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“Are You Ready for the Next Step”
The Prep. The Search. The Message. The Look. The Results.

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Discussion Items

- ▶ Preparation for the Top Job
- ▶ Posture and Presence
- ▶ Obstacles for Women Getting the Top Job
- ▶ Resume and Cover Letter Review
- ▶ Questions – Items for Future Discussion

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Preparation for Your Next Job

<p>Always be “interviewing”- professional development seminars, conferences, luncheons, community meetings. Get out and meet people!</p>	<p>Watch for opportunities to work with Police Chief, elected officials, Chamber and notable community members, Town Counsel – all are excellent references.</p>
<p>Put your hand up – volunteer!</p>	<p>Dress for the job you aspire to!</p>

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Preparation for the Job Search

- Research the community and the elected officials – listen to Board meetings, visit website, read the budget, strategic plan, comprehensive plan, visit the community if possible and attend a board meeting – familiarity = respect and likeability (Flynn).
- Develop a resume and cover letter specific to the community, highlighting experiences and accomplishments relevant to the job for which you are applying.
- Divide your resume into sections – administration (Finance/HR), Economic Development, Public Works, Capital Projects, etc.
- Consider an “accomplishments” page.

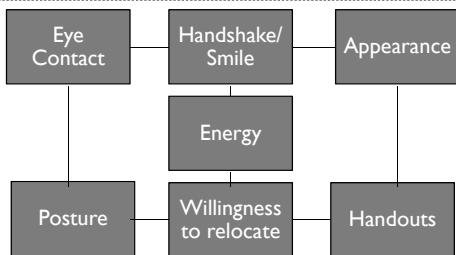
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Working with a Recruiter

- Always remember the recruiter is working for the municipality.
- You are not obligated to discuss your personal family decisions with the recruiter, but you may be asked by the elected officials.
- Everything is a part of the interview process.

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Interview – The Basics



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Interview – More Basics

- Anticipate and prepare for certain questions.
- Answer the questions directly and succinctly, providing an example if you can.
- If you have not had experience in a particular area, say so, but also give an example of how you have handled an issue in which you had no prior experience.
- Ask for the job if you want it.

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Closing the Deal

One bite at the agreement/contract "apple"	Do not overreach
Consider consequences of haggling over small differences in salary benefits	ICMA Model Employment Agreement

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Interview – Men vs. Women

- Men may tend to over qualify themselves, even if they do not have the experience. Women tend to under qualify themselves, even if they have experience.
- Men may tend to try to "break the ice" before the beginning of the interview. Women tend to be "more formal" in interviews.
- Men tend to laugh less in an interview. Nervousness in women seems to present itself in more ways, laughing, voice, etc.
- Men wear suits, women wear . . .

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Other Observations

- Women often feel the need to be completely competent in an area or they consider it a weakness.
- Women often feel they must be completely ready for the next job – this often results in a missed opportunity.

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Interview Tips

- Everyone in the room is qualified – it is all about the connection with the elected officials and ENERGY!
- Shake hands and smile when you say hello.
- Wear comfortable, professional attire (shoes and hair too).
- Be prepared! It's OK to bring a notebook.
- Find ways to connect! Knowledge of the community and the position will shine through always.
- Ask for the job, say thank you and shake hands again.

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Obstacles for Women Getting the Top Job

Family Obligations

Residency Requirements

Societal Norms – Aggressive vs. Assertive

Held to a Higher Standard

Assumptions Regarding Child Care

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Family Obligations – Advantages
City/County Management Has in Work/Life Harmony

Little to no work related travel.

Usually some ability to juggle your own schedule.

If you live in the community you serve, quick access to school and other family related functions.

You can incorporate your family into community obligations – festivals, parades, volunteer activities, shopping in town.

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Family Obligations – Disadvantages
City/Town Management Has in Work/Life Harmony

- ▶ Long hours – numerous night meetings.
- ▶ Public nature of the position – family may read about you in the newspaper, blogs, see you on television, etc.
- ▶ Position is 24/7 – residents will ask questions at sporting events, school events, grocery store.

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Residency Requirements

- ▶ More communities are reconsidering this issue due to the housing market.
- ▶ If residency is required, be prepared to address how you will “become a member of the community” if you are not a resident.
- ▶ Be specific about past and present community involvement.
- ▶ This is an issue for all candidates, not only women.

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Societal Norms – Aggressive vs. Assertive

“Success and likability is positively correlated with men and negatively correlated with women.”

Sheryl Sandberg citing Stanford Business School Frank Flynn’s Roizin Case Study Experiment (Heidi vs. Howard)

Tips for the Assertiveness Dilemma

- State your case calmly and firmly – be specific about what you believe and why.
- Listen and exhibit patience, particularly in times of crisis (this is key to leadership success).
- Be aware of your non verbal cues – your facial expression and your body language.

“Don’t Fret – Just Ask for What you Want”

- For fear of being perceived as too aggressive or selfish, women may be ineffective in asking for what they want – “I’m not really sure, but you could try it this way...”
- Upward vocal inflection in their voice, minimizing a declarative statement and conveying “weakness, uncertainty and a request for approval.”
- Build your case around the impact to the organization.

Source: New York Times, July 9, 2011, Peggy Klaus. “Don’t Fret. Just Ask For What You Want”



A Higher Standard

- ▶ Assumptions will be made about a woman and her family and her ability/commitment to the position.
- ▶ References from credible sources carry a lot of weight – Police Chief, DPW Director, Town Counsel.
- ▶ Ability to demonstrative leadership ability and knowledge of craft will go a long way – speaking, volunteering, committee work.
- ▶ Visibility and presence is paramount – familiarity = respect and likability (Flynn).

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Maternity Leave

- Negotiate it as far in advance as possible.
- Be realistic about your time frame.
- Prepare your team for the interim duties.
- Consider a flexible maternity leave.
- Do not check out early.

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Good Reads/Assessments

- ▶ “Presence, Brining you Boldest Self to your Biggest Challenges” by Amy Cuddy
- ▶ “Strictly Business Body Language” by Jan Hargrave
- ▶ “Now Discover Your Strengths” by Marcus Buckingham and Donald Clifton
- ▶ Myers Briggs Assessment
- ▶ Learning Type Indicator Assessment

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Let me know if I can help...

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