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**GREAT ON THE JOB:
What to Say, How to Say It. The Secrets of Getting Ahead.**

By Jodi Glickman

“A master class in workplace success – *Great on the Job* is a must read for anyone looking to get ahead in their career.”

– **Keith Ferrazzi**, *New York Times* bestselling author of *Who’s Got Your Back*
and *Never Eat Alone*

Today’s world is more wired than ever, with over 5 billion text messages sent *daily* in the U.S., 500 million Facebook users and over 175 million people on Twitter sending up to 100 million tweets per day. But while our digital dialogue is exploding at an astonishing rate, our personal communication skills are hitting an all-time low. We’ve become so adept at technology, that real time conversation has taken a back seat, with devastating consequences. Despite our digital prowess, the vast majority of our workday is *still* made up of one-on-one conversations – all of which have the potential to advance, or crash, your career.

In **GREAT ON THE JOB: What to Say, How to Say It. The Secrets of Getting Ahead.** (St. Martin's Press; paperback; May 10, 2011), Jodi Glickman offers a crucial playbook for communicating live in our increasingly wired world. According to Glickman, verbal skills are highly overlooked by corporate and academic training programs yet are absolutely critical to success in the workplace, whether you're in the C-Suite or just starting your career.

Using her groundbreaking approach, Glickman takes the art of communicating effectively [and strategically] and turns it into a science, offering step-by-step strategies to master daily one-on-one conversations. From asking for help without sounding helpless, to answering a question you don't know the answer to or raising a red flag when problems arise, Glickman provides a roadmap to success. Set against her tactical, practical guide of action strategies and example language are four key themes: *Generosity*, *Initiative*, *Forward Momentum* and *Transparency*.

- **Generosity** – Often overlooked in business, generosity is as critical a skill as drive, ambition and leadership. From giving praise for individual accomplishments to assuming collective responsibility for failure (by singling out colleagues for work well done, while taking ownership for mistakes made by the group), generosity shows you to be a team player and creates goodwill with people who work with and for you.
- **Initiative** – We all have the ability to drive and manage our careers to a far greater extent than many realize. Taking initiative means being *strategically proactive* and using the Great on the Job LEARN strategy to help shape the assignments we work on. By *Learning* new skills, *Excelling* at things you are good at, *Assisting* others, *Redirecting* unwanted work and *Networking* to create opportunities to work with people who are highly regarded, you open the door to engaging, meaningful and productive work that showcases your talents and propels you forward within your organization.

- **Forward Momentum** – Business is all about building and maintaining meaningful relationships. Forward Momentum is the tool we use to sustain those relationships by keeping our interactions open-ended and active. Often fumbled in daily conversation, Glickman shows that the goodbye is not an end point but rather the beginning of your next conversation. Promising to keep someone posted, reaching out after the next big milestone or just staying in touch keeps the momentum active. It's always easier to keep one door open than to have to walk through a new one.
- **Transparency** – Transparency is an increasingly valued commodity in the business world. Transparency at work includes sharing bad news rather than hiding behind it, acknowledging gaps in information and highlighting problems in advance. And despite our desire to have the answer to everything, transparency is critical when answering a question you don't know the answer to. Rather than struggling to come up with an answer you don't have, concede what you don't know and then promise to go find the information ASAP. Just as consumers expect and value transparency from companies, colleagues expect it from one another.

“Once you start integrating these four concepts into your everyday transactions,” writes Glickman, “you’ll find yourself better able to communicate, get people on your side when you need them and avoid mishaps and miscommunications.”

Using examples and sample conversations, Glickman provides practical advice and ready-to-use strategies to help people boost their communication skills. *As an entire generation enters the workforce without the skills necessary to speak up, or speak intelligently, Glickman’s advice couldn’t be timelier.*

“Business still is – and always will be – a personal thing,” she writes. “The fact is, dynamic and honed interpersonal skills are *the* keys to success in the workplace. Across industries, across professions and across the board, from the rank and file to the executive suite, communication and relationship skills are key.”

GREAT ON THE JOB is both a primer and guidebook for successful communication in the workplace.

**GREAT ON THE JOB:
What to Say, How to Say It. The Secrets of Getting Ahead.
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About the Author



Jodi Glickman is an expert in training young people how to be Great on the Job. Jodi is an entrepreneur, author, public speaker, consultant and regular blogger for Harvard Business Review. She is a contributor to Fortune.Com and Business Insider.

Jodi has trained some of the best and brightest young minds in business, with clients including Bank of America/Merrill Lynch, Harvard Business School, Wharton, NYU Stern School of Business, Citigroup, Baird & Co., The Forte Foundation, Kellogg School of Management and 85 Broads, among others.

Jodi has appeared on MSNBC and her career advice has been featured in *The New York Times*, *Bloomberg BusinessWeek*, *WSJ finance*, *CNN Money*, *Real Simple*, and on MSN Careers, Yahoo! and CareerBuilder.com.

Jodi is a former Peace Corps volunteer (Southern Chile) turned investment banker (Goldman Sachs) turned communication expert. She received her MBA from the Johnson Graduate School of Management at Cornell University, where she was a Park Leadership Fellow and received a full-ride scholarship to business school. Before turning to the world of finance, Jodi was a policy analyst at the U.S. EPA and did brief stints at the White House and Governor's Office of Illinois. She has a B.S. in Social Policy, Magna Cum Laude, from Northwestern University's School of Education and Social Policy.

Jodi lives in Chicago with her husband and two little girls, Bella and Arden. She is a former trustee of the Brooklyn Children's Museum and serves on the Board of Directors of the Urban Education Exchange, a Harlem based non-profit aimed at eliminating the achievement gap in reading.

Advance Praise for GREAT ON THE JOB

“A master class in workplace success – *Great on the Job* is a must read for anyone looking to get ahead in their career.”

– **Keith Ferrazzi**, *New York Times* bestselling author of *Who’s Got Your Back* and *Never Eat Alone*

“If you want to improve your communication skills, this is the book for you. Jodi Glickman tackles the most common difficulties in business communication with real-world examples of what to say—and how to say it. Her three-step models are highly efficient tools that improve effectiveness, inspire confidence, and enhance careers.”

– **William J. White**, Former Chairman and CEO, Bell & Howell

“*Great on the Job* is practical, clever and thoughtfully presented. My professional life has given me a birds-eye view of the negative effects of under-honed “soft-skills.” In *Great on the Job*, Jodi shows a rich understanding of how basic communication can make or break business relationships and careers. This book, with its wide variety of common scenarios and suggestions, is a must-have resource for professionals who understand that success always depends upon quality communications.”

– **Dean Joseph Thomas**, Johnson Graduate School of Management, Cornell University

“*Great on the Job* is the answer to building credibility at work. Rather than offering up generalized advice, this engaging guidebook delivers precise mechanics for communicating persuasively. Glickman, a trusted advisor and communications expert, imparts her own hard won business lessons to help you maneuver through those sticky, hard-to-navigate situations with savvy.”

– **Selena Rezvani**, columnist for *The Washington Post* and author of *The Next Generation of Women Leaders*

“Jodi Glickman leverages her success in business school, finance, and entrepreneurship to teach readers, step-by-step, how to achieve desired results in any workplace conversation. *Great on the Job’s* approach of turning effective communication from a soft skill that you either have or you don’t, to a hard skill that can be practiced and mastered by anyone, is sheer brilliance.”

– **Alexandra Levit**, nationally syndicated business columnist and author of *New Job, New You*

“We live in a technology-driven world that often makes interpersonal communication unnecessary. Yet, if you want to inspire people and experience real success in your career – you have to step away from the computer and learn to lead face-to-face. What I love about Jodi’s approach is that she believes – as I do – that communication is not a “soft” skill at all. It’s a hard skill that can be taught, and she’s the expert to do it.”

– **Emily Bennington**, author of *Effective Immediately*

“Jodi Glickman is an outrageously good communicator, and in *Great on the Job*, she generously shares all of her tips, tricks, secrets and scripts. Every professional – but particularly those just starting out – will benefit from her step-by-step approach to saying the right things at the right time in the right way. I highly recommend this book.”

– **Lindsey Pollak**, author of *Getting from College to Career*

“In today’s competitive business environment, being ‘good’ at work is simply not enough. To stand out from the crowd, you must have the tools to effectively communicate, collaborate, receive feedback and highlight success. Thanks to Jodi and *Great on the Job*, the art and science behind expert communication is no longer a mystery. This is a book that needed to be written. The top-notch advice, tactical strategies and real world examples are a blueprint for how to master workplace communication. Don’t miss a great opportunity in your career because of a conversation that could have gone better or a question you should have thought to ask. Do yourself a favor, and read this book now.”

– **Cari Sommer**, Co-Founder, Urban Interns

**An interview with Jodi Glickman,
author of GREAT ON THE JOB**

Q: What prompted you to start your own company, Great on the Job, and ultimately influenced your decision to write this book?

A: My husband, Eric, struggles to communicate effectively at work. As I worked 24/7 as an investment banker, Eric listened to my conversations and took notes. He constantly peppered me with questions about how to ask for help, reach out to someone new, or end a phone conversation. I gave him tips and strategies. They worked.

One by one, Eric and I started reverse-engineering the daily one-on-one conversations that make up roughly 80% of the workday. We figured out what the strategy was for each situation (e.g. to ask for feedback, you need to plant a seed in advance, schedule the conversation and then ask for feedback on specific areas of performance) and then combined sample language with each strategy to give users a step-by-step guide to effective communication.

Q: Is there one component of G.I.F.T. (Generosity, Initiative, Forward Momentum and Transparency) that seems to be more important than the others, or are all four components equally crucial?

A: I think all four are equally important. Generosity is absolutely critical, yet you can be generous and not be successful in business—if you're not also thinking about how to move the ball forward or how to take initiative and manage your learning curve by learning new skills or showcasing your talents by working on things you excel at, it won't matter how good you are at sharing credit or information. Similarly, transparency is key—no one likes working with someone who hoards information or buries the truth, yet honesty and forthrightness alone won't make you successful. It really is a blending of all four. Once you've got all four covered, you'll be unstoppable.

Q: Who did you have in mind when you wrote GREAT ON THE JOB?

A: Everyone who has ever stumbled in front of his or her boss or colleague when giving an update (or download as I call it). Anyone who has ever been put on the spot and not known the answer to a question. Anyone who feels like they're not living up to his or her potential and wonders why. Anyone who knows they are held back at work because they aren't comfortable speaking up in meetings, sharing their point of view or pushing back on their boss even when they should. Anyone who knows they are good at the job but truly wants to be great and perhaps doesn't know why they aren't getting ahead.

Q: With an increasing number of people working remotely, do you ever see business communication moving to digital only?

A: No, never. Business is and always will be a personal thing. You'll never buy a company without meeting the owner of the business, and you'll never sell your products without talking to your customers. You'll never get hired for a position without having an in-person conversation with the hiring committee, and you won't make partner at a law firm sitting behind your desk for 10 years not talking to people. Technology is amazing, and it enables us to do so many things we couldn't before do, but it will never replace live interaction and face-to-face conversations.

Q: You outline strategies to quite a few sticky situations – including answering a question you don't know that answer to. How did you develop these strategies?

A: They were all born out of working on Wall Street at Goldman Sachs. Goldman doesn't tolerate anything less than 110% every single day. I was always a skilled communicator, but Goldman really forced me to always be my best and to never, ever let the ball drop. Most of the GOTJ strategies come intuitively to me, but what GOTJ has done is forced me to think about *why* I do the things I do and how I can teach them.

For example, it wasn't uncommon for me at Goldman to not know how to do something or what the answer to a question was. Nonetheless, I always had a good sense of what was going on around me and what I needed to do to either get the information or move the ball forward without the information. With that, the strategy: Here's what I know, Here's what I don't know, Here's how I'll figure it out, was born.

Q: Of the communication challenges outlined in the book, which do you find is the most difficult for people to master?

A: I think people really struggle with asking for help. Asking for help is seen as such a weakness, which is a shame. We'd all be better off if everyone could fess up to what they know and what they don't know and then solicit the input and guidance they need to do their job well.

Fear of looking ignorant or silly often holds us back. I wrote a blog post once about the Bernie Madoff scandal and talked about how the SEC staffers were so unsure of themselves and their jobs that they never asked the tough questions that would have identified the massive fraud years earlier. They were afraid to ask for help when they needed it most.

Q: If readers took away one thing from the book, what do you hope it would be?

A: You can learn to communicate effectively! These skills are teachable.

It doesn't have to be that you either "have it, or you don't." I think people assume technical skills can be taught but soft skills are what you're born with, and that's not true. The GOTJ

strategies are so easy to implement and master, and they will have a HUGE impact on how you relate to others at work. So many people struggle with these kinds of challenges, and they've never before had a playbook that works. GOTJ is going to make a meaningful and lasting impact on their lives.