

Gorick Ng 00:00

Guess how you heard about my, my work? Um, man, how did I hear it? You know, I'm always looking at like Amazon lists for popular books, especially anything related to careers, business leadership. And I think we actually came across it through through Amazon by doing a search on some recent books that have been doing well. Oh, okay. Very cool. Very cool. And sorry, I'm just gonna put up a chair here. So I can maybe clamp the microphone to a different spot. Okay. Yeah, no worries. Very cool that you heard about through Amazon, you might be the first one actually. Mostly people know where the leads are coming in. How are most people finding you? I'd say it's probably been through LinkedIn. I want to say, I think like you, I've been, well, I'm multiple steps behind you, for sure. When it comes to building an audience, I'm still in the very early stages of doing that. And it's always just useful to know. I guess what, what's the SEO that's driving someone to my work? I'm sure, yeah, you've perfected that. I mean, you occupy the future workspace really? Well. Your LinkedIn has been great as well. I love LinkedIn. And you strapping it to something. I am trying to get this thing here. Ah, okay. Like, what is that noise? Let me turn this off for one second. All right, is this any closer? And yeah, it's way better? Way better? Okay. Great. So when it comes to the shot taken? Is it just this or will there be more footage? Yeah, it's pretty much like if you would just kind of Riverside a little bit and play with the window? Yeah, I mean, it's pretty much going to be you with it looks like a white blueish background behind you. Okay, excellent. And then so I can see a little bit yeah, is that like a mirror or something to one of your slides, or a table or? Now let's add a shot. I'm gonna just readjust. So the last 15 minutes of every episode, I like to reserve that for kind of like action items. So I'm going to ask you some specific action items questions later. Specifically, actually, what I thought would be really cool is I think I saw a recent article that you did, and I can't remember if this was in your book or not. But you had five questions to ask, Am I aware? Am I visible? Am I intentional? Am I mentored and am I sponsored, which I thought is really good, not just for people starting their careers, but for people at any stage in their career. So I think what we'll do is we'll reserve the last 15 minutes of the show. And maybe we can talk specifically about asking those five questions, and maybe a little bit more context and what to do from each one of those five things to make sure that people can get an affirmative on that. I love that. I love that. Yeah, if you don't mind reminding me of those five I can I can go through them one by one. So I'm not rambling. Yeah. All right, let me push record on my camera here. And then I'll do a longer intro when we start for now, I'm just going to jump into asking you questions. And then before it airs, I'll do like a much longer, much longer intro. Any other questions that I can answer for you before I jump in? The only other question was just in terms of framing, certainly, the book is written for the individual, your audience might be on the leadership side, when I'm answering Do you want me to talk about this from the perspective of self help, or, or culture? And instead? Yeah, that's a good question. Um, you know, we'll try to steer you in that right direction a little bit, just by the questions that I asked. But yeah, I mean, it's, it's a mix of audience members, I'd say most of them are probably leaders in some capacity. But there's also a fair amount of people who are not in any kind of leadership capacity and who want to be or who even want to be better leaders. So I mean, one of the things I liked about a lot of your content is it seems like you could apply it to different audiences, not just for people who are starting, but we'll we'll touch on like both, because I'm sure people would, you know, would want to know both. That sounds great. We'll do and then the right way to say your first name is Greg goreck. Yep. Okay, cool. Well, unless any other questions I'll jump right in. No, I'm all set. Thank you. All right. Hey, everyone. Welcome to another episode of leading the future of work. My guest today is gorrik Inc. gorrik. Thank

you for joining me, Jacob. Glad to be here. Thanks for having me. Why don't we start with a bit of background information about you? Before we get into some of the stuff from your book. Just reading about your story, I found it very interesting and fascinating. So tell us a little bit about how you got to where you are and what made you even write this book. Sure thing Well, it wasn't clear at the onset that this would all come together in a book. But I'd start my story off at when I was 14 years old. I was in elementary slash middle school then and my mom who had spent her life working in a sewing machine factory was suddenly laid off. And so I as the person who knew how to get onto the Internet, who knew how to speak English became the person to write her first resume, which in turn became my first resume. So I spent recesses learning to write resumes and cover letters, afternoons at the public library, looking for jobs and evenings coaching my mom. And we ended up I ended up applying to hundreds of jobs and ended up getting zero callbacks. And it was at that moment that I realized, wow, wait a second, I did well, in school, I saw myself as a hard worker, how could something so seemingly simple, be so complicated, and it wasn't until I arrived at Harvard as a first generation, low income college student, the first of my family to pursue a higher education, that I realized what I was missing. And it was this informal education that many of my more privileged peers had growing up this informal education over the dinner table, around how to work the system and sell yourself and sell your ideas. That led me to realize, wow, so much of this is not taught in school, it's just expected that it's common sense. And when I arrived in corporate America, I saw that these unspoken rules have only just begun, where it's not necessarily the most competent people who make it to the top. It's not necessarily the best ideas that get implemented. It's about how you sell yourself how you sell your ideas, how you work the system and navigate the system. The so called unspoken rules that separate insiders from outsiders, and can be the reason why someone accelerates their careers and builds a successful career versus someone who ends up stumbling and not knowing why. And ended up really just doing some self reflection started off with some rants and after work and weekend, chats with friends. But one conversation led to another led to another led to another. And all of that came together in over 500 interviews that I ended up conducting with professionals across geographies, industries, and job types. That then became the unspoken rules this book with her. Yeah, can very much relate to that. I remember even after graduating while high school and college, that it was really hard for me to get a job. I mean, in high school, I wasn't a good student, my GPA was like 2.79, or something. But in college, it was really good. I graduated with a 3.8. I had honors, I double majored. And I did what everybody thought that you're supposed to do, which was you created a cover letter, I went on to what was a career builder and Monster sent out a million resumes. And I did all that sort of stuff. And like nobody was calling me back. And I just could not figure out what was going on. And pretty much my days were spent just on those career websites, just sending out as many of these freaking things as I could. So I wish I had that book, back in the day when I was applying for jobs. But when you say unspoken rules, give me an example, or maybe one or two of those rules, so that people know exactly what we're talking about when we say an unspoken rule. Sure thing. So when I speak to leaders, they'll often tell me that they want someone who comes to the table with solutions rather than than just problems. That's actually an unspoken rule, it's not obvious that doing your job is only part of your job. Managing your manager managing up is actually what separates those who get ahead from those who stumble and don't know why. And there's actually a stylistic difference in the way that someone asks questions at work that is common to high performers and high potentials. I'll give you an example. So let's say I'm researching something, and I'm, and I'm having some trouble finding the information that I need. And I come to you Jacob as my as my manager. And I say, well, option one is I don't come to

you with a question at all, and I just hide it under the rug. Option two is I come to you, Jacob, and I say I'm stuck. What do I do now? The third option, the best answer and the answer that's common to these high performers and high potentials is for me to say, Jacob, I'm trying to investigate this. I'm struggling with this. I can take path A or path B or path C, I'm leaning towards B. Am I thinking about this the right way. And there are a host of unspoken rules that I just applied there. The first one is do and show your homework. So I'm doing whatever I can to solve my own problem before coming to you. I am bundling and escalating where I might be looking in my own files to start, I might go to a colleague that's near at my level, I go one level up one level up until I escalate to the person who can answer my question I'm doing and showing my homework. So I'm showing just how much effort I put into this, I'm showing you what I know before I show you what I don't know. And I'm giving you something to react to. So instead of giving you an open ended question, I'm giving you options to choose between. So all you need to do is say, Yeah, option B sounds great. Now, this might sound obvious or even common sense to someone who's a high performer and high potential. But no one really teaches you this. This is a matter of, of social and cultural capital, a fancy way of saying, looking left looking right, seeing how your siblings and parents and mentors have conducted themselves, and then emulating these best practices. How many rules are there an infinite number? Well, in the book, I have about 20. And they all roll up to a framework that I call the three C's, which stand for competence, commitment, and compatibility. Where regardless of where you work, and regardless of what level you're at, you could be the CEO. Your job is to demonstrate the three C's of competence, commitment and compatibility, where the people around you are sizing you up in the CEO, it might be your board of directors or your shareholders, or, or your employees. And they're asking themselves one, can you do this job? Well, which is the question of, are you competent? Are you excited about this job? Which is the question of Are you committed? And do you get along with us, which is the question of are we compatible? And when it comes to these unspoken rules, it's all about understanding the unspoken ways that people express competence, commitment and compatibility within your profession, within your job type within your organization. So before we unpack those three C's, which I love, by the way, very easy to understand, I think a lot of people can relate to that. But before we talk about that in more detail, if you take a step back, kind of and look at the world of work now, obviously the book wouldn't have come out last year. It did. Yeah. April of 2021. Yeah, April 2021. So when you look at the state of work now, I suppose there's probably some differences. Since last year, you know, now we're kind of at that stage where we're hopefully getting through the, you know, the COVID phase, and things are starting to reopen back up a little bit. But when you look at work now, what are your general perceptions of just the workplace in general, because there's a lot of craziness going on? I think the most recent thing, Malcolm Gladwell, what was it yesterday, or today just put out something where he says, You shouldn't work from home, what are you doing with your life? If you work from home, and people are like trashing him online? Like there's just a lot of debates going on around work? Where Where do you think we are? What's your perception? Yeah, there's there are certainly evolutions with respect to how work is done, and how we're expected to do our work. And then there's also evolutions around how we're perceiving work in the context of our broader lives. So starting with the first, it was a stressful experience releasing the book in April of 2021. Because just as I thought I was at the very last version of my draft, I ended up actually rewriting the entire thing. First, it started off with me going back into my draft manuscript ctrl f ing for the word handshake. And then taking it out, and then realizing it was kind of like pulling on a thread, the whole thing just started unraveling. And whereas before, I remember, in my very first edition, I think I had probably about 30, after after that first edition, I had unspooled 30

editions of your book. So I had, I went back into my Dropbox and I had about 300 Word documents that I had written and rewritten and saved up. So Oh, my God, my thinking has certainly evolved. And much of it had been as a result of me, interviewing more people and seeing the connections between completely disparate job types of nursing versus investment banking, and just me learning about how things are different but also how things can be the same. So that's what led to all the different editions. But when I got to that final edition when I thought I was just nearly there, the pandemic hit and some of the old rules that I had considered, for example, there was an unspoken rule of well, when you're being asked to set up a phone call what people are referring to too often as a conference call or a telephone call, because asking for a video call is intrusive, it just wasn't common practice previously. And then I had to really consider, well, what if we end up in a world where asking to be on video is an expectation? Or when we are, which it certainly is now? Exactly. So now I when I, when I set up meetings, I have to say I'm open to having a video call or a phone call your choice. That wasn't even something we had to consider previously. So there's, there are evolutions and how we conduct work and happy to go into more examples. But our expectations towards how work fits into our broader lives has evolved to where, when I was first starting out, and this was also as a result of me realizing that, how we're all different, but we're how we're all the same. That whereas in the past, I had conducted surveys of young people coming straight out of school, and what how they defined long term career success, I saw a lot more examples of making my way up to the top, making a lot of money, being my own boss, things like that. Whereas now, I'm interviewing a lot of Gen Z's, for example, and I asked what's most important to them? And I see at the very top consistently, financial stability, work life balance. So I think the role of work in our lives is, is changing as well. Ya know, I couldn't agree more. You know, there's a lot of debate. Also, I was talking to Patrick Lencioni, a couple days ago. And we were talking about this fact that, and I know some people will disagree with this, but it feels to me like a lot of people, I don't know, if it's they don't want to work, or the pendulum has swung too much in one direction have high demands and high expectations, ridiculous salaries, but it just seems like and look, I'm all for power of the employee and employee experience. But sometimes you hear these stories, and you just feel like the pendulum used to be in the hands of the employers. Now it's swung completely in the opposite direction of the hands of the employees. And and it doesn't feel like there's as much balance in the world of work as there needs to be. I'm curious to hear your take on that. Are you seeing that are the expectations, the demands that things that people are asking for? Whether from Gen Z or another generation? Is it? Is it a little too much now? Well, it's the pendulum is certainly does keep swinging, and it swings rather quickly. So I do a lot of workshops and speaking engagements and consulting with companies big and small ones like GE, IBM, Aon and others. And before my sessions with their professionals, I'll often do a survey of what their primary struggles are and what their primary goals are. And here we are doing this recording in August of 2022. I did a session with a tech company just about two, three weeks ago. And we had set up the session about six months ago. So we had given these employees quite a bit of time to fill out the survey. But as things go, you'll have the early takers of the survey and then the later takers, takers of the survey. The early takers of the survey happened to have taken the survey right before this recent wave of tech layoffs. The second half of the respondents were responding to the survey, just as their own company had announced a hiring freeze. And you could see just it was night and day in terms of how people were answering the survey where folks earlier on were asking questions around. Where do I see myself in 510 years? How do I build a career that's fulfilling? How do I find work life balance? How do I show up and be my confidence self? So I would say a lot of a lot of challenges with respect to one's heart. And then all of a sudden, this was the first group. This was

the first group. Yep. And then the second group, this was when my my client sponsors had sent out a reminder email asking for folks to, to respond to the survey prior to my session. And this was I think, maybe 48 hours or so after the company had announced a hiring freeze. And that's when folks said, my primary concern is whether I'll get to keep my job, whether, as an intern, I get a return job offer, whether I'll have to get back into the job market. What does it even look like to look at a job look for a job in this economic environment? And that was an overnight shift. So the pendulum does swing and swings rather quickly. I love that. Yeah, that's a good comparison. It's an interesting data point, because I don't think a lot of people have you don't have that data point. But it's something that you were able to visibly see. And you're right i mean the pendulum does swing very quickly. And hopefully we will get some kind of balance because it feels like the last few years, a lot of things have been kind of up in the year. But would you say you're optimistic about what you're seeing in the world of work? I mean, are you seeing a lot of change happen? Are you seeing more positivity? Or are you seeing more kind of chaos, negative things happening, you know, more of a fight between employers and employees? Well, I think in the midst of this fight, or this, this tension is, I think, a reevaluation of how to be an employee how to be a good employer. And how does work fit into our broader lives, which I think is a productive conversation. So more recently, we've certainly seen a lot of employers ask the question of, okay, we've got this retention problem, what do we do about it? Now, let's work backwards, what are the contributors of someone leaving in our organization. And when it comes to my work, what I've seen time and time, again, is people having everyday frustrations, ranging from not knowing who their supervisor is not being seen and heard in meetings, not knowing what's expected of them, not feeling like they're treated consistently, seeing others be unfairly promoted, you know, passed over for job opportunities, all of those everyday frictions, bubble up into attrition problems. And what I, what I often chat about with leaders is, you know, we often talk about the glass ceiling or the bamboo ceiling, but so many of your future leadership bench is leaving long before they even get a chance to bump their heads up against this so called glass ceiling or bamboo ceiling. And it comes from everyday interactions between coworkers between supervisor and employee. Yeah, well, let's talk a little bit about the three C's, competence, commitment and compatibility. I love these because so I'm working on a new book on leadership and vulnerability, which will come out next year. And competence is an important piece for me, because I'm finding that there's a very big difference between being vulnerable at work, and being competent, versus being vulnerable at work, and not being good at your job. And a lot of the research shows that if you're vulnerable at work, and you're good at your job, it's perceived as a strength, versus if you're vulnerable at work, and you're not good at your job, it's perceived as a weakness. So there's a difference. If I come to you, and I'm a high performer, or I've been doing well, and I say, Hey, gorrik, you know, I gotta be honest with you, I really made a mistake on this last project, and you know, I need help, can you give me some advice, versus if I'm not doing well at the company, and then I come to you and I say, man, gorrik, I really screwed this thing up. Right? In one situation, you're gonna look at me and say, Wow, that's a strength, you know, you've been doing well, I'm happy to help you out. In another situation, you're gonna say, dammit, Jacob, you messed up again. So the competence piece is really, really important. And as much as we talk about things like emotional intelligence, or IQ, there's no substitute for being good at your job. So talk to me a little bit about the competence piece, and what are some of the rules that fall into that piece? Sure. thing? Well, what you speak to is the importance of establishing a pattern that leads to trust. So you'll often mentors will often tell their employees, it's important to have a good first impression, we often hear that cliché a lot. Well, what does it mean to have a good first impression? Well, it means that I'm thinking back to my

consulting days, maybe not the most appropriate mental image, but my managers would often say, you know, you need to, you need to earn a longer leash. And I never really quite understood that. Until they told you that they did. Yep, you have to earn a longer leash. And I quit my last one of my last jobs after the CEO made me get him coffee if, if he told me I needed a longer leash, I'd be like, Man, that's pretty Yeah. So I mean, what this speaks to is how awkward or politically incorrect sometimes these so called unspoken rules can be and why some of them often don't get shared. And also, part of the reason why companies have an outsider speak some of these unspoken rules is because they exist regardless of whether we acknowledge their presence, and it just comes differently when it's coming from an outside source versus from your direct manager. In retrospect, that was I'm grateful for my manager. Having said that, what he meant behind this, this this troubling mental image is that you need to earn your trust. And I've heard this time and time again. Where I'm semi quoting from someone I interviewed for my book who said, If you can't even get in the case of you, Jacob if I just use the coffee order for For a moment, if I if you can't even get my coffee order, correct? How can I trust you to handle millions of dollars correctly? Or how can I trust that you'll represent our firm well in front of these clients? In the words of this person, I interviewed a, I believe it was a senior partner at a law firm. He said, I have to, quote unquote, test drive you first. And that's what my manager was really saying to me in saying that I had to earn a longer leash. And so it's important to show that you're willing to learn and willing to help when you're early on. And it's important to show competence, what does that mean? Well, it means that you're doing what you say you will do, that you're detail oriented, that you're being responsive, that you're willing to embrace what others ask of you, that's really the key to building trust at the onset. But what I've realized, and leaders listening to this conversation will already know this framework, the nine box matrix is an important tool in performance management, where you need to not only show performance, you need to also show potential that you're ready for more important responsibilities. What does it mean to show potential? Well, yeah, please. I was gonna say so this is also I mean, this isn't just applicable to, you know, entry level employees, I mean, the competence piece needs to be across the board, whether you're an entry level employee, mid level leader, or top executive, you know, people need to remember that there is no, like being good at your job is really, really important. It is and if you want, being good at your job is important period. But it's necessary, but not sufficient for moving to the next level. And this is something that often goes under discussed, which is the need to show performance, you also need to show potential. So you need to show that you have a point of view, you need to anticipate problems before they come up, you need to be seen and heard and remembered by leadership. And this is often what goes under discussed, which leads to many outsiders, to the corporate environment to do what I did, which was put our heads down, and hope that our good work will speak for itself. And unfortunately, that just doesn't happen. You know, know that? Yeah, that usually doesn't happen. So when we think about what some of those rules are, you actually mentioned a couple of them, but I want to kind of like break them down into like, rule number 123. So what, why? Because you kind of I think combined like three rules, they're shifting. So can you just kind of recap what some of those important rules for competence were? Yeah, sure. Thanks. So when it comes to competence, doing what you say you will do? So specifically, it's in focus, we'll call this as managing expectations. So it is being mindful of what did I explicitly or implicitly promise you? And can I deliver on that promise? So here's, like the implicitly, implicitly, as well as an important one. It's not what did I directly say that I will do? But what did I also imply that I will do too, because that's an important one that a lot of people forget. And related to that is this related at all to the under promise over deliver? It is, in a way. And in sales, there's a concept called sandbagging, where if you want to meet your sales

quota, you'll want to promise a lower quota so you can comfortably meet it. But if you consistently come across as someone who's sandbagging, that's going to come back and bite your reputation as well. So you need to carefully manage this. I mean, let's be real companies do this all the time with respect to corporate earnings, right? So this isn't just an individual concept, it's a business concept. When it comes to managing expectations, I have a framework in my book called Why, what how, by when? And if you take nothing else away on the topic of confidence, of competence, rather, actually, we could talk about confidence versus competence if we have time. But yes, when it comes to if you forget everything else about the topic of, of competence, just remember why what how, by when, where, when you're delegated a task. And it could be as simple as well, seemingly simple as hey, Jacob, can you look into this? I've gotten so many of those types of requests, which are completely ambiguous as to what it is that I'm supposed to do. Well, the mental framework of why why is this being asked of me? So what's the broader goal? Is this going to be presented before a client is this for our own internal teams understanding? Understand the why is the first step understanding the what is the next step which is what is the deliverable Do you want me to write the second email if you want me to put together a PowerPoint presentation you want me to play? aside in the hallway, do you want me to slack you the quick answer in the form of bullet points? The third one is how so how am I supposed to do this? Am I supposed to talk to so and so am I supposed to Google for the answer? Am I supposed to just brainstorm some ideas and give it to you? And the last one is by when? And this is often the one that truly goes under disgust, which is, is this for this Friday? Is it for this afternoon. And one of these other unspoken rules is that for every deadline in the workplace is at least another invisible deadline. So if Jacob you tell me that the deadline is on Friday, because that's when we're presenting this topic to our client? Well, I need to work backwards from the end goal. And I need to realize that, Jacob, you're going to be away on Thursday. Before I can talk to you about it, I need to talk to Sally. And she's only available on Tuesday. And before I can talk to Sally, I need to put together a proposal. So really the so called deadline isn't this Friday, it's this afternoon. And what many professionals who don't understand this why what how by when framework or the importance of managing expectations will do is do what I did, which is smile and nod and assume that I'll just figure it out. When really, I should have clarified what I think I'm hearing is this. Did I hear this correctly? And that's also an unspoken rule of repeat back what you think you heard. Let's talk a little bit about confidence. So I know you're going to talk about that. Why is confidence so important? And do you have an unwritten rule about what well I maybe made the best slip up ever in even just miss mischaracterizing competence as confidence, which is actually my main point, which is that it's hard to unpack the to and to differentiate between whether someone actually knows something, or whether they're just coming across as if they know something. So if I think back to my mom's job working in a sewing machine factory, well, her outputs are easily quantifiable. So all you need to do is look at how well she's sewing on that zipper. How many garments she's sewing within a particular period of time. And you could pretty easily assess who's a good sewing machine operator and who's not. However, what if you work in operations? What if you work in marketing? What if you work in HR, your outputs are much less easily quantifiable on a daily basis. And so in the absence of clear outputs, we start relying on inputs, such as how confidently you're selling your ideas and meetings. How many hours are you showing? So we often conflate the two. And so that that's what leads to a host of unspoken rules around making sure that you know which meetings are ones were supposed to be seen and heard, seen, but not heard, versus neither seen nor heard. And I was just doing a session with, with a large tech company, fortune 50. And we, we talked about the topic of speaking up. And the importance of knowing whether you're in learner mode, or leader mode. So

when you're new to a team, people expect that you won't know very much. So you'll stay quiet. Take notes and ask questions often after the meeting. But over time, as you develop more subject matter expertise, as you're pulled into more phone calls, as you're the holder of this information, people start thinking well, Jacob, you were in that meeting, or you held the dataset or you did this work, you know more about this topic than any of us. Why are you not speaking up, in which case it becomes really important, especially when you unspoken Lee graduate from learner mode to leader mode to start not just asking questions, but presenting your point of view. If we have two more seats to get through, and then I want to get to some some action items. So we have commitment and compatibility. Maybe we could spend the two, three minutes on each one, starting with commitment. What is that? And what are the unwritten rules? Sure. So a big one is just being responsive. So this this, I mean, this gets read the heart of the tension between employer and employee, where depending on your profession and the expectations, is there an unspoken expectation in your workplace that if a higher up emails you that you'll respond right away that you'll always be on? That's something that corporate America is wrestling with. In the thick it is in the thick of wrestling with right? We will Yeah, that in specifically how do you create boundaries, right? Because just because you're connected doesn't mean you need to be available. Somebody's emailing you at two in the morning or at 10 o'clock at night. Do you need to respond to that to show that you're committed or can you create some kind of boundary? Well, actually that that speaks to what we just referenced, which is the The need to earn trust. So if you have a pattern of behavior of doing what you say you will do, and getting your work done, and meeting expectations, there's probably going to be much more leeway when you say, well, I need to be out at this time. And if you by the way, if you had clarified the why, what how, by when people are much less anxious about whether you even have things under control. So you as a result, will have much more of an ability to draw these boundaries of saying, I'm going to be out from this hour to this hour. However, I will get back to you at this time. And people can take your word for it. So it's important to set these these these patterns straight early. It's much less easy, if you have a pattern of behavior of maybe not following through with things in which case, it becomes this sort of downward spiral in a way where the heart you'll have to work harder and even more so because people don't trust that you will do what you say you will do. When it comes to this idea of of being responsive. What it means to be responsive will depend on your context. So many of these unspoken rules, you can start observing just by simply looking left looking right and seeing the behaviors of the highest performers on your team. So you don't want to, for example, be the one who, who, who's the last to respond to an email if four out of five other people responded within 10 seconds. Now that leads to culture and a whole host of other things, right. But if that's the culture, that's it, that's the unspoken rule. So that's, that's on the level of commitment. So okay, so commitment. So responsiveness and commitment is there, those are very, very important. As far as how you respond when you respond, people really need to be intentionally. And for those who are looking for jobs, I mean, I coach students all the time, in my, in my capacity as a career advisor at Harvard, who, and those in talent acquisition will probably relate to this a lot, where a job seeker will receive an email for an interview. And they'll take three or four days respond, at which point, people can't read your mind. So can't interpret your lack of responsiveness as you being busy or you not caring very much. And so in this case, the early bird gets the worm. And I guess from a leaders perspective, the commitment they can kind of be showed is caring, right? How you respond to your employees, if you respond to them timely. Not just commitment, but do you care do you value what your employees are sharing with you because if you're not responsive, it can be seen as very dismissive, or you don't care versus if you are responsive, it can show more, you know, I value what you what you've done, I

value you your time. So leaders need to I think pay special Absolutely, absolutely. And, and a big piece of showing commitment is showing you want to learn and showing that you want to help. So if you're if you're an employee, there's an unspoken rule that if you're done your work, this is for if you want to show potential is asking the questions of can I help? Is there anything I can do to help? Or better yet, I noticed this, can I help by doing this? That's showing that you want to learn that showing that you want to help and that showing that you're committed? Yeah. I like that. Alright, let's do the last one compatibility. This is the trickiest one. And it speaks to well, diversity and inclusion, equity belonging, it speaks to really the unlevel playing field that exists if you don't look alike talk alike or have the same backgrounds or interests as those around you. So I remember interviewing an individual and I ended up profiling him in my book, where he had joined a team where there was a culture of going on tie dye pedal bar outings. Now I actually didn't even know what a pedal bar was. Turns out, it's a bar that you cycle. There's a bar it's like a mobile unit. And you're all pedaling and you're pedaling it down the street and you're drinking at the same time. In any case, oh, I've seen one of those in Alright, I know what you're talking I learned something from this interview clearly just beyond the unspoken rules of what a pedal bar is. But it on his team there was a a culture of joining your coworkers out for these pedal bar outings and wearing tie dye. And the individual that I interviewed thought that doesn't sound like me at all. And so we decline those those invitations. Fast forward. And this individual ended up receiving low performance evaluations, and was called, and I quote, not a team player. He then ended up joining his coworkers on those outings, and within several months, ended up being promoted actually multiple times. Now, I'm sure there are plenty of other factors and influencers. So it's hard to unpack all the confounding variables. But but this really goes to show that doing your work is only part of your work. Showing compatibility showing that you want to get along with your co workers is just as important. And so when I coach folks who are coming from underrepresented backgrounds, and I do a lot of workshops for for interns, and early career professionals, and professionals who are coming from diverse backgrounds, how do you express competence, rather, commitment and rather command compatibility? How do you do all of us, especially when compatibility is so hard to come by? Because you may not be able to have that conversation about that ski outing? Or that fancy vacation? No, we're especially if you're being forced to do something you don't want to do, right? I mean, like, I don't want to go drinking, like why should I have to go do it? So are you saying that people have to do these things, and if they don't want to do it, well, this, this goes to a different framework. And, and part of the reason why this work took so long, was realizing that these are the hidden expectations of your organization. But how you react to these unspoken rules is now in your hands. So in the face of all of these unspoken rules, you have three options. You can embrace the rules, you can reject the rules, or you can bend the rules. And so this individual, I'm not saying that this individual did it correctly, but his formula ended up being one of conforming to start to build trust, ascending to a position of leadership, not forgetting the painful trials that he had gone through, and now really making Dei, a big part of his leadership philosophy. But in all these situations, I want to say, it's hard because we all have things that we hold sacred, there are things that we're willing to negotiate, and there are things that we're indifferent about. And so different people will approach these unspoken rules differently. It's a matter of personal values. Okay, all right, that makes sense. Okay, so for the last 15 minutes, I want to focus on action items, things that people can specifically do. And going through your content, I think probably the best thing would be to go through these five questions that you encourage people to ask, and this is something that I think anybody can ask. And the five questions are, am I aware? Am I visible? Am I intentional? Am I mentored Am I sponsored? So let's start with MI aware. So what what does that actually mean?

And what can people actually do to make sure that they are? The question of am I aware is really the question of, Am I aware of what behaviors get rewarded and what behaviors get punished or penalized in my organization? And this means understanding the formal performance evaluation process. So pulling a trusted coworker aside and asking, Hey, this is my first time going through this process, what are folks really looking for? Having that behind the scenes conversation is the first step. The second step is to look left look right, and observe the behaviors of those who are the highest performers and the highest potential and those that those are the people that you would most like to emulate in an authentic way. And, and just being aware of, of what you need to do to get to where you want to go. That's the first step. Which I think a lot of people are not aware, they just to your point, right, heads down, just do a good job, and they forget about all these other things that are irrelevant, which sounds kind of weird to say that, like, you know, I guess in an ideal world, these unspoken rules shouldn't even exist, right? I mean, everything should just be fair and equal. But the reality is that in every organization, these things do exist. So part of your role is to, I don't even want to call it like to play the game to play office politics to play the like, you know, it because that doesn't sound good. But to some extent, you do need to be aware of that and what gets rewarded and what gets reprimanded and that kind of, you know, what happened? Yeah, it's a question of, okay, you now know the rules of what it takes you now in a school context, you now have the rubric on what it takes to get in a class. The question now is, do you actually want to get an A plus this is a class so that you want to succeed out? Or is this not going to be an environment that you're going to find fulfilling long term, in which case, you have the choice of either staying in this organization moving to a different team in this organization or leaving this organization? The second question is, am I visible? And I love this one, too. So what does EMI visible mean? And what can people do to make sure they are visible, the visibility point is really speaking to the importance of not just doing your work, but also being seen, being heard, being remembered. And then as a result of all of this, hopefully being promoted. So when I think about it, and for leaders listening in, think back to the last time, you had selected someone for a high profile project, or someone that you wanted to promote very likely, this is someone that was top of mind that had gone above and beyond to maybe get to know you on a one on one basis, maybe had asked a good question during a session of yours that follow up with you asking for a one on one. That's what it means to be seen and heard. No one is going to say, well, who should we have lead this marketing efforts? Oh, yeah, let's go through our entire employee roster and see who has put in the most hours and who has done the most meticulous Excel spreadsheet thing? It's probably going to be someone who's top of mind. So being visible is super important. How does this relate to what we talk about now with working from home versus being in the office? Because it seems like if you are in office, you will be more visible than if you are sitting behind a screen? So is it fair to assume that you have a greater chance of getting to the role that you want? If you're in an office versus unfortunately, the studies have shown that yes, that is the case. And it's as a result of a term called proximity bias, where we have a tendency to not only remember but also trust and like the people that we have more exposure to. And so this becomes a raging debate that the the the world of work is is is waging right now of if we are going to be a remote first company, or we want to level the playing field for those who are not coming to a physical office space, how do we make sure that promotions are equitably equitably distributed? And it remains to be seen how that data is going to shake out? Yeah, and the other question is, should it be equal like it? Because I've heard this debate too, right? Because to your point, there's a lot of ways, you know, people who are in an office are going to get promoted more than people who are working from home. And then some people are saying, well, yeah, why shouldn't they be? Right? I mean, they're coming

into the office, they're making the extra effort, they're making that extra commitment? Why shouldn't they be getting more promotions than people who are sitting at home in their pajamas behind the screen? Well, that actually speaks to the need to expose the three C's, where leaders value, competence, and commitment. Whereas maybe their employees are pushing back and saying competence is the only thing that matters. And as a result, we're really talking past each other, when really those in positions of leadership value both, and really compatibility as well. Yeah, it's gonna be an interesting debate, the rating we're going to continue to have over the next probably year or so because there's a lot, you know, this is front and center and a lot of news lately, and it's always interesting to hear the different sides arguing. Okay, next question is, am I intentional, which I think is another important one. So what does that mean? And what can we do to make sure that we aren't? Well, this speaks to two things. One is, are we spending our time on the things that matter? And one of these unspoken rules, in my book is on knowing what matters to those who matter. So doing? Doing a job is important. Saying yes is important. Working hard is important. But are you actually focusing on what is most urgent and what is most important in the eyes of those in charge in the eyes of the organization as a whole. So being deliberate about how you spend your time becomes really important. And this also speaks to di as well, where studies have shown that women and professionals of color have had a history of taking on more office housework. So organizing the holiday party or taking notes during meetings. Well, that might help you get some brownie points in or personally in your team, but at the end of the day isn't ultimately going to be the thing that shows up in your performance evaluation as the reason why you should deserve it. This this leadership opportunity. So there's intentionality with respect to how you spend your time. There's also intentionality with respect to how you plan your career. And this speaks to this question of, okay, if I do these things I'll get to this level in this organization. Is this actually a role? I want? kind of remind? Yeah, yeah, it also reminds me of this importance of like speaking the language of the business, right, because what you think is important, and what you think matters might not necessarily be what your leader or what your leaders leader thinks is important and matters. Similarly, the way that you speak and talk about a problem or solution might not be the same way that a leader of use it. So speaking the language of the business, or speaking in terms of, you know, the way your leader is going to understand I think can also help get your ideas pushed across, get your proposals pushed through when you understand it from your leaders perspective. So how do you how do you go about doing doing this? This is just a matter of just asking for some time with your leader and saying, Hey, can we can we have a couple of minutes, I just want to make sure I understand things from your perspective. You know, how do you prioritize this can happen on your first day, it can happen in a one on one, it can happen really anytime, where you ask your immediate manager and really anyone who's who's above you, Hey, what are the top priorities that you're working towards over the next month over the next quarter over the next year? And how can I help? How can I contribute? That one question is so very rarely asked. Those who ask will inevitably stand out? Okay, and last two, we have MI, mentored and MI sponsored. So let's start off with Am I mentored? So? What does that actually mean? And what are the unspoken rules there that well, a mentor is someone who knows something you don't know and can, as a result, help you uncover what you don't know, you don't know. But should know. So this person doesn't have to have a name tag that says I'm your mentor. Oftentimes, they are a co worker, right? In school, it might be someone who has taken a class before you so can tell you void this professor, definitely take a class with this other professor. That's a mentor. And so it's important to have these mentors in an organization, because they've been in your shoes before. They can tell you what painful errors they made, that you can avoid, if you had just spoken

about with them. So how do you find a mentor? Well, you can do it passively and actively, so passively. It's a matter of converting strangers into allies. So when you're in a meeting, show up a couple of minutes beforehand and ask about someone's day, say, Hi, I don't think we've met I'm so and so nice to meet you. Maybe be just half a second slower than everybody else to leave the meeting afterwards, just in case, there's some after meeting chitchat, and that's something that you can contribute to. So really just finding every opportunity possible, even in a remote work environment, to break the ice with someone. And over time, you'll go from asking about someone's weekend to ask about their work, you'll go from asking about their work to asking how you can help you go from asking how you can help to maybe slipping them some information when they slip up in a meeting and they don't know what to say next. And you build these allies at a point where you'll start sharing intelligence with them just as they will do for you. Ally ship mentorship. I like that approach. Okay, so mentors are basically so they are someone who you could consider them an ally, I'd say that mentors typically know someone, something that you don't know. So maybe there are a couple of steps ahead of you. Maybe if you're an analyst in an organization, maybe they're an associate, if you're a manager, maybe they're a senior manager. There's also reverse mentorship, right? So you could be a leader who then calls upon someone who's at the junior ranks, because they know something you don't know, despite the age gap in the reverse direction. Okay, and the last one is mi sponsored. Because I think a lot of people are going to be wondering, what's the difference between being mentored and sponsored, so mentored, having the allies, people who might know more than you have more experience than you and you that relationship can be reversed? Why is being sponsored? Well, different? What is that talking about walking down a hallway, a mentor will help you figure out which doors to knock on. A sponsor will be on the other side of that door and kick it down for you. And so, when it comes to what it takes to get that high profile assignment to get pulled into that closed door meeting to get that coveted promotion, what takes someone to pull you in, it's not enough to just push yourself out. And this is where or it's important to have those relationships at the senior levels where, when it comes time to have that closed door meeting on who should get promoted, you've got someone behind the scenes, banging the table and saying, I worked with Jacob or I've interacted with Jacob a number of times, I trust him a great deal, I think we should give this opportunity to him might be a long shot. But I think it's worth the investment, I think we should take this back. And it takes having that ally in the room, or really, in this case of sponsor in the room, because you can't really apply for these opportunities yourself, you need someone to pull you in. So how do you get sponsored, because I think that's something a lot of people are going to be wondering about. And to be clear, you know, anybody can get sponsored, and you can be a leader who needs to get sponsored to get that CEO role. Or you could be an entry level employee, and you may get sponsored to get that first leadership role. Everybody, I think needs sponsors and mentors for that matter. But how can you go about getting? Well, when it comes to the sponsorship piece? It begins with taking someone first of all up this relationship ladder. So it's hard to approach someone on day one and say, Would you be my sponsor? Oftentimes, I'm thinking about a particular media CEO that that I interviewed, who said, The best way to get to know him in this large organization with 10s, of 1000s of employees, is to show up at one of his town halls, ask a well researched question, follow up with him afterwards, send a thank you email, set up a one on one, ask about their goals, volunteer for extra work, and get to know the person. Now, what this person essentially told me is you need to first convert them from a stranger to an acquaintance, you need to convert them from an acquaintance to being an ally, you need to convert him from being an ally to being a mentor. And at that final stage gate, maybe he'll see you as someone who's worth investing in. So how do you do that? Well, when you're at

that sort of penultimate step, and you see you see the senior leader, as someone who's invested in you, and maybe sees you as a younger version of themselves, you can now hopefully have the space to share your goals, and to share your struggles. So having a conversation of you know, as I think about where I'd like to be 510 years from now, I'd love to follow in your footsteps. What advice do you have for me on how to go from where I am to where I should go next? And then along the way, sharing your struggles of, hey, I had this performance evaluation recently didn't really go as I expected. Do you have any advice? So you're really sharing with this person, what you hope to achieve? What's preventing you from getting there? And following up? It really is this organic, but also highly intentional relationship building process. I love that. And there's some vulnerability thrown into that too, is a great way to wrap up which I, which I always love to hear gorrik Where can people go to learn more about you, your book, anything that you want to mention, whether it's checkout, to pick up my book for yourself, for your team, for your mentees, or to invite me into your organization as a consultant speaker, you can go onto my website, which is gorrik.com That's GORICK dot CLM. You can also go on Google gorrik ng, G O ri CK last name, en je the unspoken rules and you'll find plenty of material on what I've been doing. I love it. Well, thank you so much for taking time out of your day. I really appreciate it. I'm pretty sure everyone is gonna get value from your tips and insights. And thank you again, thanks so much for your conversation, Jacob. Thanks, thank you and thanks, everyone for tuning in. My guest again gorrik King, Best Selling Author of the unspoken rules, secrets to starting your career off right but don't be fooled by the title because it's also very applicable and relevant for all you leaders out there as well. And I will see how