



YOUR COACH OF THE MONTH

ROSS McCAMMON

Are you a good office-elevator conversationalist? Know the right way to drink at a postwork meeting? Let our guy be your work-manners guru

When Ross McCammon got the offer to be a senior associate editor at *Esquire* magazine in 2005, he did at least two things one shouldn't do when offered one's dream job. First, he didn't accept for four days. "Note: This is too long to wait to accept a job offer," he writes in his new book, *Works Well With Others* (Dutton). Texas born and raised, he was, at the time, the editor in chief of Southwest Airlines' in-flight magazine. He found the idea of New York City paralyzing. He debated declining. Wrong move number two: Do not visualize defeat. But eventually he said yes, and the fun (and hard work) began.

Ten years and two promotions later, the senior editor has navigated innumerable difficult work scenarios—meeting a new coworker next to a urinal; proofreading

words painted on Bar Refaeli's naked body; attending office functions at which alcohol was present—and fancies himself something of an office-life expert. (Though "that word is like, oh my God..." he says, despite his side gig as *Entrepreneur's* workplace etiquette columnist.) His new



McCammon

book covers everything from "Things You Should Never Say in a Professional Setting," to "Ways in Which You Must Screw Up Early On," to "How to Have a Meaningful Lunch in a Fancy Restaurant Full of Important People." "One of the reasons I'm so fascinated by that stuff," he says, "is because I'm still not all that great at it. I'm much better at it, but it's still an awkward thing for me."

And that's the very thing that makes McCammon such an apt purveyor of this information, and what makes *Works Well With Others*—as funny as it is informative—so appealing. Rather than spouting the tired, click-bait listicles we're usually met with when Googling, say, "how to get a raise," he focuses on actionable ways to excel using his own self-scrutinized experiences. For instance, McCammon once presented his bid for a promotion by listing his accomplishments. "I was reciting what my daily responsibilities were," he says. "In retrospect, that was really an odd thing to do. I don't think that most managers think of raises as rewards. They think of raises as investments." So explain what you promise to do in the future, and then follow through. His ultimate thesis: Whether you're asking for that raise, interviewing for a new job, or pitching an idea to your team, don't be afraid to make yourself vulnerable. Too many of us have a tendency to shy away from expressing excitement as a way of steeling ourselves for disappointment. Stop! Across the board, McCammon says to "err on the side of being energetic and enthusiastic rather than professional and pulled together."

This month, get excited for McCammon's best lessons in career badassery, new each week on ELLE.com. —*Keziah Weir*

MAKE IT WORK

This month, step up your career game on ELLE.com



NOVEMBER 2 SAVING FACE

McCammon, scrutinizer of details, decodes facial expressions in the workplace. Biggest tip? Smile!



NOVEMBER 9 UP, UP, UP

Climbing the proverbial ladder to success is so last year. Learn how to take some leaps.



NOVEMBER 16 TALK THE TALK

So you've made it to the interview. Now what? McCammon details surprising tips for leaving a lasting impression.



NOVEMBER 23 MAKING BANK

All-but-foolproof the most anxiety-inducing of conversations: requesting a raise.

McCammon: Spencer E. Cohen; sidebar, from top: Getty Images/Getty Images; Yuri Arcurs/Getty Images; Adam Gault/Getty Images