

## Volume 20

One thing I find in organizations is great managers/leaders that are too busy to help new people be successful or just have not gotten to the point in their career where they can easily tell people what they expect. I am always looking for tools that can help individuals direct their own success. The first book I reviewed was [Managing Right For The First Time by David Baker](#). It won recognition from Inc. Magazine as a must read for entrepreneurs because it provides simple and impactful advice that helps a new manager do their job well from the beginning. This issue of trU Tips highlights another great book that is designed to help individuals entering their first job, whether it is permanent or an internship. Author Jodi Glickman tells the story how her talents for communicating and finding success were recognized by her husband, who encouraged her to start a business that used her natural talents to help others.

I recommend this book because it breaks down the actions/conversations that anyone in the workplace needs to master to create a path to success. It has developed a following with MBA programs, students preparing for internships, and new graduates, but it is applicable to professionals at any level in an organization. I guarantee even the forty-five year old senior executive will walk away with something they can use! Enjoy the interview, and at the end I share how you can win a free book.

## About the author

Jodi Glickman, founder of [Great on the Job](#), is an expert in training young people how to be rock stars at work. Jodi is an entrepreneur, author, public speaker, consultant and regular blogger for [Harvard Business Review](#). She is a faculty member of the Johnson School's Leadership Program at Cornell and a contributor to Fortune.com. Her new book: [Great on the Job, What to Say, How to Say It, The Secrets of Getting Ahead](#) has been described as a veritable master class in workplace success.

Jodi has trained some of the best and brightest young minds in business—her clients include Harvard Business School, Wharton, NYU Stern, Kellogg School of Management, BofA/Merrill, Citigroup, and others. She is a former Peace Corps volunteer (Southern Chile) turned investment banker (Goldman Sachs) turned communications expert.

## My Interview

**You start the book by sharing your GIFT philosophy. (Generosity, Initiative, Forward Momentum, and Transparency) How did that come together?**

The concept of GIFT was actually pretty organic—I was talking with my literary agent about the overarching themes of the book as I was drafting a proposal, and generosity, initiative and forward momentum surfaced as critical and recurring themes. I hadn't put a structure around those themes, per se, but they were always there in the backdrop as guiding principles. Transparency was really a combination of honesty, integrity and ownership so we went with the "T" to round out the acronym. I think it works well in giving people four simple, practical overarching concepts that are critical to success every day.

**Since your book was published in 2011, what are some ways you have seen it used by individuals and organizations? How have you been surprised?**

Actually, I tend to focus on the individual strategies more than the concept of GIFT, but I hear time and time again that GIFT is really helpful and powerful. Just last week a young professional told me she has a post-it in her cube with the words: Forward Momentum—it helps her to always think about how to move the ball forward and what comes next before walking into her boss' office!

**What is the biggest mistake you see people make when they first start a job? What is your message to them?**

I think people don't take enough initiative. They wait for assignments to find them, rather than raising their hands and asking for opportunities to work on

what they're interested in learning more about and/or contributing to projects that they can succeed with. So I say ask for what you want—the worst is you get turned down but it shows you to be strategic, thoughtful and proactive.

**Much has been written about millennials entering the workforce. Is this book targeted at just that group?**

The truth is most professionals can benefit from this book (unless they're already rock-star communicators). Millennials are at the biggest disadvantage because they've grown up in the digital age and their opportunities to engage in face-to-face dialogue is drastically different (and less frequent) than when I was moving up the corporate ladder (I'm a solid Gen-Xr). That said, there are people of all ages and levels who benefit from the strategies in this book. My husband is a great example—he really struggled with many of the scenarios for years—he was the first test-case if you will. He uses the GOTJ strategies all the time now and sends me emails touting his success in asking for help (and sounding smart) or raising a red flag where before he would have struggled immensely to have those conversations and come off as professional, mature and competent.

**One quote I love was around feedback: “If you have a tough feedback session . . . remind yourself the goal of the session is not to make you feel good. The goal is to make you better at your job.”(p. 129)****Why is receiving and providing feedback so hard? What is one thing we can do to make it easier?**

People don't like to hear they're not doing a good job and conversely, managers don't like telling people they're not doing a good job. It's no fun for anyone. The best thing to do to make a feedback conversation as painless as possible is to focus on solutions, not problems. If I'm going to tell you that you didn't do a good job with a client presentation or you're falling short meeting expectations, than I owe it to you to tell you HOW YOU CAN IMPROVE. That's what you and I both really care about—it's not about blame or anger or rationalizing bad behavior or poor performance. Feedback is an amazing performance development tool—if you are constructive with your comments—if you tell me what to do differently or who to talk to for pointers or how you would revise a particular memo—then I'm going to learn and improve. That takes the sting out of the conversation and puts in the context of making me a better professional and our organization a more productive and efficient one.

**If I were only going to read one chapter – which one would you recommend and why?**

I actually think I'd go with GIFT because it really does stand the test of time and is relevant to everyone and anyone. However, if you want a strategy that is short, easy and to the point, go with the chapter on answering a question you don't know the answer to—I think it's the most elegant and memorable of the strategies and it works like a charm. To wit, next time someone asks you a question you don't know the answer to, keep your wits about you and go with:

- Here's what I know
- Here's what I don't know
- Here's how I'll figure it out

This strategy conveys that you're smart, you're on the ball and you know some things—even if you don't know the one specific thing I asked about.

**Interested in learning more about Jodi? It would be worth your effort. Here are some links that will help.**

Website: <http://greatonthejob.com/>

Twitter: @greatonthejob

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*Strategic People  
Reminders for the Busy  
Executive*

**Book Giveaway: There are two ways you can win a book.**

1. **Sign-up for the tru Tips mailing list.** I will draw two names from the people who sign-up before July 4th and they will receive a new book. [Here is a link.](#)
2. **Engage in the conversation / Post a comment on my blog:** Post a comment to any of the blog entries below before July 4th. I will draw two names from all the people who posted and they will receive a free book.

## **My Pre-Interview Blog Postings**

Here are four extra blog postings around this book where I shared thoughts as I read Jodi's book.

- [How To Get Better At Giving Feedback? First Get Better At Receiving It](#)
- [Follower: How Often Should I Get Feedback](#)
- [Do You Know How To Start And End A Conversation?](#)
- [4 Tips For Using Great On The Job As A Learning Tool](#)

Looking for other ideas to engage the minds and talents of your top talent? Contact me. [Scott@thetrugroup.com](mailto:Scott@thetrugroup.com)

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