the choice, we prefer to do nothing.
- We don't know how to execute a change. There's a difference between motivation and understanding and ability.

Truth #2: No one can make us change unless we truly want to change. This should be self-evident. Change has to come from within. It can't be dictated, demanded, or otherwise forced upon people. A man or woman who does not wholeheartedly commit to change will never change.

If you want to be a better partner at home or a better manager at work, you not only have to change your ways, you have to get some buy-in from your partner or

co-workers. Everyone around you has to recognize that you're changing. Relying on other people increases the degree of difficulty exponentially.

What makes positive, lasting behavioral change so challenging — and causes most of us to give up early in the game — is that we have to do it in our imperfect world, full of triggers that may pull and push us off course.

The good news is that behavioral change does not have to be complicated. Achieving meaningful and lasting change may be simple — simpler than we imagine. But *simple* is far from *easy*. ●

Belief Triggers That Stop Behavioral Change in Its Tracks

Even when the individual and societal benefits of changing a specific behavior are indisputable, we are geniuses at inventing reasons to avoid change. It is much easier, and more fun, to attack the strategy of the person who's trying to help than to try to solve the problem.

That genius becomes more acute when it applies to us — when it's our turn to change how we behave. We fall back on a set of beliefs that trigger denial, resistance and ultimately self-delusion. They sabotage lasting change by canceling its possibility. We employ these beliefs as articles of faith to justify our inaction and then wish away the result. These are called *belief triggers* and they are:

- If I understand, I will do.
- I have willpower and won't give in to temptation.
- Today is a special day.
- "At least I'm better than..."



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- I shouldn't need help and structure.
- I won't get tired and my enthusiasm will not fade.
- I have all the time in the world?
- I won't get distracted and nothing unexpected will occur.
- An epiphany will suddenly change my life.
- My change will be permanent and I will never have to worry again.
- My elimination of old problems will not bring on new problems.
- My efforts will be fairly rewarded.
- No one is paying attention to me.
- If I change I am "inauthentic."
- I have the wisdom to assess my own behavior.

There is an even larger reason that explains why we don't make the changes we want to make — greater than the high quality of our excuses or our devotion to our belief triggers. It's called the environment. ●

It's the Environment

Most of us go through life unaware of how our environment shapes our behavior. When we experience "road rage" on a crowded freeway, it's not because we're sociopathic monsters. It's because the temporary condition of being behind the wheel in a car, surrounded by rude, impatient drivers, triggers a change in our otherwise placid demeanor. We've unwittingly placed ourselves in an environment of impatience, competitiveness, and hostility — and it alters us.

Even when we're aware of our environment and welcome being in it, we become victims of its ruthless power. We think we are in sync with our environment, but actually it's at war with us. We think we control our environment, but in fact it controls us. We think our external environment is conspiring in our favor — that is, helping us — when actually it is taxing and draining us. It is not interested in what it can give us. It's only interested in what it can take from us.

It's not all bad. Our environment can be the angel on our shoulder, making us a better person. Much of the time, however, our environment is the devil. That's the part that eludes us: Entering a new environment changes our behavior in sly ways, whether we're sitting in a conference room with colleagues or visiting friends for dinner or enduring our weekly phone call with an aging parent.

Some environments are designed precisely to lure us into acting against our interest. That's what happens when

we overspend at the high-end mall. Other environments are not as manipulative and predatory as a luxury store. But they're still not working for us.

Consider the perennial goal of getting a good night's sleep. Sleep should be easy to achieve. We have the *motivation* to sleep well. We *understand* how much sleep we need. And we have *control*: Sleep is a self-regulated activity that happens in an environment totally governed by us — our home. So why don't we do what we know is good for us?

It can be blamed on a fundamental misunderstanding of how our environment shapes our behavior. It leads to a phenomenon that Dutch sleep researchers at Utrecht University call "bedtime procrastination." We put off going to bed at the intended time because we prefer to remain in our current environment — watching a late-night movie or playing video games or cleaning the kitchen — rather than move to the relative calm and comfort of our bedroom. It's a choice between competing environments.

The environment that is most concerning is *situational*. It's a hyperactive shape-shifter. Every time we enter a new situation, with its mutating who- what- when- where- and- why-specifics, we are surrendering ourselves to a new environment — and putting our goals, our plans, our behavioral integrity at risk. It's a simple dynamic: a changing environment changes us. ●

Identifying Our Triggers

What if we could control our environment so it triggered our most desired behavior — like an elegantly designed feedback loop? To achieve that, we first have to clarify the term *trigger*: A behavioral trigger is any stimulus that impacts our behavior.

A behavioral trigger can be

- direct or indirect
- internal or external
- conscious or unconscious
- anticipated or unexpected
- encouraging or discouraging
- productive or counterproductive

It's helpful to take a closer look at these last two dimensions of triggers — encouraging or discouraging, productive or counterproductive. They express the timeless tension between *what we want* and *what we need*. We want short-term gratification while we need long-term benefit. And we never get a break from choosing one or the other. Encouraging triggers lead us toward what we want and productive triggers lead us toward what we need.

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Try this modest exercise: Pick a behavioral goal you're still pursuing. List the people and situations that influence the quality of your performance. Don't list all the triggers in your day; stick to the trigger or two that relate to one specific goal. Then define it. Is it encouraging or discouraging, productive or counterproductive? If you're falling short of your goal, this simple exercise will tell you why. You're getting too much of what you want, not enough of what you need.

This exercise can 1) make us smarter about specific triggers and 2) help us connect them directly to our behavioral successes and failures. It's a reminder that, no matter how extreme the circumstances, when it comes to our behavior, we always have a choice. ●

How Triggers Work

How does a trigger actually work within us? Are there moving parts between the trigger and the behavior?

The classic sequencing template for analyzing problem behavior in children is known as ABC, for antecedent, behavior and consequence. The antecedent is the event that prompts the behavior. The behavior creates a consequence. A common classroom example is: a student is drawing pictures instead of working on the class assignment. The teacher asks the child to finish the task (the request is the antecedent). The child reacts by throwing a tantrum (behavior). The teacher responds by sending the student to the principal's office (consequence).

But when we're changing interpersonal behavior, we're adding a layer of complexity in the form of other people. Our triggered response can't always be automatic and unthinking and habitual — because as caring human beings we have to consider how people will respond to our actions.

In adult behavioral change, there is a modification to the sequence of antecedent, behavior, and consequence. There are three eye-blink moments — first impulse, then awareness, then a choice — that comprise crucial intervals between the trigger and our eventual behavior. These intervals are so brief that we sometimes fail to segregate them from what we regard as our "behavior." But experience and common sense tell us they're real.

When a trigger is pulled, we have an impulse to behave a certain way. We can think. We can make any impulse run in place for a brief moment while we choose to obey or ignore it. We make a choice not out of unthinking habit but as evidence of our intelligence and engagement. In other words, we are paying attention.

The more aware we are, the less likely any trigger, even in the most mundane circumstances, will prompt hasty unthinking behavior that leads to undesirable consequences. Rather than operate on autopilot, we'll slow down time to think it over and make a more considered choice.

We already do this in the big moments. It's the little moments that trigger some of our most outsized and unproductive responses. The slow line at the coffee shop, the second cousin who asks why you're still single, the colleague who doesn't remove his sunglasses indoors to talk to you.

Some of us suppress the impulse. Some of us are easily triggered — and can't resist our first impulse. We have to speak up. This is how ugly public scenes begin. These tiny annoyances should trigger bemusement over life's rich tapestry instead of turning us into umbrage-taking characters from a Seinfeld episode. ●

PART II: TRY

The Power of Active Questions

Asking active questions is a magic move. Like apologizing or asking for help, it's easy to do. But it's a different kind of triggering mechanism. Its objective is to alter our behavior, not the behavior of others. But that doesn't make it less magical. The act of self-questioning — so simple, so misunderstood, so infrequently pursued — changes everything.

When asked exclusively, passive questions can be the natural enemy of taking personal responsibility and demonstrating accountability. They can give people the unearned permission to pass the buck to anyone and anything but themselves.

Active questions are the alternative to passive questions. There's a difference between "Do you have clear goals?" and "Did you do your best to set clear goals for yourself?" The former is trying to determine the employee's state of mind; the latter challenges the employee to describe or defend a course of action.

The Engaging Questions

In an ongoing study with a steady stream of participants in leadership seminars, people answered six active questions every day for 10 working days.

1. Did I do my best to set clear goals today?
2. Did I do my best to make progress toward my goals today?

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3. Did I do my best to find meaning today?
4. Did I do my best to be happy today?
5. Did I do my best to build positive relationships today?
6. Did I do my best to be fully engaged today?

Thirty-seven percent of participants reported improvement in all six areas; 65 percent improved on at least four items; and 89 percent improved on at least one item.

Given people's demonstrable reluctance to change at all, this study shows that active self-questioning can trigger a new way of interacting with our world. Active questions reveal where we are trying and where we are giving up. In doing so, they sharpen our sense of what we can actually change. We gain a sense of control and responsibility instead of victimhood.

Injecting the phrase "Did I do my best to . . ." triggers trying. Trying not only changes our behavior but how we interpret and react to that behavior. Trying is more than a semantic tweak to our standard list of goals. It delivers some unexpected emotional wallops that inspire change or knock us out of the game completely.

Imagine the Daily Questions you'd want on your behavioral change list. If you're like most people, the objectives would fall into a predictable set of broad categories: health, family, relationships, money, enlightenment, and discipline. List the goals on a chart so you can score them at the end of each day. Where appropriate make sure you begin each question with "Did I do my best to . . ." Now study the list and rate your chances of doing well over the next thirty days. If you're like most people — and 90 percent of all people rate themselves above average — you will give yourself a better than 50 percent chance of hitting your targets on all your goals.

At the start of any self-improvement project, when our confidence is high, that's a reasonable assumption. But in a world where we are superior planners and inferior doers, it rarely works out that way.

That's the secret power of daily self-questioning. If we fall short on our goals eventually we either abandon the questions or push ourselves into action. We feel ashamed or embarrassed because we wrote the questions, knew the answers and still failed the test. When the questions begin with "Did I do my best to . . ." the feeling is even worse. We have to admit that we didn't even try to do what we know we should have done.

Commitment. Motivation. Self-discipline. Self-control. Patience. Those are powerful allies when we try to change our ways, courtesy of Daily Questions.

There's one other ally we've left out of this discussion — the coach. ●

Planner, Doer and Coach

There's no inherent magic to charting our Daily Questions on a spreadsheet. The only essential element is that the scores are reported somehow — via direct phone contact, email or a voice message — to someone every day. And that someone is the coach.

At the most basic level, a coach is a follow-up mechanism, like a supervisor who regularly checks in on how we're doing (we're more productive when we know we're being watched from above). At a slightly more sophisticated level, a coach instills accountability. In the self-scoring system of Daily Questions, we must answer for our answers. If we're displeased, we face a choice. Do we continue suffering our self-created disappointment, or do we try harder?

At the highest level, a coach is a source of mediation, bridging the gap between the visionary Planner and short-sighted Doer in us. The Planner in us may say "I'm going to read *Anna Karenina* over vacation," but during a holiday packed with enticing distractions, it's the Doer who has to find a quiet corner and get through Tolstoy's many pages. A Coach reminds us of the unreliable person we become after we make our plans.

Three benefits of Daily Questions are 1) If we do it, we get better; 2) We get better faster and 3) Eventually we become our own Coach. Over time, after many reminders, we learn and adapt. We recognize the situations where we'll likely stray from our plans. We think, "I've been here before. I know what works and what doesn't." And after many failures, one day we make a better choice. That's the moment when the Planner and Doer in us are joined by the Coach in us. We don't need an outside agency to point out our behavioral danger zones, or urge us to toe the line, or even hear our nightly scores. We can do it on our own.

AIWATT

Here is a first principle for becoming the person you want to be. Follow it and it will shrink your daily volume of stress, conflict, unpleasant debate and wasted time. It is phrased in the form of a question you should be asking yourself whenever you must choose to either engage or "let it go."

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“Am I willing, at this time, to make the investment required to make a positive difference on this topic?”

The first five words form an acronym, AIWATT (it rhymes with “say what”). Like the physician’s principle, “First, do no harm,” it doesn’t require you to do anything, merely avoid doing something foolish.

AIWATT is the delaying mechanism we should be deploying in the interval between trigger and behavior — after a trigger creates an impulse and before behavior we may regret. AIWATT creates a split-second delay in our prideful, cynical, judgmental, argumentative and selfish responses to our triggering environment. The delay gives us time to consider a more positive response.

The 19-word text deserves close parsing: “Am I willing” implies that we are exercising volition — taking responsibility — rather than surfing along the waves of inertia that otherwise rule our day. We are asking, “Do I really want to do this?”

“At this time” reminds us that we’re operating in the present. Circumstances will differ later on, demanding a different response. The only issue is what we’re facing now. “To make the investment” reminds us that responding to others is work, an expenditure of time, energy and opportunity.

“To make a positive difference” places the emphasis on the kinder, gentler side of our nature. It’s a reminder that we can help create a better us or a better world. If we’re not accomplishing one or the other, why are we getting involved? “On this topic” focuses us on the matter at hand. We can’t solve every problem. The time we spend on topics where we can’t make a positive difference is stolen from topics where we can.

AIWATT isn’t a universal panacea for all our interpersonal problems. It’s been given prominence here because it has a specific utility. It’s a reminder that our environment tempts us many times a day to engage in pointless skirmishes. And we can do something about it — by doing nothing. ●

PART III: MORE STRUCTURE, PLEASE

We Do Not Get Better Without Structure

We do not get better without structure. Structure limits our options so that we’re not thrown off course by externalities. If we’re only allowed five minutes to speak, we find a way to make our case with a newfound concision

— and it’s usually a better speech because of the structural limitations (most audiences would agree).

Imposing structure on parts of our day is how we seize control of our otherwise unruly environment. When we formulate our bucket list we’re imposing structure on the rest of our life. When we attend church every Sunday or track our weekly running mileage, we’re using some form of structure to gain control of the wayward corners of our lives. We’re telling ourselves, “In this area I need help.” And structure provides the help.

Successful people know all this intuitively. Yet we discount structure when it comes to honing our interpersonal behavior. Structure is fine for organizing our calendar, or learning a technically difficult task, or managing other people, or improving a quantifiable skill. But for the simple tasks of interacting with other people, we prefer to wing it — for reasons that sound like misguided variations on “I shouldn’t need to do that.” ●

We Need Help When We’re Least Likely to Get It

At the intersection where structure and behavior bump up against each other, there’s a paradox. We rely on structure to govern the predictable parts of our lives. But what about all the unguarded interpersonal moments that aren’t marked down on our schedules? The annoying colleague, noisy neighbor, rude customer, angry client, distressed child or disappointed spouse who unexpectedly demand attention when we’re neither prepared nor in the best shape to respond well?

That’s the paradox: *We need help when we’re least likely to get it.* Our environment is loaded with surprises that trigger odd, unfamiliar responses from us. We end up behaving against our interests. Quite often, we don’t even realize it.

The Awful Meeting

Imagine that you have to go to a one-hour meeting that will be pointless, boring, a time-suck better spent catching up on your “real” work. (We’ve all been there.) You have no interest in masking how you feel about the meeting. You walk in sporting a sullen look on your face, signaling that you’d rather be anywhere but here. You slouch in your chair, resisting eye contact, doodling on a notepad, speaking only when you’re called on, making perfunctory contributions. At meeting’s end, you’re the first one out the door. Your goal was to spend the hour being miserable — and you succeeded.

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Now imagine at meeting's end you will be tested — just you — with four simple questions about how you spent that hour: Did I do my best to be happy? Did I do my best to find meaning? Did I do my best to build positive relationships? Did I do my best to be fully engaged? If you knew that you were going to be tested, what would you do differently to raise your score on any of these four items?

Some typical responses are: “I would go into the meeting with a positive attitude.” “Instead of waiting for someone to make it interesting, I’d make it interesting myself.” “I’d try to help the presenter in some way instead of critiquing him in my head.”

Everyone has good answers. That’s the motivational kicker in knowing you’ll be tested afterward. It turns the indifferent environment of a boring meeting into a keen competition with yourself. It makes you hyperaware of your behavior.

By taking personal responsibility for your own engagement, you make a positive contribution to your company — and begin creating a better you. ●

The Trouble with ‘Good Enough’

There are no absolutes in behavioral change. We never achieve perfect patience or generosity or empathy or humility (you pick the virtue). It’s nothing to be ashamed of. The best we can hope for is a consistency in our effort — a persistence of striving — that makes other people more charitable about our shortcomings.

What’s worrisome is when the striving stops, our lapses become more frequent, and we begin to coast on our reputation. That’s the perilous moment when we start to settle for “good enough.” Good enough isn’t necessarily a bad thing. In many areas of life, chasing perfection is a fool’s errand, or at least a poor use of our time. We don’t need to spend hours taste-testing every mustard on the gourmet shelf to find the absolute best; a good enough brand will suffice for our sandwich.

The problem begins when this “good enough” attitude spills beyond our marketplace choices and into the things we say and do. In the interpersonal realm, good enough is setting the bar too low. It disappoints people, creates distress where there should be harmony, and, taken to extremes, ends up destroying relationships.

Let’s look at four environments that trigger good enough behavior:

When our motivation is marginal: If your motivation for a task or goal is in any way compromised — be-

cause you lack the skill, or don’t take the task seriously, or think what you’ve done so far is good enough — don’t take it on. Find something else to show the world how much you care, not how little.

When we’re working pro bono: Pro bono is an adjective, not an excuse. If you think doing folks a favor justifies doing less than your best, you’re not doing anyone any favors, including yourself. People forget your promise, remember your performance. Better than nothing is not even close to good enough — and good enough, after we make a promise, is never good enough.

When we behave like “amateurs”: We are professionals at what we do, amateurs at what we want to become. We need to erase this distinction — or at least close the gap between professional and amateur — to become the person we want to be. Being good over here does not excuse being not so good over there.

When we have compliance issues: When we engage in noncompliance, we’re not just being sloppy and lazy. It’s more aggressive and rude than that. We’re thumbing our noses at the world, announcing, “The rules don’t apply to us. Don’t rely on us. We don’t care.” We’re drawing a line at good enough and refusing to budge beyond it. ●

PART IV: NO REGRETS

The Circle of Engagement

Forcing people to think about their environment in the context of fundamental desires like happiness, purpose and engagement concentrates the mind, makes people reflect on how they’re measuring up in those areas — and why.

When we assess our performance against the Engaging Questions and come up wanting in any way, we can lay the blame on either the environment or ourselves. We love to scapegoat our environment. We don’t set clear goals because we answer to too many people. We falter on existing goals because we have too much on our plate. We’re unhappy because our job is a dead end. We don’t form positive relationships because other people won’t meet us halfway. And so on.

And as skilled as we are at scapegoating our environment, we are equally masterful at granting ourselves absolution for any shortcomings. Honestly assessing the interplay in our lives between these two forces — the environment and ourselves — is how we become the person we want to be.

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But don't forget to highlight the value of two other objectives. The first is awareness — being awake to what's going on around us. Few of us go through our day being more than fractionally aware. We turn off our brains when we travel or commute to work. Our minds wander in meetings. Who knows what we're missing when we're not paying attention?

The second is engagement. We're not only awake in our environment, we're actively participating in it — and the people who matter to us recognize our engagement. In most contexts, engagement is the most admirable state of being. Is there higher praise coming from a partner or child than to hear them tell us, "You are always there for me"? Or anything more painful than to be told, "You were never there for me"? That's how much engagement matters to us. It is the finest end product of adult behavioral change.

When we embrace a desire for awareness and engagement, we are in the best position to appreciate all the triggers the environment throws at us. We might not know what to expect — the triggering power of our environment is a constant surprise — but we know what others expect of us. And we know what we expect of ourselves.

The results can be astonishing. We no longer have to treat our environment as if it's a train rushing toward us while we stand helplessly on the track waiting for impact. The interplay between us and our environment becomes reciprocal, a give-and-take arrangement where we are creating it as much as it creates us. We achieve an equilibrium described as the Circle of Engagement.

The Reciprocal Miracle

Here is an example of how it works: Jim's wife, Barbara, called him at work when he was having one of those Category 4 hurricane kind of days. Everything going wrong: clients ticked off, division chief riding him, assistant called in sick. His wife said, "I just need someone to talk to." Evidently she was having a rough day at her job, too.

The statement "I just need someone to talk to" is a trigger — a trigger for Jim to stop what he's doing and listen. He's not being asked for his opinion or help. He's not being asked to say anything at all. Just listen. It is the easiest "ask" of his day. He should cherish it as an unexpected gift.

But at the precise moment Jim hears Barbara's voice, it's not a certainty that he will accept the call as a blessing. A trigger, after all, leads directly to an impulse to behave in a specific way, and Jim had a full menu of impulses to choose from, not all of them desirable.

He could become even more frazzled than he was before the phone rang. In other words, use the trigger to elevate his existing emotions. He could tell his wife that he's really swamped at the moment and promise to call her back later or discuss it at home. He could give Barbara his perfunctory attention and multi-task while she's talking. In other words, award the trigger a lower priority than his wife attaches to it — and hope she doesn't notice.

He could have self-righteous thoughts about how his wife's problems pale in both severity and significance to his own and then demonstrate in exquisite detail that she is not as miserable as he is. In other words, he could compete with Barbara's trigger and "win." He could pursue the highly dubious strategy of proving that, once again, he is right and she is wrong.

Or he could listen.

Jim made the right choice: He said, "I was getting ready to point out that she wasn't the only person having problems. Then I remembered the words: 'Am I willing at this time to make the investment required to make a positive contribution on this topic?' I took a breath and decided to be the guy who she needed to talk to. I didn't say a thing. When she finished venting, she said, 'That felt good.' All I could say was, 'I love you.'"

This is the reciprocal miracle that appears when we are aware and engaged. We recognize a trigger for what it really is and respond wisely and appropriately. Our behavior creates a trigger that itself generates more appropriate behavior from the other person. Jim's wife triggered something thoughtful and wonderful in him, and he reciprocated by triggering a feel-good response in her. In the most positive way, each had become the other's trigger. Whether they knew it or not, they were running laps in a virtuous circle of engagement — and keeping the circle unbroken.

Now it's your turn. Think about one change, one triggering gesture, that you won't regret later on. Then do it. It will be better for you. So much better, you will want to do it again. ●

RECOMMENDED READING LIST

If you liked *Triggers*, you'll also like:

1. ***Mojo* by Marshall Goldsmith, Mark Reiter.** Mojo comes from the moment we do something that is purposeful, powerful, and positive, and the rest of the world recognizes it. Goldsmith lays out the ways that we can get — and keep — our professional and personal Mojo.
2. ***What Got You Here Won't Get You There* by Marshall Goldsmith.** The corporate world is filled with executives who have worked hard to reach the upper levels of management. But only a handful of them will ever reach the pinnacle. Goldsmith shows that subtle nuances make all the difference.