

Laura Cox Kaplan:

Ready to add a big dose of positivity and empowered perspective to your day? You've come to the right place. Welcome to She Said/She Said podcast. I'm Laura Cox Kaplan. Here, we tackle everything from imposter syndrome and confidence building to the best advice on how to lead yourself through life pivots, including the ones that knock you flat. For the past three years, I've talked to hundreds of experts about their stories. Here, you'll find their actionable advice and lessons, as well as my own tools that you can put to use in your own life. Stick around, I think you'll find this investment in you, well worth it.

Hi friend, welcome to She Said/She Said podcast. This week's guest is passionate about developing leaders and making her clients look good on the job. As part of that, she is literally a master at helping people think through how best to position themselves for their next move. Now, that might be inside of their existing companies or it may be getting your first job, or maybe making a major career pivot as so many women are doing right now. My guest's name is Jodi Glickman, and she is the founder and CEO of an appropriately named company, I might add, called Great on the Job.

Great on the Job also happens to be the name of her critically acclaimed book, I've included links to both the company as well as the book in the show notes for this episode. Jodi has worked with many of the most influential organizations and highly revered brands, she counts LinkedIn, JPMorgan Chase, Abbott and Harvard Business School among some of her longest standing clients. She has also appeared on the TEDx stage with a talk entitled, Why You Should Stop Looking for Work You Love. There is a link to that talk in the show notes as well. I am so excited about this conversation and sharing it with you.

When I first ran across Jodi, it was through a course that she developed on LinkedIn. If you guys don't currently browse the course offerings on LinkedIn, I highly, highly recommend them. They are free, which is awesome, and there are some really valuable short form lectures and courses on literally tons of professional development topics. As an aside, I am currently taking a course on search engine optimization, but that is a topic for another day. So, I watched Jodi's presentation on LinkedIn, and I knew that you guys would really love her, and that was even before I knew her incredible story and how she got where she is today.

So, not to give too much away, but Jodi did stance in the Peace Corps, at the EPA, at Exxon Mobil, and at Goldman Sachs before becoming an entrepreneur. One thing you'll want to listen for is how she ties all of these things together. Grab your notebook, if you have one, if you can, and be sure to hit the save button on this podcast because I know that you'll want to continue to refer back to Jodi's fabulous tips. So, here we go. Jodi, welcome to She Said/She Said.

Jodi Glickman:

Thank you so much, Laura, it's so nice to be here with you today.

Laura Cox Kaplan:

Well, I'm delighted to have you. I know I told you I ran across your LinkedIn course on developing the perfect pitch back several months ago, and I thought, "Oh, my gosh, I've got to have Jodi on She Said/She Said."

Jodi Glickman:

Thank you.

Laura Cox Kaplan:

So, I'm delighted that we have made this happen today.

Jodi Glickman:

Well, thank you, I'm thrilled to be here. Pitching yourself is very near and dear to my heart. So I'm happy to talk about it and why it's so important, and what we do wrong with our pitch, and how we can win love and money and new jobs and opportunities when we craft a really compelling pitch.

Laura Cox Kaplan:

Yeah, absolutely. Okay. So before we get into that, I'd love for you to start by talking about Great on the Job, which is the name of your company, and also the name of your critically acclaimed book. How did Great on the Job start?

Jodi Glickman:

In a very funny way, I was an investment banker on Wall Street. I was working with Goldman Sachs, and I was working around the clock 24/7, and I wasn't a very nice person at that point in my life, because I was stressed and I was tired and I was overworked, and I was dating my now husband. He said to me at some point, he said, "You should really teach people how to communicate." I said, "You're crazy. This is just how I talk. I don't know how to teach people how to communicate." He said, "No, really, Jodi. I listen to you when you're on conference calls and in meetings, and you're so good, you're so strategic, you're so persuasive, you're really compelling. You get to the point immediately, I go around and around, and I don't know how to ask a question or answer a question."

So he planted the seed, and I laughed at him. But he persisted. Over the course of, I don't know how many months, he kept coming back to this idea. At one point he sat down and he wrote a business plan, and he sent it to me while I was on a business trip abroad. I remember coming home in a red eye, and reading this business plan and thinking, "Oh my God, maybe he's right, maybe I should do this." So, he really twisted my arm into starting the business. I was very resistant. But ultimately he came up with this idea that we would reverse engineer the way that I communicated, because I didn't really have the year for the methods or the strategies, it just came naturally to me.

But he was able to break them down and recognize. For instance, when I got off the phone, he said to me one day, "How do you end a conversation?" I said, "It's thank you and it's forward momentum." Like, "Thank you so much, I look forward to staying in touch or thank you so much, I'll shoot you an email tomorrow with follow up." He said, "I didn't know that." I said, "Oh, okay. Well, it's thank you and forward momentum. Now you know." It was those kinds of conversations that got us thinking, him specifically, and then he brought me on board. So we put together a little mini proposal for a book.

We went to a literary agent in New York City. She said very interesting concept. I love it. "Who are you? You're an investment banker, you have no credibility, you have no experience with this." So I thought, "Okay, maybe I should start a business and start teaching this and see if I can get some credibility."

Laura Cox Kaplan:

That's so interesting. So you had written the book before you started the business, more or less?

Jodi Glickman:

Yeah [crosstalk 00:06:59] basically, it was being ideated before the business started. Yes. Then it turned into a business and then ultimately became a book. Yeah, that's absolutely right. But I was not one of those people who couldn't wait to be an entrepreneur, who had this idea burning inside of me that said

I have to do this. I was someone who was dragged along for the ride, and very reluctantly said, "Okay, maybe I'll see if this has legs." Now I love what I do. I'm so passionate about it. I think I'm pretty darn good at it. But it wasn't that typical story of, I want to be an entrepreneur. I liked being in corporate America and getting a big paycheck and having an assistant.

Laura Cox Kaplan:

So Jodi, how did you know how to do this? I mean, you had either natural skills you were raised with, maybe the ability or instruction on how to communicate directly. Were you in a military family? How did you develop that natural skills?

Jodi Glickman:

It's a great question, and I've never quite been sure of the answer. My husband's hypothesis, and again, he's the one with much more awareness. My mom is a very social woman, she has more friends than anyone can count. My dad was a very terse New Yorker who got right to the point and didn't suffer fools lightly. So, my husband thinks it was this combination of being really social, but getting to the point quickly. I would say that I assumed ... here's what I think is so interesting about business and careers, is that when you're growing up, what comes naturally and easy to you, you assume comes naturally and easy to others.

So, I didn't necessarily realize that my communication skills were an asset. I assumed everyone knew how to walk into their boss's office, ask a question, get the information and leave, or really diplomatically give someone senior to them feedback in a way that wasn't offensive. It turns out now, I have certainly come to the realization that that is not intuitive and innate to most people that happens to be my superpower. For whatever reason, I'm not very good at merger math and valuation models and LBOs. Right? So everyone's got their gifts. But I didn't have an awareness around it, until I started putting some focus and emphasis, and now I reverse engineer everything I do.

So I'll have a conversation and something will come to me and I'll say, "Oh, well, that's the way you do it, I hadn't really thought about it." But I didn't study it, and I don't have a great reason for why or how I just feel like that is my gift. I found a way to leverage it and share it with people because it really can be life changing for a lot of people.

Laura Cox Kaplan:

Yeah. It's such an interesting story, and knowing as I already know, the audience does not, but I do. Knowing about your career journey, I find that even more interesting. So, I'd love to dig into, maybe if we back the truck up and talk about your journey. It was not a linear path. As we oftentimes find on this podcast, when we talk to people, the path to where they ultimately end up is a winding, winding path and journey. So maybe talk a little bit about how you got started in your career, and maybe some of the interesting legs, or interesting junctions.

Jodi Glickman:

Absolutely. I'll start with the fact that for those of you who are listening and are young, there are very few careers which are linear today. I think there's not a ton of value in chasing a linear career path. You're not supposed to know at 18, 19, 20, 21 years old, what you want to be, and who you want to be, and who you're going to become. I think there's so much pressure to have it figured out so early, and I think it really backfires. I spoke on the TED stage, my TEDx speech was Stop Searching for Work You Love. I really think there's a lot of pressure on us to find that career we love.

I spent the first decade of my career doing really fun and interesting things, but feeling a little bit like a failure, because I didn't excel necessarily in any of them, and I didn't love them in a way that was sustainable. So, I actually started my career as a Peace Corps volunteer in Latin America, in a little tiny town called Curarrehue in southern Chile. We had one phone and one road. I had an amazing, amazing experience, I gained way more than I gave. But I came home from the Peace Corps, and I thought I wanted to work in international development, but I also wanted to live in the United States. I decided I did not want to spend my whole life traveling abroad. So I was kind of lost.

I wanted to go and work for the Environmental Protection Agency in Washington, D.C., and thinking I was going to love it. I got there, and I started working for the government, and I thought, "Oh my gosh, the bureaucracy, it moves at a snail's pace. I'm a fast talker, and a fast thinker, and I move quickly." I just thought, "This is not for me." So I applied to business school. I went to business school having been in the Peace Corps and working for the EPA, never having worked in the private sector. I loved business school. Business school opened up my brain in the same way that the Peace Corps did, just blew my mind. I loved business school.

From there, I became an investment banker at Goldman Sachs, which was like, people looked at me like I was crazy. Right? "Who goes from the Peace Corps to Goldman Sachs?" I also wanted to do an internship at Exxon Mobil. So I had EPA and ExxonMobil, Peace Corps and Goldman, and people just used to look at me like I was crazy. Right? There was nothing made sense. But I was really open to different experiences. People said to me, "Well, how can you go from the EPA that regulates our pollution and keeps America's companies as good corporate citizens, and then go work for Exxon Mobil, like the biggest oil energy producer?" I said, "Well, I drive a car and I use electricity, and I want to see the industry from the other side."

I was okay with the haters or the criticism, or the people who said, "You were in the Peace Corps, now you're going to go work for Goldman Sachs, like what a sellout?" I didn't view it that way. I viewed it as learning and exploring and growing and really wanting to be in the private sector and get stuff done. I was frustrated by government. But it turns out after four years on Wall Street, I knew pretty early on Wall Street that that wasn't for me, I was not a great investment banker. But here I was, I don't know, 32, 33 years old, and I was like, "I don't know what to do with my life. I've done public sector, I've done private sector, I've done corporate, I've done Wall Street and nothing sticks."

So I really was at a low point, and while I was figuring this out, I left Wall Street went to a nonprofit, an amazing nonprofit in New York City that I love, but I literally day one, Laura, I got there, and I thought, "Oh my gosh, what did I do? I cannot work in nonprofit." Again, that pace and that bureaucracy and that impact, I just was so impatient. That was when around that time, my husband's that I think you should teach people how to communicate, and so I pivoted and became an entrepreneur. And the story I told myself was, "I'll give it a year or two, and if it doesn't work, I'll do something else." I felt like I had to get myself out because I was not convinced I would be successful. I really wasn't.

But I felt like, "Okay, I can take a chance." I was young, I didn't have children. But I really do think that there's so much pressure on people to feel like you have to have it figured out right away and that's so unrealistic. Go with all the twists and turns, take a risk, take a new challenge. You learn so much about what you're good at and what you're not, what you enjoy, what you don't enjoy, what brings you energy, what drains your energy. Those are the things to pay attention to.

Laura Cox Kaplan:

Yeah. Do you think you were raised with this mindset of really looking at each opportunity as a chance to learn? Where do you think that skill came from for you?

Jodi Glickman:

Yeah. My dad used to say to me, "You're so effing strategic." And he would swear. He would just say, "You're always thinking big picture, and you're so strategic." But they were really very supportive of ... The world is your oyster, you can be anything you want to be, take opportunity. They certainly made me feel empowered. I also, to be fair, I came from a very privileged background, in that I had access and opportunity. I went to Northwestern University, I took out student loans to fund it, but I never felt like ... I always felt like I could do things.

I did an internship at the White House. I read about it in Newsweek magazine that President Clinton had just taken office, and he needed interns. I wrote this little thing that I saw, but it wasn't paid. I remember someone saying to me, "At 19 years old, how are you affording to spend the summer at the White House when you're not getting paid?" I thought, "Oh, my parents are helping me and I have another job."

So I always felt like opportunity was ... I never felt for lack of opportunity. That's for sure. I felt very empowered to do different things and to take risks. I felt frustrated that I couldn't find my thing. That was really it. So many people I saw becoming successful in their careers, and I was just junior on Wall Street or junior in this organization, and I really wanted to have impact. That was what was frustrating to me.

Laura Cox Kaplan:

Yeah. Why do you think that frustration didn't affect your confidence? Because it obviously didn't, you kept striving and trying different things and pursuing different things, but a lot of times, when you bump up against that roadblock, and you keep hitting things that don't work, it can really do a number on your confidence. Why did that not affect you, do you think?

Jodi Glickman:

It's a good question. I have three children, they're 14, 12, and 8, and my 14 year old thinks I'm, for lack of a better word, she thinks I'm cocky. And I am. In my professional life, I am so confident. I wonder where that comes from. I think again, my dad and my brother, were very sarcastic. They would tease me a lot, but also very complimentary. So, I never doubted my own self worth. I never doubted my intelligence. In fact, the arrogance. I remember friends in business school when I was in the public sector, and they were getting jobs for the first time, and they were getting these offers for like \$100,000, and I was making \$27,000 at the Environmental Protection Agency.

And I remember thinking, "I am smarter than them, why am I making \$27,000?" I guess there's some digging as to where that confidence comes. I think it is from my upbringing, I think it was from a family that didn't always make it easy on me. You were expected to have ideas and opinions, you were often teased. But in a way that was kind of loving, "We do this because we know you're smart, and we know you can handle it." So, I think about that with my own children, instilling in them a sense of confidence. Asking questions, being silly, pushing back, but not coddling in a way. I don't know. I think when people tell you, you're fabulous, you have to figure it out for yourself, I think.

Laura Cox Kaplan:

Yeah. I think what you said really resonates with me. So, you had [crosstalk 00:19:07]

Jodi Glickman:

[crosstalk 00:19:07] brother and a dad who were relentless in there. It doesn't play well today in 2021, but they'd make fun of me for being a girl sometimes. But always very much with love. That was the way our family was.

Laura Cox Kaplan:

Yeah, and they probably taught you to be a little tougher than you might have been otherwise. I mean, I feel the same way. I didn't grow up with siblings, but I think my parents were acutely aware of the need to help a child understand that they were loved unconditionally, but at the same time the road wasn't going to be easy. There were people who are going to tease you and mess with you, and that you had to be able to take up for yourself. That can really help a kid develop confidence.

Jodi Glickman:

Then I also think there was also very much a sense of the world is not fair. My dad was very focused. His dad passed away when he was young, and he had to leave college and go home and work and take care of his mom. And when I was going to college, my parents ran into some real financial trouble, and I couldn't go to the university I wanted to go to, and then I had to take out student loans. But he always used to say, "It's not the circumstances, it's you." Right? You do whatever you can with the circumstances you make the best of it, you're smart, you'll do whatever you want to do irrespective of other people.

I also remember when I was younger, people would get rewarded for good grades. At one point, I said to my parents, "Well, how come I don't get rewarded for good grades?" They looked at me, and they said, "You don't get good grades for us, you get good grades for you. You don't get rewarded for being motivated on your own. Don't pretend that you're doing this to please us, you're doing this because you care, and because you're driven and you're motivated." That stuck with me. They were right.

Laura Cox Kaplan:

I love that.

Jodi Glickman:

I wasn't doing it for external. I try and instill that in my children now. Right? It's not for anyone else, you're doing it because you love ... I think I just always loved learning.

Laura Cox Kaplan:

Yeah. So I'd love to pivot a bit and talk about the book that you wrote that preceded the creation of your company, it's called Great on the Job, as is the company. In the book, you talk about four key areas, and they form an acronym, which is kind of like your methodology for lack of a better term. Maybe talk a little bit about that core acronym, and why those pieces were so important.

Jodi Glickman:

Sure. So, I believe and teach and preach that your overarching goal in your career and in business is to make people love you. In a totally professional platonic work appropriate, no one getting sued kind of way. So don't fall into [inaudible 00:21:53]

Laura Cox Kaplan:

I'm glad you said that.

Jodi Glickman:

But I really do believe that for those of us who've ever worked for a boss we loved versus a jerk, we do better work for a boss we love. So, by the transitive property, if we become that colleague who is loved, who is trusted, respected and admired, people will go through the wall for us, they will want to work with and for us. The way that you make people love you is through something I refer to as gift. The gift of Great on the Job, which stands for generosity, initiative, forward momentum and transparency.

To go back to the origin story as I was building out the Great on the Job content and curriculum, and we thought about the pieces that were really core to the way that I communicate and core to what I think is important in the workplace. Those were the fourth key themes that kept coming up over and over and that are kind of universal. Generosity is not usually what comes to top of mind when people think about what it takes to be successful at work. I do believe there is a huge amount of generosity in the workplace, and for leaders in particular a huge importance to be generous with people who you lead, by sharing your time and your energy and your resources, by sharing credit and giving people prompts for a job well done, by taking the time to invest in your teams and give them feedback, so that they can get better.

The way that I break down generosity and its core is, it's about making other people's lives better or easier. That's really your job. Right? Your job, Laura, today as the host is to make it easy for me to come on and engage with you and have a wonderful conversation. My job as an entrepreneur is to make my clients life better or easier when they want to work with us. If you're in corporate America, your job is really to make your boss's life better or easier. So I think of it as a virtuous cycle. So that's generosity, I'll pause there, and we can talk about the others.

Laura Cox Kaplan:

I love this idea of generosity, and it also underscores something that you said a moment ago, that you think about this whole equation very strategically. Right? It's a very strategic look at generosity and adding value and thinking about how you package your value and how you deliver that, whether it's a client or you're applying for promotion, whatever that is. So maybe go through quickly the other elements of the acronym and then I want to get into crafting the perfect pitch.

Jodi Glickman:

Sure. Absolutely. So, generosity is really the core, the basis of everything. Then it goes to initiative, forward momentum and transparency. An initiative is the idea that opportunities are not going to come to you on a silver platter. No one cares more about managing your career than you do, and they never will. Over the course of the entirety of your career, no one is going to be more invested in you developing skills, finding ways to add value to contribute to grow to learn than you will. So it's your responsibility.

Oftentimes we think that the hard part is getting into university, the hard part is getting the job, the hard part is getting the raise or the promotion. The truth is, that's just the very beginning. Once you're there, then it is your responsibility to continue raising your hand, asking for opportunities, pushing the ball forward, thinking about the future, and how you can continue to grow and help others and build culture and build organizations. So that's really the initiative and forward momentum piece.

Then transparency comes in, in that transparency builds trust, if you are a leader who is transparent with your team, or if you are a junior person who is transparent with your boss when a

problem arises, you are going to be looked upon favorably. Jamie Dimon, CEO JPMorgan Chase says, "Problems don't age well." I love that, because we're so afraid of bad news, and yet the only way you can get through bad news is by being transparent. If you screw up, you need to go to your boss immediately and say, "Listen, there's a problem. Here's what happened. Here's how I'm fixing it." You can't hide behind that problem.

If you don't know the answer to a question, and someone calls you on the phone or stops by your office, I always say the strategy is, "Here's what I know, here's what I don't know, here's how I'll figure it out, boom, boom, boom." That's how you can be transparent, take initiative and focus on solving the problem. So I think taken together for me, I use the gift of Great on the Job to really handle every business challenge that comes my way. I'll ask myself, "Okay, what do I need to do here to be generous? What do I need to do here to move the ball forward? Or how can I be transparent and manage this problem so that it doesn't grow out of control?" So, those four key characteristics really underscore everything that I talked about, and I teach as it relates to everything communication skills related.

Laura Cox Kaplan:

I love that. Let's talk about this idea of pitching yourself. I think can be a bit elusive to an awful lot of people, whether you're trying to package a product or a podcast.

Jodi Glickman:

Sure.

Laura Cox Kaplan:

Or whether you're packaging your sell for a promotion, or as the case may be right now, with so many people disrupted as a result of COVID, either because they've lost their jobs, or so many women, men too, but primarily women, have left the workforce because they have to take a step back in order to care for their children who are either being homeschooled or don't have daycare, all those sorts of things. So, there's a lot of disruption from a career standpoint, a lot of people maybe making career pivots. This idea of developing the perfect pitch is something that you are an expert on. Let's talk about how to develop the perfect pitch, but also why is it so elusive to so many people? Why is it so hard?

Jodi Glickman:

Why is it so hard? I think it's like with anything, it's almost ... The cobbler's son has no shoes, that analogy, that we can talk about other people's opportunities, other people's business, we can praise our friends and talk about how great they are. It's harder, especially for women, we have a very hard time self promoting, we're very good at promoting people in our network, we're not as good as promoting ourselves. So, part of it is this challenge of ... I think looking inward is always more challenging than doing something for other people.

I think the other thing about pitching is, there's a lot of conflicting advice about out there, there's a lot of, "Okay, you've got 30 seconds or 60 seconds or 90 seconds, and you've got to hook your listener in and you've got to talk about who you are and what you do and why I should care." It's a really heavy challenge to come up with a way to pitch yourself in a short way that is compelling and memorable. I do think it's hard. I really do. I think that it's not terribly surprising to me that people struggle with it. True confession, I don't think I'm great at pitching myself necessarily. In a way, you can look around and say there are people who are way more savvy and way better marketers.

But the pitch content that, again, the way it was developed over time was just with some iteration. But as you mentioned, you found me through this course on LinkedIn learning, which I think has over 2.5 million views at this point. It has been-

Laura Cox Kaplan:

It's amazing.

Jodi Glickman:

Yeah, it's been amazing. It really does resonate with people. The reason I think it resonates is that it is so ... I think the word is elegant. I remember reading a definition of elegant as something that makes sense and is really short and easy to the point, because it really is a very simple formula. Let me start by saying that most people start by introducing themselves by looking backwards, we tell you where we came from, where we studied, where we've been working, and what we've been doing. What I say is, with all due respect, no one really cares. No one really cares where you went to school, or that you've worked at J&J for 10 years, or that you studied abroad in Europe. It's not that interesting.

What people really care about is what you're doing now and what you're excited about going forward. What you're planning to do in the future, what energizes you, what excites you, what challenges you. So, the idea of perfecting your pitch is flipping the pitch on its head and leading with your destination, leading by looking forward, not by looking backward. That's where most people fall flat, is that they actually don't know where they want to go and what they want to do and who they want to be. So they go back to their comfort zone of, "Well, I can talk about what I've done, because it's a lot easier than talking about what I want to do or who I want to be."

So, my strategy, the Great on the Job strategy is that you lead with your destination, then you go to your backstory, and then you connect the dots and bring it all together for me. What that does is it gives people, I think, a formula that they can hang their hat on, but it's not a script, it doesn't mean you have to memorize something, it's not five questions you have to answer. It's three pieces. It's what's your destination, and then what's your backstory that really relates to that destination? What pieces of your background do you want to highlight in your pitch that are relevant? Then how do you bring it all together?

So, we can, if you want, talk about some examples, but I think that it really is this reframing of an idea, which is, you have to start by telling people who you are, what you care about, what you're excited about to hook them in, and then you can tell them about what you've done in all the places you've been.

Laura Cox Kaplan:

Yeah. I've heard you say that, just because you develop that pitch that works for this particular purpose, it's not necessarily going to work for every other. It's not a one size fits all kind of situation. Right? So talk about the differences, and maybe how you advise people to modify their pitch. What would be the reasons why you would need a different pitch?

Jodi Glickman:

Yeah. Absolutely. So what I'll say is, the strategy is universal, but the pitch is customized. You always want to lead with your destination, then go to your backstory, then connect the dots. But you could be talking to someone within your company and you're interested in a promotion, and your pitch would be very different if you were at an industry event, and you were looking to join a nonprofit board or trade

association, or your pitch might be different if you're interviewing for jobs, and you're talking to a brand management position, and you're talking to a data analytics position, and you're talking to a marketing position. Then you've got to switch up your pitch so that you can speak to data analytics versus marketing versus brand management.

In my case, when I was interviewing for roles in business school, I was looking at consulting, and I was looking at investment banking. When I talked about investment banking, I talked about my natural ability as a big picture thinker, that I live at high level of 30,000 feet, but that I was now trained, technically, with my finance and accounting skills, and I loved finance and accounting. So I'm a big picture thinker by nature, and I'm a numbers person by training. That was my pitch for investment banking. For management consulting, I talked about the fact that I was able to problem solve in non traditional environments, that I had worked in the Peace Corps, right, that what I love doing was problem solving in non traditional environments, and then using my analytical and communication skills to really hone my problem solving skills.

But those were very different pitches. So, for consulting, I talked more about the Peace Corps and problem solving in the Peace Corps, and when I was interviewing at Goldman Sachs, I didn't really go into the Peace Corps backstory at all. I went into the backstory of what I had done the summer before at Exxon Mobil. Yeah, so the idea is you have to decide what is going to resonate with your audience? What are they going to be interested in? And the hardest part of your pitch is really figuring out what is your destination for a specific audience or for particular role, and then picking the pieces of your backstory that go in tandem with that destination.

Laura Cox Kaplan:

Yeah. Talk about the role of story itself. How do you go about bringing in the actual stories? When do you bring those pieces in? How do you know how much of that to use? Give your advice on how you bring the pitch to life?

Jodi Glickman:

What I always say is, a couple of things. One, the pitch is a dialogue, it's not a monologue. That's really important. You don't want to just walk up to someone and say, "Hi, Laura. I'm Jodi Glickman, I'm the founder and CEO of Great on the Job. In a former life, I was an investment banker and Peace Corps volunteer, and I really love teaching people how to communicate, and I also worked at the White House." That's not what anyone wants to hear [crosstalk 00:35:21]

Laura Cox Kaplan:

That doesn't work, are you kidding?

Jodi Glickman:

So the conversation then is, "Hi, Laura. It's so nice to meet you. I'm the CEO and founder of Great on the Job, and I'm passionate about developing leaders." And you say, "That's so nice to meet you, Jodi, tell me about this passion, why are you passionate? How did happen?" Then maybe I go to my backstory? "Well, it turns out, I was terrible at everything I did, and the only thing I would split out was communicating." The thing I say about storytelling, what you need to do is be able to pick yourself up and go high level so that people will ask you the question, because they want to hear more. Right?

I often will say, "I spent five years in the public sector, as opposed to saying I was in the Peace Corps, I was at the EPA, I was a White House intern, and I worked for the Governor of Illinois." I will say I

was in the public sector. Then people will maybe ask, "What did you do in the public sector?" "Well, I was a Peace Corps volunteer in Latin America." Then they say, "Tell me about that." Then maybe there's a story that comes out of that. So, I often find it helpful for people to be able to summarize what they do in a pretty easily digestible way, and then have stories at the ready to go into more detail.

But you don't necessarily lead with those stories, because you don't know if your listeners get interested. We didn't talk about when I was interviewing at Goldman Sachs and they said, "How can you handle 100 hour work week? You've never worked in the Peace Corps. How can you handle that?" I said, "Well, I was on 24/7 for two years, I lived in the middle of town and the town knew what time I went to bed and what time I got up in the morning, because they saw my lights go on and off. That's a story to then bring to life that I can handle the 100 hour work week." So you have your stories ready as anecdotes, but you don't want to dive into a story with someone until you know that they're actually interested in hearing more.

Laura Cox Kaplan:

How about developing credibility when you are in the process of making a big career pivot, and you don't have a lot of directly relevant experience? How about illustrating that credibility when it's credibility in a different field or different sector?

Jodi Glickman:

Thank you for asking that question. I love that question. I actually just wrapped with LinkedIn learning, we film two new courses, and one of them is on leveraging your transferable skills-

Laura Cox Kaplan:

[crosstalk 00:37:40]

Jodi Glickman:

Which speaks to exactly that point, which is, I would argue that you are qualified for whatever job you want, you may not have on paper, the skills that in theory you need, you may not have the years of relevant experience, but you have transferable skills, we all do. In today's environment, specifically, and in our global economy more generally, we are often pivoting, going into new industries, areas, roles, and we don't always have the relevant experience, which says, "Because I did A, I am now qualified to do B."

But what we do have are transferable skills, and those are unique to all of us. Some of us are really calm under pressure. Some of us thrive in high pressure environments. You might be an excellent writer, or really skilled at coding, or you might be like me and be a big picture thinker and a great communicator. Maybe you're really creative, innovative, you see trends, or you're great at design thinking. It's about knowing what skills you have, and then crafting your pitch in a way that is really explicit about what your destination is, why do you want to do what you want to do?

Then what transferable skills do you have that are going to allow you to do a great job in that role. I will say 100%, I for sure hire for skills over experience, we can teach skills, especially in large companies that are so good at what they do, they can teach you how to do anything. You need to have the drive, the ambition, the motivation, and then you bring your transferable skills to bear. So, I worry less about, "relevant experience." It's all about, however, positioning yourself in a way that resonates. Again, just to go back to my investment banking world, I really didn't have relevant experience to get hired at Goldman Sachs as an investment banker, but they saw leadership potential in me.

They saw someone who was a big picture thinker and had started to learn the financial technical skills that she needed. They were willing to take that risk based on this pitch that I had developed that worked. But that I think is not unique to our times, but certainly more challenging than ever, right now given the state of flux in the world.

Laura Cox Kaplan:

Yeah, for sure, for sure. Okay, I'm going to ask you a question that will sound like a strange question, but I don't think you'll think it's a strange question. A lot of people don't know what they're good at, they have trouble dialing in on which of the pieces are really their most significant or most relevant skills. What's your quick advice for figuring out and knowing if you're having trouble with that? How do you know what you're good at? How do you know which pieces you [crosstalk 00:40:37]

Jodi Glickman:

I'm going to answer that, but I actually thought the question was, how do you know what you want to do? Which is also [crosstalk 00:40:43]

Laura Cox Kaplan:

Well, that too. Yeah, that's another big one.

Jodi Glickman:

Okay, how do you know what you're good at? That's such a great question, Laura. Here's the thing. A couple of prompts for you. So number one, what comes naturally and easy to you? What do you do that you don't notice that the time passes? Or that if someone asked you to do, it doesn't bum you out, you can do it without a lot of brain power? What comes naturally to you? What do you enjoy doing? What are you happy to do if someone asked you to do it as a favor, it doesn't mean you'd have to get paid for it, what do you like doing? What's fun for you to do?

For me developing new content around brand and networking and communication skills is fun, building a financial model not fun. What is energy creating for you versus energy depleting? So you are a podcast host and you spend all of your time talking to people, and I would imagine, in addition to having fabulous communication skills like you do, that you probably do enjoy the researching process, and learning about potential guests and figuring out good questions, and asking things in a different angle. So, what creates energy for you versus what is totally depleting? What do you find yourself doing that at the end of the day, you just have no energy left?

Then the last prompt, I would say is, what do people come to you for advice on? What do moms, friends, siblings, parents, kids, like what are you known for as someone ... Do people come to you with relationship problems, because you're really good at talking through issues around relationships? Do people come to you when they want to know where to go for dinner, or where to plan their next party? Are you the go to for your friend group about all things fashion related? Think about those things like, what do you enjoy doing? What do you have fun doing? What is energy creating for you? And what do people come to you for advice on? I would say those are four good prompts.

Laura Cox Kaplan:

I love that. Then in terms of figuring out what you are meant to do or what you think you want to do, maybe answer that part of the question.

Jodi Glickman:

Yeah, that's even harder. I think a lot of times when people are job searching, networking, thinking about their next move, they start talking to people and socializing the idea without having an idea of what they want to do. That is actually a lack of generosity in some level, because if you come to me like, "Can you help me find a new job?" The answer is yes, but what do you want to do and why, and if you haven't thought about that, then you're creating a lot of work for me.

The destination is the hardest part, and sometimes I say it's about actually just picking something, putting a stake in the ground, and then exploring that. If you're not sure if you want to go into marketing or sales, maybe you try on both, and you create a pitch for marketing, and you create a pitch for sales, and you talk to some people about it. By the way, through those conversations of when you're crafting your pitch for a sales role or marketing role, one of them may actually not feel really authentic to you, or maybe more of a struggle, or maybe once you start talking about it, you realize, "You know what? Actually, that's not what I want to do."

The pitch can be a process for honing in on what you want to do. But I do think it's trial and error, and I think sometimes it's putting a stake in the ground and really going after something and learning like whether or not there really is what you want to do. But that's the hardest thing. I think asking yourself questions, "Why do I want to do this? Am I doing it because it's prestigious, or because it sounds great? Or because it pays well?" That doesn't last very long. There's got to be the, what's authentically driving you, and that's just a lot of soul searching.

Laura Cox Kaplan:

For sure. As you think about the clients that you've worked with, men and women, maybe differences that you see between the way that men and women approach, both developing the pitch and maybe going after their particular search. Are there differences? I guess I should start with, thinking I probably know the answer to that question. But no, I think it's important because part of this podcast is developing this awareness of understanding how we oftentimes approach the world in somewhat different ways, and then knowing that there are ways if you're putting obstacles in your path, that there are ways around that. There's tools and tactics. But the first one is, just be aware of this possibility. So, I'll toss a question to you, tell me what differences you see in the way that men and women approach these sorts of things.

Jodi Glickman:

One of the biggest things I think that ... one of the biggest detriments to women as it relates to the pitches that we often take ourselves out of the running, when we are not 100% qualified for a role. I'm sure you've seen this data, it was alluded to Lean In, Ginni Rometty, former CEO of IBM speaks about it. So, if there is a job opening, and there are 10 qualifications, men will look at those qualifications. If they have six or more, they're like, "Dude, I'm the man, I got this. I'm the perfect candidate." And they apply. Women read that same job description, and they say, "I don't have all 10, I'm not qualified."

So, we need to be 100% qualified to throw our hat into the ring. Men need to be 60% qualified. So one of the things I talk about, I wrote an article for Harvard Business Review years ago, called Confidence is a Numbers Game, which is encouraging women to round up. Assume that you can do something even if you're not perfectly 100% qualified. Assume that you can learn on the job even if you haven't done it before. Take a risk and round up. The CEO of SoulCycle, grew up at Starwood Hotels, and she talked about the fact that with every new promotion she got, she was never ready for it. But she knew that she could make it if she just took the job.

I always think about that. Ginni Rometty, former CEO of IBM talks about early in her career, she was offered a promotion, and she said to her boss, "I need to think about it." She went home to her husband that night, and she relayed the story. Her husband said to her, "Do you think a man would have answered the question that way?" She said, "I want. Back in the next day, I took the job, and from there on, I never hesitated when someone offered me a promotion, I took it, and then I figured out how to do it."

So, I think women, we take ourselves out of the running too early, we don't bet on ourselves, we get nervous, we get afraid, we think we can't do it, and we take ourselves out of the running. As a personal story, I will share that, I was so great on the job. We do leadership development and communication training, and a Wall Street firm came to us years ago and said, "We need a program to retain and develop women." I said, "Great, we're the best at that, we can do it."

We built this whole program for them from scratch. The night before I was flying out to launch the program, I remember my husband looking at me and he said, "So do you think it's going to work?" I said, "I've no idea." But I'm going to try. Right? I had sold them on this big huge engagement, and it was a huge success. But I didn't know because I had never done it before. So, there is a lot of leaps of faith in life. Take them, we tend to surprise ourselves in what we're able to do, when we're not doubting and questioning and worrying. Then there's a lot of life hacks to be more confident.

To go back to an early question you had about where does your confidence come from. I should explore that more, because I don't know the answer, but I know how to be more confident. I know about power posing, and I know about having really good eye contact and using your gestures, and getting your endorphins going. So, we can fake it until we make it.

Laura Cox Kaplan:

Yeah, let's talk about ... because I think this is such a specific phenomenon, we talked a little bit about it, I'd like to do it slightly deeper diverse, or talk specifically about this. This is about women who have left the workforce either with COVID, or maybe unrelated to COVID. They take a career break, sometimes three, five years, or maybe, "Hey, I'm going to take two years off of this track and then get back in." Give your advice for women who want to take a break or are taking a break but also want to get back in and they want to preserve the ability to get back in. What's your advice for how you go about taking that break, and then how you position yourself when you're ready to come back, if you've truly been out of the workforce for a period of time?

Jodi Glickman:

Those are great questions and they're pretty hardy one. So a few things. One, I'm going to say transparency, I don't think you apologize for leaving the workforce. I think you're very matter-of-fact about it. "I took five years off to raise my children, done." Not, "I was really sad, I didn't want to quit my job, but I had to, and we couldn't ..." No, there's no apology. You talk about when you're going back in, again, you lead with your destination, what you're interested in, what you're hoping to do, what you're bring to the table, and then when you talk about your backstory, you can bring in what you've been doing while you weren't working.

Because let's be honest, women out of the workforce are still busier than probably half of our male counterparts, juggling lives and family and community and volunteerism, and community service. All of the things we do to keep our families and the economy running. I think it is no less relevant to talk about managing the home learning and homeschooling, managing the finances of the family, being the chief budget officer, the chief purchasing officer, the chief entertainment officer, really and truly.

Then there's probably other things, maybe you've been volunteering on the side, maybe you've been doing something for your Community church, but finding ways to speak about what you've done that has had impact, that has been important to you, that has driven values. I mean, if you've taken time off to care for an elderly parent, right, learning to navigate the healthcare system, learning to navigate health insurance, learning to be empathetic, and patient and responsible and reliable. There's so many ways that you can bring whatever you've done while you weren't "working" to light, when you are coming back to the workforce.

So I think it is about looking really critically with a critical eye at what you were spending your time doing, and figuring out a way to talk about it that isn't kind of shame ridden, but that is coming from a place of strength. "I made a decision to take care of my family or an elderly parent, or I was laid off due to COVID, given the world, the recession in the economy." Be very matter-of-fact, but then here's what I did. Here's what I want to do going forward, and here's what I did to get to this point. Being really matter-of-fact about it and not being apologetic.

Laura Cox Kaplan:

How do you put that in your resume? How do you capture those experiences from a resume standpoint, because it's a heck of a lot easier to talk through it?

Jodi Glickman:

I don't think you really do, I think the cover letter is usually where it will be spoken to. Like, "This is what I'm interested in doing, and this is why I think I'm a great candidate." In your resume, I think you may just have a gap, you can't explain that in a resume. So it's okay to apply for a role in 2021, and your last work experience is 2015. In the cover letter to acknowledge, "I have been home, taking care of parents, children, kids, community, here's why I'm returning to the workforce, here's what I bring to the table." I think you acknowledge it upfront, so it's not the elephant in the room.

But in your resume, I don't know that you can speak to it adequately. So, I think it's going to require some conversation that hopefully, if you have a compelling cover letter about the why you want to do something and what you bring to the table, it accounts for that gap.

Laura Cox Kaplan:

Jodi, how do you think about the impact that you personally want to have, as you look back on your career?

Jodi Glickman:

I would say that success is a moving target. So, I think 10 years ago, I would have felt like if I got to where I was today, I would have exceeded my wildest dreams. But sitting where I am today, I feel like I want to be at Davos talking about workforce solutions and training young talent, and rethinking our model of academics and recognizing that soft skills are equally if not more important than technical skills. I would love to impact more people, and I would love to impact a broader subset of people. I tend to work with a lot of very fancy high tech, well known companies, and train their junior talent. I love that, but I really care deeply about underrepresented populations and young people, and I always think about, "How do I reach a broader audience?"

Laura Cox Kaplan:

I love that. Okay, last question. I ask most people who come on this podcast for a single piece of advice, a life hack or a mantra, you've already given us amazing advice. But if you had to boil it down to one thing that you're just constantly reminding yourself of, or maybe it's something that you wish you had known when you were 22 year old, Jodi, what would that be?

Jodi Glickman:

I think it really does boil down to, and I said this before, that no one cares more about your career than you do, and it's your responsibility to make things happen, but I also think it's completely within your power to make things happen. You can put some intention and awareness behind an idea, you can learn literally anything today for free or almost free. You can self educate, you can up skill, you can network online with LinkedIn. There's really nothing that's unavailable anymore to you. So, put some energy and effort behind trying something new, taking a risk, going after what you're interested in, and make it happen for yourself because no one else will.

Laura Cox Kaplan:

I love that so much.

Jodi Glickman:

Thank you.

Laura Cox Kaplan:

It's great. Perfect place to end. Thank you so very much. I really love your conversation.

Jodi Glickman:

You're so welcome. I really enjoyed the conversation, and you are so skilled at asking really good thoughtful deep questions. So, congratulations, I feel like you're doing what you should be doing Laura.

Laura Cox Kaplan:

You're kind, thank you so much.

Jodi Glickman:

You're welcome.

Laura Cox Kaplan:

All right, friends. So now you have everything you need to develop the perfect pitch or series of pitches as the case may be. To learn a bit more about Jodi Glickman, check out the show notes for this episode, I have included links to Great on the Job, her company, as well as Great on the Job, her critically acclaimed book. Whatever your goals and aspirations may be, I think Jodi's perspective on how to think about the perfect pitch works whether you're developing your own company, moving around inside an existing organization, or potentially making a really dramatic career pivot.

So, as always, I'd love to know what you thought about this, or any of our She Said/She Said podcast episodes. It's a huge, huge gift to me when you all reach out with your feedback, and your perspective, and to tell me which parts of these conversations resonated with you. I also love your suggestions for other guests that we should have on She Said/She Said podcast. So, be sure to reach out

This transcript was exported on May 06, 2021 - view latest version [here](#).

to me, you can contact me via the contact link on the website at shesaidshesaidpodcast.com. You can also contact me via the various social media platforms, Instagram, Facebook, LinkedIn, I'm Laura Cox Kaplan on all of those, so please reach out.

Let me know what you're thinking, what's working for you and what questions or problems you're struggling with. I'd really, really love to hear. Until next time, I hope that you found this little investment in you, well worth it. Take care of yourself. I'll see you next week.