

navigating the workplace

Great on the Job

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The Top 2%: How To Be Great on the *Job* and Make it to the Top

Today's Speaker



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Introduction

Three Goals of GOTJ

1. To convey competence, confidence and professionalism in every workplace encounter
2. To become proactive and effective members of your teams
3. To “build your brand” through strategic and persuasive communication strategies

Agenda

1. Master the Hello & Goodbye
2. Get the Assignments You Want
3. Get the Help You Need
4. Get the Feedback You Deserve
5. Answer Questions You Don't Know the Answers to
6. Q&A

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I. Hello & Goodbye

Hello...

The Set-Up

- You are a management consultant covering Intuit
- Your case manager has just reviewed with you a set of internal projections that your client sent over this week— she has several questions regarding the projections
- she asks you to give the client a call to get some additional information

The Call

- Please begin the call with your client

Hello: Micro Strategy

The Three Step Hello

1. Introduction
2. Purpose of Your Call
3. Key Question

Hello: Example Language

Purpose of Call

- I wanted to call to introduce myself
- I have some questions regarding the internal projections you sent over
- I'm following up on the internal projections you shared us with us
- I have some information for you regarding the Disney trade

Key Question

- Do you have a moment to speak?
- Is this a good time?
- I had a few questions for you, do you have a few minutes?
- Did I catch you at a bad time?

Goodbye...

The Set-Up

- Your client wasn't very helpful

The Call

- Please end the call

Goodbye: Micro Strategy

The Two Step Good Bye

1. Thank You
2. Establish Forward Momentum

Goodbye: Example Language

Thank You

- Thanks so much for your time, I appreciate it
- Thank you very much, it was great speaking with you

Forward Momentum

- Please let me know if there's anyone else I might speak with
- Would it be alright if I came back to you with some additional questions?
- I may have some follow up questions; I'll be sure to stay in touch
- I'll shoot you my contact details so you have them

Hello & Goodbye: Takeaways

1. Establish yourself as professional and courteous
2. Demonstrate that you are respectful and considerate of people's time
3. Maintain forward momentum for all future interactions

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II. Get the Assignments You Want



"A lot of people in business say they have twenty years' experience, when in fact all they really have is one year's experience, repeated twenty times."

— *Hugh MacLeod, Author, Ignore Everybody*

The Situation

You've just started as an assistant brand manager at Unilever. You'll be working on the new Dove marketing campaign. You want to show your team that you're a go getter and you want to jump right in.

Your Role

What should you do?

Being Proactive: Micro Strategy

The Multiple Choice Offer:

1. Gather information about a prospective client; or
 2. Take a stab at a piece of analysis
-
1. Put together a creative brief; or
 2. Edit/review a marketing document
-
1. Put in a call to a client; or
 2. Put together some bullet points

Multiple Choice Example Language

I'm happy to / Would you like me to / Does it make sense for me to....

- Put in a call to Steve **or** pull the materials together for you to review?
- Work on a first draft **or** put in a call to Eileen to close the loop?
- Circle up with Jonathan **or** start reviewing the offering memorandum?

Be Strategically Proactive: What can you LEARN?

Create an opportunity to:

- **L**earn
- **E**xcel
- **A**ssist
- **R**edirect
- **N**etwork

LEARN Example Language

Learn a new skill

- I'd love to take a crack at the breakeven analysis for the extension line, would you mind if I started on that?

Excel at something you're good at

- I'd be happy to draft the script for the consumer focus group

Assist a teammate by taking something off his/her plate

- We have a lot to prepare for Wal-Mart meeting, why don't I put an agenda together?

Redirect unwanted tasks

- I'm going to review the layout and design mock-ups this week...

Create **Networking** opportunities

- I'd really like an opportunity to work with Luke or Peter before the end of the year, please keep me in mind if anything comes up on their teams

Being Strategically Proactive: Key Takeaways

1. No one cares more about managing your career than you do
2. You have ability to “drive the bus” versus letting others always direct you

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IV. Get the Help You Need



*“What separates those who achieve from those who do not is
in direct proportion to one’s ability to ask for help.”*

— Donald Keough, former Chairman, Coca Cola Company

An Example

The Situation

- Your new boss at IKEA, the assistant head of R&D, calls you in to explain that she'd like you to help with a “buzz metrics” analysis
- You don't know what buzz metrics are
- What do you do?

Asking for Help: Micro Strategy

The Smart Ask:

1. Ask for Clarification
2. Ask for Resources / Guidance
3. Ask for Feedback / Milestones

Benefits	Challenges / Pitfalls
<ul style="list-style-type: none">■ You <i>can</i> ask for help without sounding dumb;■ You'll look smart by showing judgment	<ul style="list-style-type: none">■ People assume they are supposed to know everything■ People don't have the confidence to say "I don't know..."

Asking for Help: Example Language

Resources / Guidance

- Do you have any recent/ good examples I can take a look at?
- Do you have any recommendations of people I can speak with?
- Do you have a template or an outline I should follow or reference?

Feedback / Milestones / Interim Steps

- I'd like to put together a list of bullet points for you to look at first
- Why don't I put together an outline for your review before starting a full draft

Asking for Help Takeaways

1. Everyone needs help at various points
2. It's okay to ask for help, the key is knowing *how* to ask

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V. Get the Feedback You Deserve

"I'm not going to tell you everything is ok and allow you to be mediocre. I played [football] for a long time; the coaches that drive me crazy to this day are the ones that told me I was good all the time. 'Well hey, you're doing a great job' and I knew I was mediocre as hell. And the guy that was on my ass, that made be good every day is the guy that I appreciate right now."

— Jason Garrett, offensive coordinator of the Dallas Cowboys

The Two Goals of Feedback

1. Make the feedback as useful as possible for you
2. Make the process as easy as possible for the person delivering feedback

Asking for Feedback

The Situation

- You've just been assigned to a new team to work on a live M&A transaction
- This is your first M&A deal
- How / when should you think about asking your VP for feedback?

Asking for Feedback: Two Phase Micro Strategy

Phase I— The preparation

1. Plant the seed
2. Schedule it
3. Be specific in your ask

Phase II— The conversation

1. Solicit action steps
2. Accept with grace
3. Wait. Digest. Revisit.

Feedback Example Language

Plant the Seed

- Jon, this is going to be my first M&A transaction and I'd love your opinion as to how I do...
- Would it be possible to sit down with you once we're underway to get some feedback?

Schedule It

- Jon, I know we spoke last month about getting some feedback—could we go ahead and schedule a time to discuss?
- Now that we're about half way through the process, I was wondering if we could set up a time....

Be specific in your ask

- I'd love your thoughts on how I did putting the book together
- Did you think I made an improvement in my client presentation?
- What areas of development do you think I should be focusing on?

Feedback Example Language

Solicit action steps

- Do you have any suggestions of how I can improve on my execution skills?
- To improve my modeling, do you think I should ask for more technical assignments or just spend more time on the ones I already have?

Accept with Grace

- Thanks so much for taking the time today, I really appreciate your thoughtfulness and willingness to share your feedback
- I understand your points and I'm going to spend some time thinking about your comments...

Wait. Digest. Revisit

- That's an interesting way of thinking about it, I hadn't considered that angle
- I'd like to think through all of this and come back to you in with some additional thoughts and questions

Feedback: Key Takeaways

1. Feedback is a tool you can access to make you better at your job
2. It's *your* job to solicit valuable feedback; not the other way around
3. Soliciting feedback can be a great opportunity to create informal mentor / mentee relationships

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VI. Answering Questions You Don't Know the Answers to...

The Client Call

Who will be at the meeting?

The Set Up:

- You work in the sustainable development group at Nike and you have a meeting tomorrow with Fred Krupp, the president of EDF

The Facts:

- Allison and Javier are the co-heads of your group
- Amit is the VP (your direct boss), he is out of pocket tomorrow (traveling)
- You are the junior member of the team

The Call:

- It's 6:30 p.m. and Fred's assistant calls to confirm who will be at the meeting
- You will be there but you are not sure about the others

What to Say When You Don't Know

What to Say: Micro Strategy

The Three-Step Response

- Here's what I know (provide related information)
- Here's what I don't know (hedge your response)
- Here's how I'm going to figure it out (be proactive)

Benefits	Challenges / Pitfalls
<ul style="list-style-type: none">■ You'll look smart even when you don't know the answer■ You'll demonstrate good judgment and initiative	<ul style="list-style-type: none">■ People assume they should always know the answer■ People get flustered / nervous when they are put on the spot

The Client Call Debrief

- Here's what I know
- Here's what I don't know
- Here's how I'm going to figure it out
- I will definitely be there, Amit is traveling, so he's not going to make it
- It will be some combination of Allison and Javier along with myself
- I will reach out to them this evening to confirm and will get back to you first thing tomorrow morning

Answering a Question Takeaways

- Nobody knows everything; the key is not to sound like you don't know *anything*
- The subtext of this strategy is that:
 - I'm smart and on the ball
 - I know *some things*
 - I will get you what you want/need ASAP

Putting It All Together

- The sum of all interactions will combine to create a collective impression of you by others
- It is in your control to make positive impressions on your colleagues in every workplace interaction
- This is the easy stuff– you might as well master these strategies so that you can focus your energies on learning the technical aspect of your job...
- Perception is arguably as important as reality

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Thank You

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