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## SUMMARY KEYWORDS

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Hi,



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as you know, most of my work is an organization's. And I do a lot of work with assessing people's leadership skills and coaching them to be leading teams better. I started out as an electrical engineer, and right out of college, that's what I was doing. And I found out that the engineers didn't know how to communicate with each other. And I'd said I was much more interested in the communication skills. So I went back to graduate school in psychology, to help people in organizations do better at communicating and leading teams. So I say this, because I want you to understand that I've been through a very significant career change. So I know what it's like to be focusing on a career and how important it is to get it right. I also want to let you know a little bit about the book I wrote flying without a helicopter how to prepare young people for work in life. Because it's a lot of my work with leaders and organizations, that helps me work with younger people like you. I found that a lot of the leaders that I've been assessing in coaching, were complaining about the young people coming in not having those life skills that they needed to be successful at work, you know, like communication, and being resilient and being able to take feedback, things like that. And so I ended up writing the book, to help young people and really, it's my passion in life to help young people be more successful in life, no matter what job you take. So let's start out with a moment from the workplace perspective, to give you an idea of how managers are seeing things. According to Gallup, you know, Gallup, the organization that does all of those polls that you see in the news,

right, they do a lot in organizations as well, that has their chief scientist for workplace management, found that 75% of the reasons employees quit their jobs, come down to things that managers can influence. You know, these include things like career advancement, promotion, pay, benefits, employee fit to the JOB, JOB flexibility, and all sorts of stuff like that. Now, these are things that will matter to you. So opening a communication channel with your manager is in your best interest. it's in their best interest to another Gallup study surveyed over 7000 employees to examine how their managers behavior affected retention, like how often they quit, and engagement. In other words, how much they participate, how satisfied they are with their work. 50% of employees said they left their jobs because of their managers, and 70% reported that managers are responsible for how engaged they feel at work. Now, here comes the kicker, the number one factor that influenced employee engagement and retention was consistent communication with their manager.



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Simply put,



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the more communication employee has with their manager, the more engaged they feel, and that'll apply to you too. Probably. This can be in almost any form, email, phone calls, meetings, and everything like that. The study found that regular meetings can result in employees being three times more engaged. These tips are good for when you're in a job, but they're also good for when you are interviewing for a job and conducting your job search. You want to know what your manager is like, and what he or she expects before you take the job. Now, we'll talk about that in just a moment. But for now, let's talk about some do's and don'ts for communicating with your manager. One of the most common mistakes I see is for employees to focus on their own context, and not see the context that the manager or the organization is facing. For example, let's take something really simple, just simple. Like you want to take a day off from work. Most people come in and talk to their manager about why they want to take the day off from work. It could be Oh, am I my kid is sick or my best friend from colleges in town and I haven't seen her in two years and I really want to spend the day with her, please Can I have the day off? But the manager I mean, they might be a nice person, but ultimately that's not what they care about. They want to hear something like you know, hi, I would love to take next Tuesday off. I've already talked to Margaret and she can cover for me. Can I please have the day off and then the managers thinking great, this is going to be seamless. I see this a lot with people who are going Going into negotiate flexible work arrangements. They come with that

perspective. But it's also become a problem for college grads, because they tend to have sorry, a little bit unrealistic expectations of work. Now, what does this mean? Let's look at expectations for a few minutes here. Let's look at the differences in expectations. And these numbers are from a study that was done not too long ago. And I put it in because it's probably people like you or people just ahead of you in school who graduating, if you think about the millennials, in high school, and then freshmen in college, as probably around your age.



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Now, let's just look at



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what some of these numbers say. I'll summarize it real quick and say, Millennials generally want to work less and get paid more. Well, who doesn't? Right? I mean, that's a great goal. What's wrong with that? Right? Well, it is a great goal. But the problem is, the companies want you to work more, and they want to pay you less. Well, looking at these numbers, we can also see a difference in expectations between millennials and baby boomers. You know, we forget about Gen X in the middle there. But here's the the numbers of the these two different generations that seem to be dominating the workplace. Millennials think they're very good. I mean, most people tend to think they're better than average. I mean, you think about Are you a good driver? Most people say yes. But even more so in this generation of people. And why wouldn't they? They've been giving feedback all their lives that they are, I mean, look at the number of people that get A's, we're talking over a third of the people are getting A's. Well, let's look at the normal curve. This is something we use in psychology a lot. And at the workplace, we find that most people are kind of in the middle of average performers, their high performers are the relatively few, you know, we're talking the top 10%, not the top 36%.



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So if



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you're thinking that you're in those high performance, your manager might be seeing you more down in that average performers section. And again, just see from their perspective,

something to consider.



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Well,



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I got some more bad news. Sorry to be the bearer of bad news here, I'm trying to give you a little bit of a reality check. But another truth is that work is not always fun and exciting. I always say life is not always delicious. You know, it's often boring, tedious, difficult and frustrating. Much of what we do every day, no matter what level we're in an organization is, you know, it can be boring, even if you love our jobs. You know, we sit in meetings, we read boring emails, we edit, revise, reinvent the same stuff over and over again, we listen to complaints from customers, all these things that after a while, aren't as exciting day after day. Even if we love our jobs. Well, let's think about you, you have spent the bulk of your life working hard in school to get into college to get your dream job and live maybe happily ever after. But only when you arrive at work, you find that, sadly, you're at the bottom of the ladder, you're doing boring work. And you know, it's not always play. Let me give you an example here. I run an assessment center, which is an executive Assessment Center, I bring in teams of executives, and run them through all sorts of business simulations and observe their behavior. And I have a whole team of people working with me to do this. And then we have to watch them for the day and give them all sorts of leadership instruments and test to see how they do. And then we synthesize all the information and deliver these executives this feedback. It's very challenging work, even though I've been in the field for 20 years. Well, we have interns who help us out with this. And they tend to work on the back end doing, you know, helping to run the center. And we found increasingly, that these young people come in and they get through one center and think they're ready to suddenly deliver the feedback to the executives. Well, it's not like that it takes a long time to really get good at this. And to get the experience to be able to have these executives actually listened to what you're going to say. It's important to calibrate your expectations and to pace yourself. You know, enjoy the journey. Don't just rush to the end, right? Take the time to really learn and practice your skills rather than rushing to the next one without even mastering the one that you're working on. Now. Last point, on expectations is the reminder that work is different from school in a very important way. You are working for the manager. The manager isn't working for you. The manager's goal is to make the company money not to develop you Sorry, I another bit of bad news here,



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they may want to help you,



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they may be great people, they may want to develop you. But if you look at their perspective, they have to be there to help the organization perform. Alright, now that you know where they're coming from this time to think about how you will align your expectations with EHRs. That's the conversation you want to have them. And here are some questions to consider. Both as you're interviewing your manager or potential manager, and as you're starting out in a new job. What are your expectations for blank this project? Or you know, this the thing that I'm working on? How do I know I've met them? How would you describe your management style? How do you like your team members to communicate with you? A second common mistake that I see is that millennials and Gen Z, you know, the people coming in, are very risk averse. Now, there's really good reason for that. In fact, there are multiple good reasons for that. People who have grown up with social media, as a start are terrified of being cyber bullied or having their friends look better on Instagram, even right, let's look at some numbers here. Nearly 43% of kids have been bullied online, and it can feel devastating when it happens, because it's so public. And this is for people at work as well. Even if you haven't been bullied, the anxiety of keeping up with others on social media can be ever present. There's a lot of pressure to look good, perfect, even on social media.



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Not only that,



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but parents, you know, college admissions, personnel, recruiters, job recruiters and everyone, they put so much pressure on young people to be perfect. I had a parent Tell me about his middle schooler. And he said that she had to take the hit, he said, to get an A minus one quarter, because she didn't turn her homework in on time. Now, here he was, and his little daughter, so upset that she had to get an A minus one quarter in middle school. Kids are put under so much pressure to have stellar report cards, extracurricular activities, all sorts of things, you know, the whole package. It doesn't seem okay today to admit weaknesses or faults, especially for parents. Now, who has the unrealistic expectations, right? Is that what we're thinking? I mentioned this because you've probably

been under a lot of pressure to perform. And you may feel that you have to be better than you are. The worst part is, you probably haven't been getting a lot of honest feedback along the way.



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You don't know



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what you're good at, you know, and what you're not as good at when you're getting all A's when you're getting a trophy for just showing up. Right? Those are the stereotypes, stereotypes, but that's people failing to give you feedback. People are coming into the workplace today with so many good grades and stellar report cards that they think they're amazing. And they're terrified to do something outside of their comfort zone, because they don't want to fail they've never had before. And they don't want to start now.



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One of the hardest lessons to learn is how to make mistakes. And this is something that you'll need to do in the workplace.



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I was interviewing a doctor just last week. And he told me that when he was younger in his career, and working with what do they call them, the residents and in hospitals, they're these doctors and training. And then when he was giving them feedback, he kept finding that they were crying more and more to the feedback he was giving. And I see this with managers as well. And organizations are saying, employees can't take the feedback, they burst into tears, they might even quit if they're not getting really good feedback all the time. You need to think about building up your resilience so you can take that feedback and improve and get better at what you do. We also see millennials and just younger people in general being very conservative when it comes to risk taking. When it comes to learning and innovating and making progress. You need to be able to make mistakes and recover from them. Thomas Edison, you know, inventor of the light bulb, he said, I have not failed. I've just found 10,000 ways that won't work. Can you imagine 10,000 failures before he actually got the light bulb? Well, so the lesson is to make mistakes and learn

from them. All of the best leaders and most accomplished people have made mistakes and learn from them. My favorite example is Steve Jobs. He was fired from Apple



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Did you know that



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he was fired, he had to go start another company for a while. And eventually he was hired back. And you know, you must know what he did when he came back to Apple, right? He started up the whole I generation, iTunes, iPhones, IMAX, all of those things, amazing. Look at the failure that he went through to get there. So here's some questions that you can ask your manager about making mistakes. And this might be ahead of time rather than after you've already done it. What happens if I make a mistake, right, learning to find out what the consequences are right? Can we set up some checkpoints along the way? So we can correct it? If I go down the wrong path? How do I know if I need to check in with you before making a decision? In other words, how big a mistake can I make without getting in trouble? Right? Okay, the last mistake I see is really a you know, combination of what I've been talking about. It's just this idea that thinking that you're ready for work from college, your college teaches you a lot of great things, you will learn a lot of good material from college that will help you in your field of work. But the life skills are so critical to actually succeed in any job that you do. So what does it take to be successful? Well, soft skills. That's why we're here, right? Well, my model is real life. People need to be resilient and powered off authentic and limber to succeed in life, no matter which path they take. Well, what does that mean? Well, let's go through this for a second here. resilient, is to stay engaged and maintain a positive attitude, no matter what gets in your way. That's when you get this negative feedback where you make a mistake, you've taken a risk, you learn from it and you move on. empowered is to be liberated, independent, confident and be able to get things done. Right. That's you taking the initiative to get your job, right. Authentic is to be aware of yourself, know your strengths and your imperfections and to communicate genuinely and transparently. Right? You see some things here that are in bold, the imperfections right? Knowing that you're not perfect and being okay with that. Luber is to be flexible in mind and body to be creative, resourceful and be able to switch gears quickly and seamlessly as a situation requires, alright, so you might make a mistake, and you have to be able to flex to do something differently next time. Well, you can learn all about this in my book flying loud helicopter. You can read a free chapter if you go online at flying without calm. But more importantly, if you're interested in career coaching, you can schedule a free consultation with me at flexible work solutions calm.

And here are some other ways to contact me as well. Now I want to tell you that I love working with young people and I love helping them build these life skills to be more successful at work. This is my passion. And I hope that you have these skills as you embark on this really exciting time in your careers. Feel free to make the mistakes call me set up a time and we can talk and I'd love to work with you. Remember to be real, and you will be successful. No matter which path you take.