


So You're the Boss..... Now What

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Overview: Career Advancement, Career and Personal Enrichment Management Tools



Career Advancement




Winner of the "Not My Job"
Award - ADOT
Litchfield Park, AZ 85



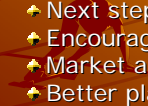
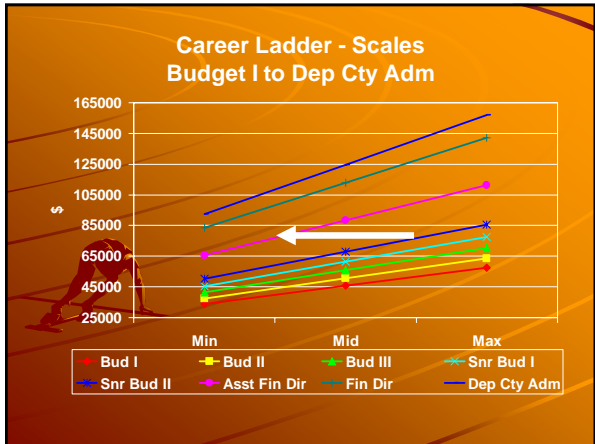
10 Second Test

➤ **FINISHED FILES ARE THE
RESULT OF YEARS OF
SCIENTIFIC STUDY COMBINED
WITH THE EXPERIENCE OF
YEARS**



Building/Starting Workforce - Career Ladders

- Enables you to grow from within your current job (tenure, education, cert.)
- Enhanced job titles and descriptions
- Assume more responsibility
- Get more \$\$\$\$
- Next step to manager-level not as big
- Encourage employer to have ladders
- Market adjustments also enhance pay
- Better placement on ladder for new employees
 - Enables right mix of employees, experience



Educational Degrees – Relevance?

What's Your Major? VS. What Can You Do for Me?

Educational Degrees

- ✦ Degree in field of expertise
- ✦ Undergraduate - What's your "Major"
 - Used mostly in college as pick-up line and for first job interviews
 - Just as it doesn't work as a pick-up line as you get older, it shouldn't work in career
 - Same for GPA, gets your foot in 1st door
- ✦ Graduate – Is it worth the time, etc.?
 - It does differentiate close candidates
 - Job ads, the dreaded three – "required", "preferred", "desired"

Master Degrees – MPA vs. MBA Big Hearts vs. Big Brain?

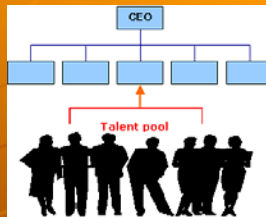
- ✦ How can you tell the difference in student intent
 - One wonders if they can get a job, the other wonders how much money they can get?
- ✦ Master in Public Administration (MPA)
 - Focus on government and social responsibility
 - Bottom-line to the extent that "profits" are little or none, w/ such "profits" to fund balance, spent or tax reduction
- ✦ Master in Business Administration (MBA)
 - Focus on business and product/service development
 - "Bottom-line" – make as much \$\$ for shareholders for ST, LT or both
- ✦ Other Master Degrees may also enrich employee and present career opportunities

Certification – Perception vs. Reality

- ✦ Passing one test after you graduate seems to be more important than the 150 you passed in college
- ✦ Finance Directors do not have to be CPAs, but it always sounds good
- ✦ More relevant would be GFOA's CPFO
- ✦ Don't pay to be "certified" in something that just requires a form to be filled out
- ✦ Read job descriptions for upper management – "desired", "preferred"

Leadership and Succession Program

- ✦ Many good private/public sector organizations have some type of leadership and development program
- ✦ Varies between scope of who is part of it and how public it is that such people are part of it



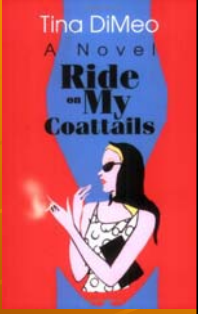
Award Programs

- Position yourself and organization to receive accolades and rewards
- Understand population of awards you would be eligible for
- Also awards your organization would be eligible for (GFOA, CAFR, budget)




“Right Place and Right Time”

- Aligning yourself in organization poised for upper management turnover
- Organization w/ history of growing employees to be promoted
- Ride the coattails: Having supervisors w/ ambition
- Precedence – is finance division from where upper management came from



Career Limiting Moves (CLMs)

- Doing something that will not easily be forgotten or forgiven
 - Stupid statement to media
 - Stupid statement to elected official
 - Campaigning against incumbent or against person who wins (stay apolitical)
 - “The Boss’s Daughter” (“son”, “spouse”, etc.)
 - Hitting the Boss’s car
 - That office happy hour you should have left at end of happy hour, not at closing time
- Basically anything that would result in the statement afterwards: “What the @* & * were you thinking?!!”

Surround Yourself w/ Comfortable and Accurate Forecasters




Four Types of Forecasters



- Comfortable And Accurate (Superman)
- Uncomfortable and Accurate or Uncomfortable and Not Accurate (Stressed woman)
- Comfortable and Not Accurate (Woman with trident)

Career and Personal Enrichment



What Organizations to Join??

- Anyone who pays dues can list organizations that are well-known
 - I know people in 10 organizations that just pay the dues to be "in"
- "It's not what your organization can do for you, but what you can do for your organization"
- The best organizations are those that enable members various opportunities to contribute back to the organization
- Remember: Don't over commit your time, pick and choose, and excel w/ contributions



Balance – Work and Play



Work Example: My GFOA Role



Professional Organizations

- State GFOAs – usually many opportunities to assist
 - Other State professional career-related
- Certification – AICPA or State CPA
 - Mostly dues paying, little additional time
- National Government Organizations
 - ICMA, NACO, NLC
 - Usually State-related chapters

Personal Organizations

- Can be defined as difference between what you can do on company time vs. doing on your time
- Neighborhood Associations
 - If you can manage the expectations of a neighborhood, you can rule the world
- Faith-Based
 - Caveat is that I don't serve on Finance Committee of church; think it would I give less
- United Way
 - Employers should be vested in participating (if so, company time)



Teaching - Lifelong



- Many local universities have great needs for adjuncts (saves them \$\$ and no "tenure" worries)
- Teach in subject matters you know first, then challenge yourself
- Great second career, especially semi-retirement
- If not in college, local schools should have Junior Achievement Program



Author

- ✦ Enables "brainstorming for subject matter"
 - Think of relevant info, then share it
- ✦ Develops talent to convey message
 - Started w/ articles, then chapters
- ✦ With team assistance, everyone can have a role
- ✦ Develop writing skills for other projects (business, personal)



Regional, State Leadership Programs

- ✦ Leadership Metro Richmond (LMR)
 - Strategically selects 40 people from across all elements of the community
 - Mission: To advance the Richmond region by educating, energizing and connecting a diverse group of leaders to serve the community
- ✦ Senior Executive Institute (SEI)
 - Held at University of VA (2 weeks) for 40 people from across the world
- ✦ GFOA Advanced Govt Finance Institute



LEADERSHIP DEVELOPMENT
Weldon Cooper Center for Public Service

Community Involvement

- ✦ Choosing activities that tap your skills and/or bring balance to life
- ✦ Volunteer for non-profits
- ✦ Advocate for a cause
- ✦ Participating in recreational leagues
- ✦ Teaching hobbies or interests
- ✦ Parent-child
 - Big Brother/Sister
 - Coaching recreational leagues
 - Boy Scouts, Girl Scouts, etc.

Making Friends in Right Places

- ✦ Know and respect the "politics" manner in decision-making
- ✦ Know those who are decision-makers
- ✦ References – who amongst the leaders would actually be a reference
- ✦ Work Relationships
 - Friendships – being developed outside of work-related activities – pros and cons
 - Separating work life/personal life – pro/con
 - Don't work through lunch, great social chance
 - IT - The don't even think about "IT" rule

Physical and Mental Fitness

- ✦ Regular exercise program – find time
 - Work may have "Heart Walkers Club"
- ✦ Stay involved w/ faith-based organizations
- ✦ Keep connections to lifelong close friends and share the good/bad
- ✦ Well-balanced diet
 - Don't eat after night meetings
 - Don't carry that cup of coffee around all day
 - Watch out for "Meetings Mealitis Syndrome"

Meeting Mealitis Syndrome Examples



Resume

- ✦ Maintain your resume, even if not seeking employment
- ✦ Puts in perspective what you look like on paper for you to determine strengths and gaps
- ✦ Create appendix to resume of accomplishments and other items you would like to add in future
- ✦ In strange way, ask yourself what you would want your obituary to look like

Regional Partnership or Work Group Involvement

- ✦ Regional partnerships that government is involved with need local representation
- ✦ Welcome assignments to committees, task forces, boards and commissions
- ✦ Local government sponsored programs and ride-alongs (police, EMS, fire)



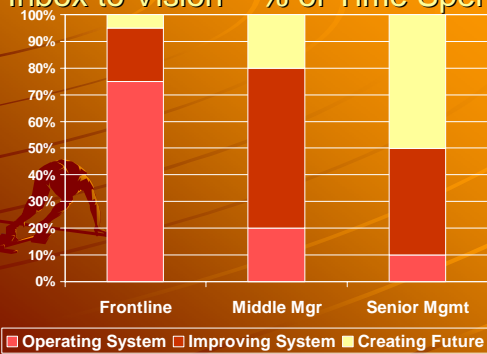
INEPTITUDE

IF YOU CAN'T LEARN TO DO SOMETHING WELL,
LEARN TO ENJOY DOING IT POORLY.

Management Tools

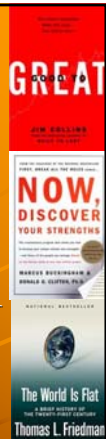


Inbox to Vision – % of Time Spent



Management Enrichment Tools

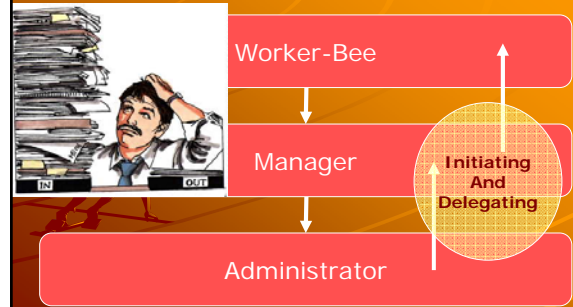
- ✦ Disclosure: I've only read 5 non-school books w/out pictures in my life until last year
- ✦ Goal: Being well versed on "trendy" books
 - Good to Great
 - Now, Discover Your Strengths
 - The World is Flat
- ✦ Book Club recently started for managers
- ✦ Should also be current on
 - Local news, especially editorials, letters to editor
 - Current events – State, national, now world
 - Non-fiction topics
 - Trade journals



Managing Conflict

- ✦ Hiring the right people first and foremost (Get the right people on the bus, wrong off)
 - Find people who you trust, are honest and are forthcoming (keep them close by)
 - Keep others that are good workers (arms-length, be wary of investing too much in them)
- ✦ Resolving conflict ASAP
- ✦ Fair and consistent application of personnel policies
- ✦ Earn employees' trust and respect, from custodian up to top position
- ✦ Not utopia – co-workers don't need to be close friends (or even friends) to get job done

Who "Creates", Who "Does" Work



"Creator of All Work"

- ✦ Who in your organization thinks of new things to do, look at, think about
 - Outside looking in and Devil's Advocate
- ✦ Leaders want these people around them
- ✦ Differential between being assigned work and assigning good work to be done
- ✦ Methods to brainstorm "work"
 - Driving to/from work
 - Scribbling notes
 - Sending yourself voice and e-mails
 - Follow KISS principle

Flowchart For Policy Formulation



Perfect Microsoft Office Skills

- ✦ Spelling – Try to write as you think and accurate enough for spell check to recommend correct word
- ✦ Use e-mail in place of memo and calls to multiple people, not in place of Management By Walking Around
- ✦ PowerPoint – Know tools well enough to convey message, not look like you have nothing else to do but create
- ✦ Excel – if more than 5 columns, 10 rows ask yourself if this can be delegated
- ✦ Calendar
 - Book meetings in anticipation of task timing
 - Have relevant people at the table

Leadership Characteristics

- | | |
|-------------------|-------------------|
| ✦ Top 5 | ✦ Bottom 5 |
| – Honest | – Mature |
| – Forward looking | – Determined |
| – Inspiring | – Ambitiousness |
| – Competent | – Loyal |
| – Fair minded | – Independent |
| – Supportive | – Self-controlled |

Tips for Becoming a Better Leader

- ✦ Be Self-aware
- ✦ Manage your emotions
- ✦ Seek feedback
- ✦ Take the initiative
- ✦ Engage a coach
- ✦ Set goals and make a plan
- ✦ Practice, practice, practice
- ✦ Measure progress
- ✦ Celebrate – reward yourself and others
- ✦ Be honest with yourself and humble with others

My Top 10 (OK 11) Traits for Success

- ✦ Perfect Microsoft office skills
- ✦ Balance work and personal life
- ✦ Exercise the body and the mind
- ✦ "Devil's Advocate"
- ✦ Outside looking in
- ✦ No CLMs
- ✦ Don't do "IT"
- ✦ KISS principle
- ✦ Keep Inbox low
- ✦ Delegate for success
- ✦ Attend meetings for relevance

ICMA's 12 Steps of Ethical Leadership

- ✦ Hold yourself to higher standard
- ✦ Openly share info
- ✦ Stay out of politics
- ✦ Keep your word
- ✦ Don't accept or solicit gifts
- ✦ Tell the truth
- ✦ Share passion for public service
- ✦ Remember the powerless
- ✦ Keep improving knowledge, generate learning
- ✦ Fairness and merit in personnel
- ✦ Treat colleagues w/ respect
- ✦ Ask for other advice

A Great Leader's
Courage to fulfill one's
Vision comes from
Passion and not
position

Government Office Boss Rules

- ✦ If it rings, put it on hold.
- ✦ If it clanks, call the repairman.
- ✦ If it whistles, ignore it.
- ✦ If it's a friend, take a break.
- ✦ If it's the boss, look busy.
- ✦ If it talks, take notes.
- ✦ If it's handwritten, type it.
- ✦ If it's typed, copy it.
- ✦ If it's copied, file it.
- ✦ If it's Friday, forget it!