



JIM HARSHAW JR.

Revealing Failure as the Path to Success

Success Through Failure Podcast

Action Plan Episode #237

Jodi Glickman

Jodi Glickman is passionate about developing leaders. As the CEO and founder of Great on the Job, Jodi and her team have reached hundreds of thousands of the brightest minds across corporate America and academia—working with many of the most influential organizations and brands including LinkedIn, JP Morgan, Abbott, and Harvard Business School being among her longest-standing clients. Jodi has appeared on the TEDx stage, she is the author of the critically acclaimed book *Great on the Job, What to Say, How to Say It, The Secrets of Getting Ahead*, and she is a writer for the Harvard Business Review.

Quotes

"The theme that has been consistent over the entirety of my life is that every opportunity that has happened or that I've created for myself has been because of my ability to communicate strategically, effectively and persuasively."

"I do not live in high-level theory. I give it about 2% of my time and energy, and 98% goes into the how."

"It takes a long time to build a business and it is a grind."

About Breaking Free From Technology 13:26 - 14:25

One of the things that's so interesting to me is that young people today are not growing up with the reps that we did growing. I am 46 years old. I started working when I was 15 years old and I've been interacting with adults my entire life. So when I grew up, you called a friend and you had to talk to their parents first to get to them, right? When you went to someone's house, you were talking to adults. When I had my first job in retail or when I was a White House intern at 19, I was working with

adults and it was all based on communication. So one of the challenges today is we've replaced so much live, face-to-face conversation with technology that so many people today in a heartbeat would send a text message versus picking up the phone and calling someone. It's almost like the art of talking on the phone is a somewhat dying art. So part of it is putting yourself in situations where you need to talk to people, where you need to look them in the eye, where you need to ask for something, where you need to push yourself outside of your comfort zone where you don't send the email but you actually get up off your chair and you go have a live conversation. So that's one place I think, in terms of starting. If you know that communication skills don't come super-readily to you or you feel like you always default to technology, then part of it getting up off your seat and forcing yourself to practice the reps of small talk, of introducing yourself, of beginning a conversation, of asking for help, of delivering bad news."

About The Foolproof Download 19:35 -21:23

For instance, if someone asks you a question you don't know the answer to, the strategy is 'Here's what I know. Here's what I don't know. Here's how I'll figure it out.' That is foolproof, it's proven hundreds of times over. It doesn't matter what industry you're in, what role you're in, or how senior or junior you are. We don't necessarily want to know the answer to the question. We want to know that you can figure it out, that you can get the information, that you're on the ball and in the loop. The whole point is to give someone confidence in you. If I go back to the question about how to leave a voicemail, there's a chapter in the book called *Foolproof Download*. This works whether in person or leaving a voicemail or writing an email. The foolproof download is lead with the punchline. The punchline is what's new, different or important. What I say all the time with all due respect, if you don't have information that's new, different or important, don't come by my office. Don't pick up the phone. Don't send me an email."

About Asking For Help 25:31 - 27:02

"The irony is we don't ask for help because we don't want to look dumb, and yet if we don't actually ask for input and guidance and help, there's no way we can show how smart we are and exceed expectations. One of the things around asking for help is a three-step strategy. If someone asks you do something you don't know how to do:

1. Be enthusiastic. 'Great, thanks! It sounds like an awesome opportunity.' No one wants a Debbie Downer. Don't roll your eyes. Don't have a bad attitude. Who wants to hang out with you then?

2. Ask for the resources and guidance you need to set yourself up for success and/or break it down into smaller steps so that you can get feedback along the way. 'Great, thanks. I've never done that before. Do you have an outline or template in mind I should take a look at? Do you have an idea of someone I should speak with who might be able to help me? Do you have a recent example that's someone's done that I should take a look at?' Don't reinvent the wheel. Don't waste your time and energy, and anyone else's time. Get those resources you need upfront. That doesn't make you look dumb. That makes you look like you have really good judgment.

3. Break it down into smaller steps along the way. If I ask you to put together a marketing plan for a product launch and you've never done it, 'Great thanks, that's a great opportunity. Let me put my thoughts down on paper and come back to you with an outline,' or 'Let me work on the first three sections and come back to you to make sure we're on the same page.' So you go in the right direction.

You see time and time again that people don't have the confidence to ask for help and so they go off on their merry way and spend two weeks spinning their wheels. Then they hand in a crappy deliverable and it's a lose-lose.

About Characteristics Of Engaged Employees and Leaders (GIFT) 28:40 -33:30

GIFT stands for generosity, initiative, forward momentum and transparency. I believe that at the heart of all productive, impactful, effective professionals and leaders is this concept of GIFT.

Generosity is everything from sharing information, sharing resources, sharing expertise and sharing time, being that person who's generous and thinking about 'How can I help my team?' to sharing credit and giving props to a team for a job well done. It's sharing candid feedback, giving people an idea of how they can improve in their job. So generosity comes in a million different forms but the easiest way to think about it is walking in every, single day and asking this question, 'How can I make my boss's life, my team's life or my customer's life better or easier?' When you put it in that context and you think about engagement, if you are a leader and you're trying to drive engagement, one of the questions you should probably ask yourself is, 'What can I do to help my team be better? How can I help my team do their best

work? What can I do to make their life better or easier?' that kind of serving leadership. It's 100% a two-way street.

Initiative. Don't wait for people to ask you to do something. Raise your hand and do it. Don't wait for permission. Ask for forgiveness. You always need to be taking initiative. No one listening on the line today got their incredible jobs because they were sitting at home eating bonbons when the phone rang. You worked your tail off to go to school, to get an education, to get an entry-level position, to get hired, to get promoted. There's a ton of initiative that goes into your career and no one else cares more about your career than you do. So don't wait for people to bring opportunities to you. You need to make them happen.

Forward momentum is always about moving the ball forward. Nick Savin, the coach of Alabama, I know they got crushed this year but he's one of the more winning football coaches. Beloved guy, hugely successful college football coach. One year after they won the National Championships, there are all these photos of him celebrating their success, pouring champagne and all that. He was giving an interview and he said, 'About two hours later, a reporter came up to me and said, "Nick, you don't look so happy. What's wrong?" He said, 'Well, just thinking about what the issues are going to be for next year.' It really stopped me in my tracks. He's already thinking, two hours after winning the National Championship about how he's going to put together a winning team for next year. On some level, we should celebrate our successes a little more. But on the same level, he's all about forward momentum and that's why he's so successful. So is your boss, so is your board of directors. That is why they're in a position of leadership, they're always thinking about moving the ball forward.

Transparency. I don't teach business ethics. We all know you can't lie. But being transparent is being proactive with information. So when you're missing information, acknowledge it and go get it. When you don't know the answer to something, say it. 'Here's what I know, here's what I don't, here's how I'll figure it out.' when you see a problem coming down the pipeline, don't hide under it. [Inaudible 33:02] JP Morgan's CEO, 'Problems don't age well.'

If you put GIFT together, you are going to be someone who is more engaged at work. The reason is because you're going to get better work, you're going to win the trust and respect of your colleagues and you're going to open the doors for new opportunities.

About Leaders Who Want To Get Their Teams To Be More Engaged 33:31 - 35:00

What I say to leaders who want to get their team more engaged, there's something else I call the LEARN (learn, excel, assist, redirect, network) strategy, which is creating opportunities for people on your team to:

A) Learn new skills. People get bored and we live in a world where our skills are being outdated so quickly now. Push your team outside their comfort zone and challenge them to learn.

B) Give them opportunities to **excel** and show off their stuff so they feel good about themselves and they get small wins and get credit.

C) Redirecting. Are there things on your team's plate that you need to get off their plate because they're not engaged, not doing challenging work, doing the same thing over and over again and it's time to pass it on?

D) Do you need to create opportunities for them to build their **network**, to work with people internally who are well-respected, well-connected and well-regarded? Think about who they might need access to and exposure to. As a leader, you can do that.

You can be really thoughtful and intentional about giving your team opportunity so they feel challenged, rewarded and connected."

Free E-Book On Starting Your Own Mastermind Group

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