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Bridging the Confidence Gap as You Navigate Your Career

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#13percent #SheLeadsGov

- ▶ Legacy Project
- ▶ ICMA's Role
- ▶ Women Leading Government
- ▶ ELGL
- ▶ Mentoring and Support



Local Government Statistics

- 30% of ICMA members are women.
- 15% of CAO positions are occupied by women (10% in MI!)
- 37% of #2 positions are occupied by women (30% in MI).
- 46% of other positions are occupied by women. (39% in MI)

Source: <https://icma.org/data-women-members-profession>



Other Relevant Statistics

- ▶ Women comprise 50% of law, medicine and optometry programs, up from 22% a generation ago.
- ▶ 57% of all bachelor degrees are held by women
- ▶ 43% of all MBAs are held by women.
- ▶ 75% of all MPAs are held by women.
- ▶ 52% of all doctoral degrees are held by women

Source: 2014 Council of Graduate Schools Report



Other Statistics...

- ▶ 190 Heads of State – 9 are women.
- ▶ 13% of all people in parliaments throughout the world are women.
- ▶ 15% of top corporate jobs are occupied by women.

Familiar percentages?




Sandberg's Observations

- ▶ Women need to “sit at the table” – 57% of men entering the workforce negotiate their salaries but only 7% of women do.
- ▶ At home, “make sure your partner is a real partner” – on average women do 2/3 of the housework and 3/4 of the child care.
- ▶ “Don't leave before you leave” – Don't lean back when you are considering having children.



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.

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

- ▶ 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.



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I MAY NOT BE
PERFECT
BUT PARTS
OF ME ARE PRETTY
AWESOME



The Imposter Syndrome

First described by psychologists Suzanne Imes and Pauline Rose Clance in the 1970s, the condition affects high achievers who are unable to internalize and accept their success, attributing their accomplishments to luck instead of ability.

Even Sheryl Sandberg...

“Every time I took a test, I was sure that it had gone badly. And every time I didn’t embarrass myself — or even excelled — I believed that I had fooled everyone yet again. One day soon, the jig would be up.”



The Imposter Syndrome

And Starbucks CEO Howard Schultz admitted to being insecure: “Very few people, whether you’ve been in that job before or not, get into the seat and believe today that they are now qualified to be the CEO. They’re not going to tell you that, but it’s true,” he said in an interview with [The New York Times](#).



What to Know About the Imposter Syndrome

- ▶ Women and men experience it equally, but men are less likely to talk about it
- ▶ It is a normal part of professional growth
- ▶ It changes as you get experience in a job

Worth Considering...

- ▶ One important key to success is self confidence. An important key to self-confidence is preparation.- **Arthur Ashe**
- ▶ Self-confidence is the memory of success. – **David Storey**
- ▶ No one can make you feel inferior without your consent. – **Eleanor Roosevelt**





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Amy Cuddy on Faking it Until You Become It



▶ <https://www.youtube.com/watch?v=RVmMeMcGc0Y>

Presence

Presence matters because it signals authenticity, believability and genuineness; the interviewee can be trusted

The qualities of presence – confidence, enthusiasm, comfort, being captivating are signs of authenticity

The more you are able to be yourself, the more presence you have and the more convincing you are

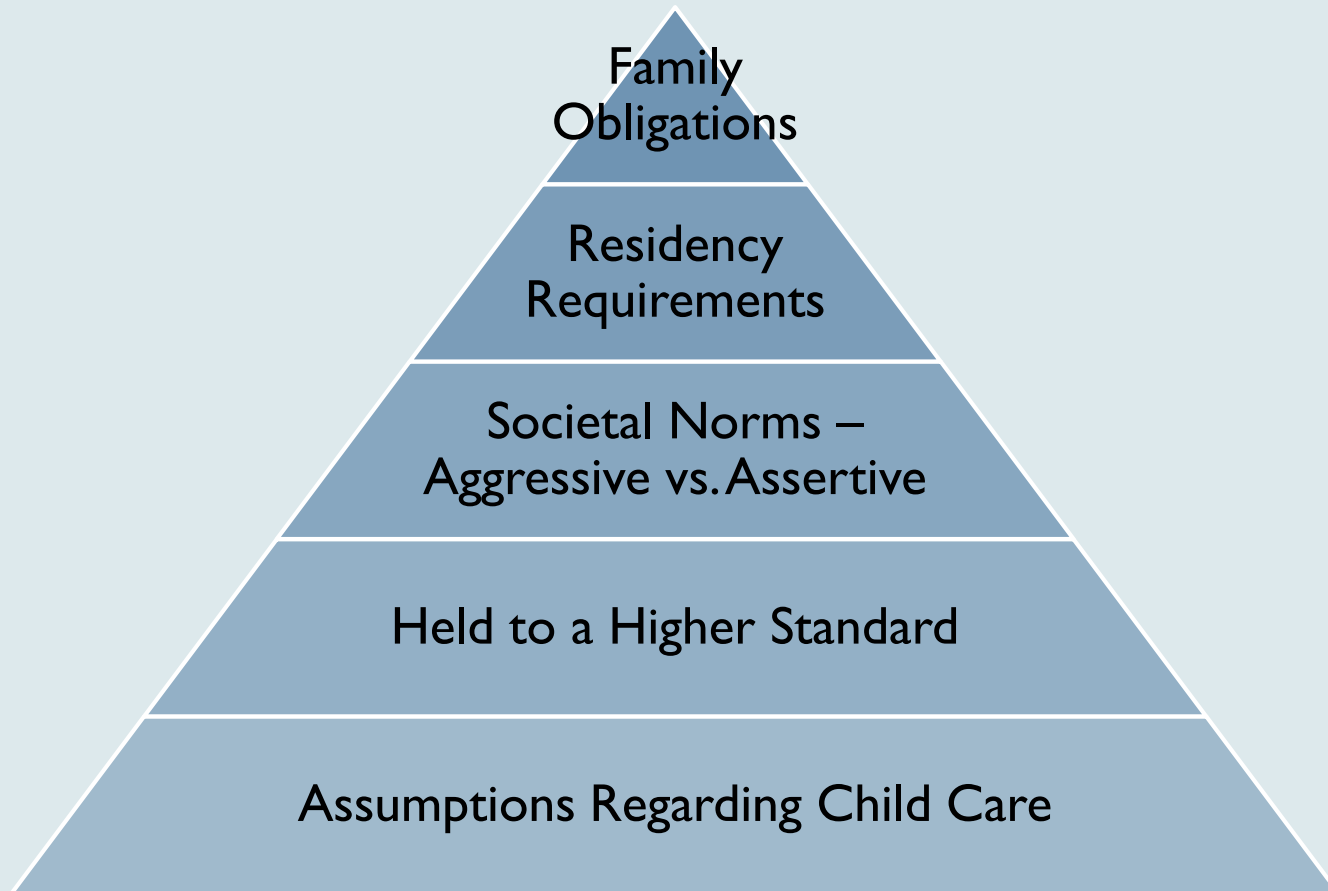
“Presence: Bringing Your Boldest Self to Your Biggest Challenges, “ by Amy Cuddy

Presence is NOT Extroversion

- Introverts are just as likely as extroverts to demonstrate...presence
- Introverts tend to have qualities that effectively facilitate leadership and entrepreneurship
- Introverts have stronger listening, observing and synthesizing skills

“Presence: Bringing Your Boldest Self to Your Biggest Challenges, “ by Amy Cuddy

External Obstacles for Women Getting the Top Job





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Bad Mom, Bad Friend, Bad City Manager



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.

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

- Long hours
- Public nature of the position
- Position is 24/7 – residents will ask questions at sporting events, school events, grocery store.

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



Leaving the Workforce

“For many families, it starts to make sense for the husband to take on the role of primary breadwinner while the wife drops out of the labor force, compromising future earnings when she tries to go back to work.”

- *New York Times, February 21, 2016*

Leaving the Workforce

- ▶ If possible, limit your time away to under 5 years
- ▶ If possible, take on project/part time work
- ▶ Maintain your contacts
- ▶ Most likely you will **WANT** to return or you will **HAVE** to return



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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



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.



Final Tip for Assertiveness Dilemma

FORGET ABOUT IT!!!

Remember...



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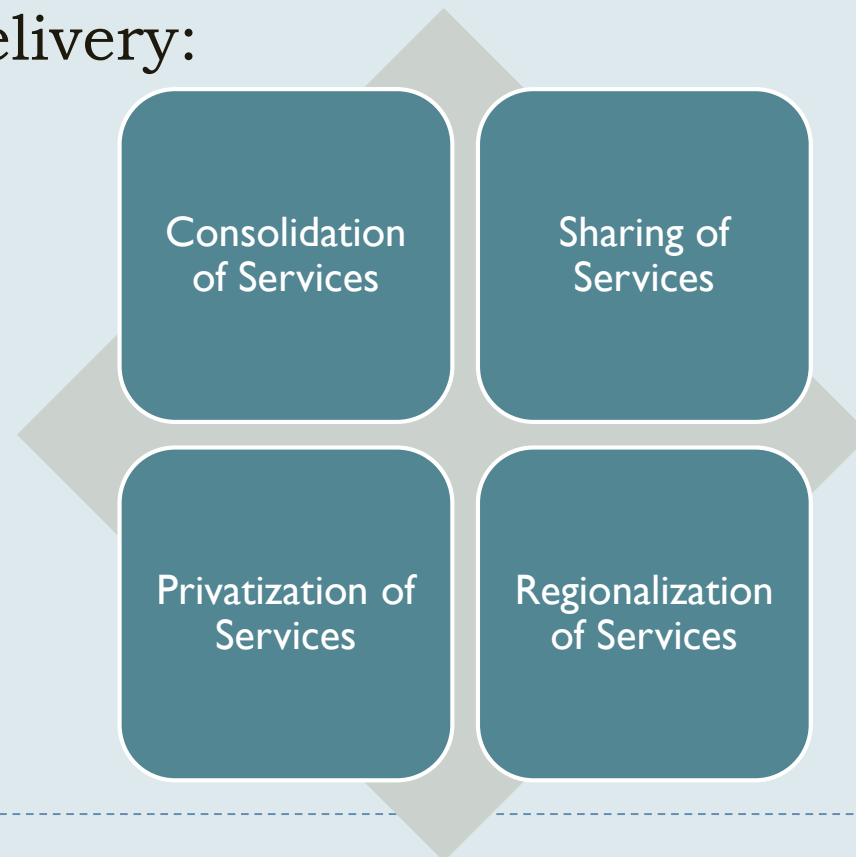
What are Elected Officials Looking for in City and County Managers?

- ▶ Energy – it trumps experience all the time!
- ▶ Leadership – In Innovation and Management
- ▶ Commitment to the Community
- ▶ Collaboration with elected officials
- ▶ Grant success
- ▶ Economic development experience
- ▶ Fiscal expertise



Leadership – In Innovation

Innovative leaders interested in alternate forms of service delivery:



Leadership in Management

Connection to employees at all levels of the organization

Ability to recognize and develop talented employees

Ability to hold direct reports accountable and take action when appropriate

Commitment to the Community

- Tenure
- Excitement
- Home
- Community Builder



Collaboration with Elected Officials

- Today's manager will be comfortable collaborating with elected officials on:

Policy Development

Policy Administration

Hiring of key personnel

Budget reductions



Alternative Revenue Sources

Familiarity with federal, state and regional grant and loan program

Ability to network with agency personnel and state/federal elected officials to secure funds

Ability to collaborate with not for profit organizations and other units of local government for grant funds

Economic Development Experience

- Demonstrable results
- Streamline processes
- Make economic development happen
- Retention and growth of existing business

**ECONOMIC
GROWTH**

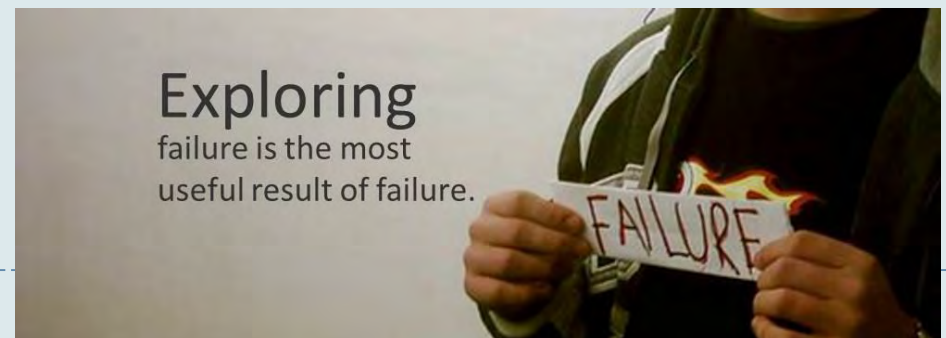


Additional Observations

- Be comfortable with ambiguity and manageable chaos
- Be skilled at delegation and accountability
- Practice patience
- Embrace emerging trends
- Be an all direction relationship builder
- Listen
- Recognize when you've stayed too long

Leadership Pitfalls

- ▶ Micromanagement
- ▶ Lack of Empathy
- ▶ Failure to Listen
- ▶ Lack of Organizational Skills
- ▶ Lack of Responsiveness
- ▶ Too Much Change Too Fast



Preparation for the Top Job

Always be “interviewing”-
professional development
seminars, conferences,
luncheons, COG meetings

Watch for opportunities to
work with Police Chief, elected
officials, Chamber members,
City Attorney – all are
excellent references

Put your hand up

Dress for the job you aspire to

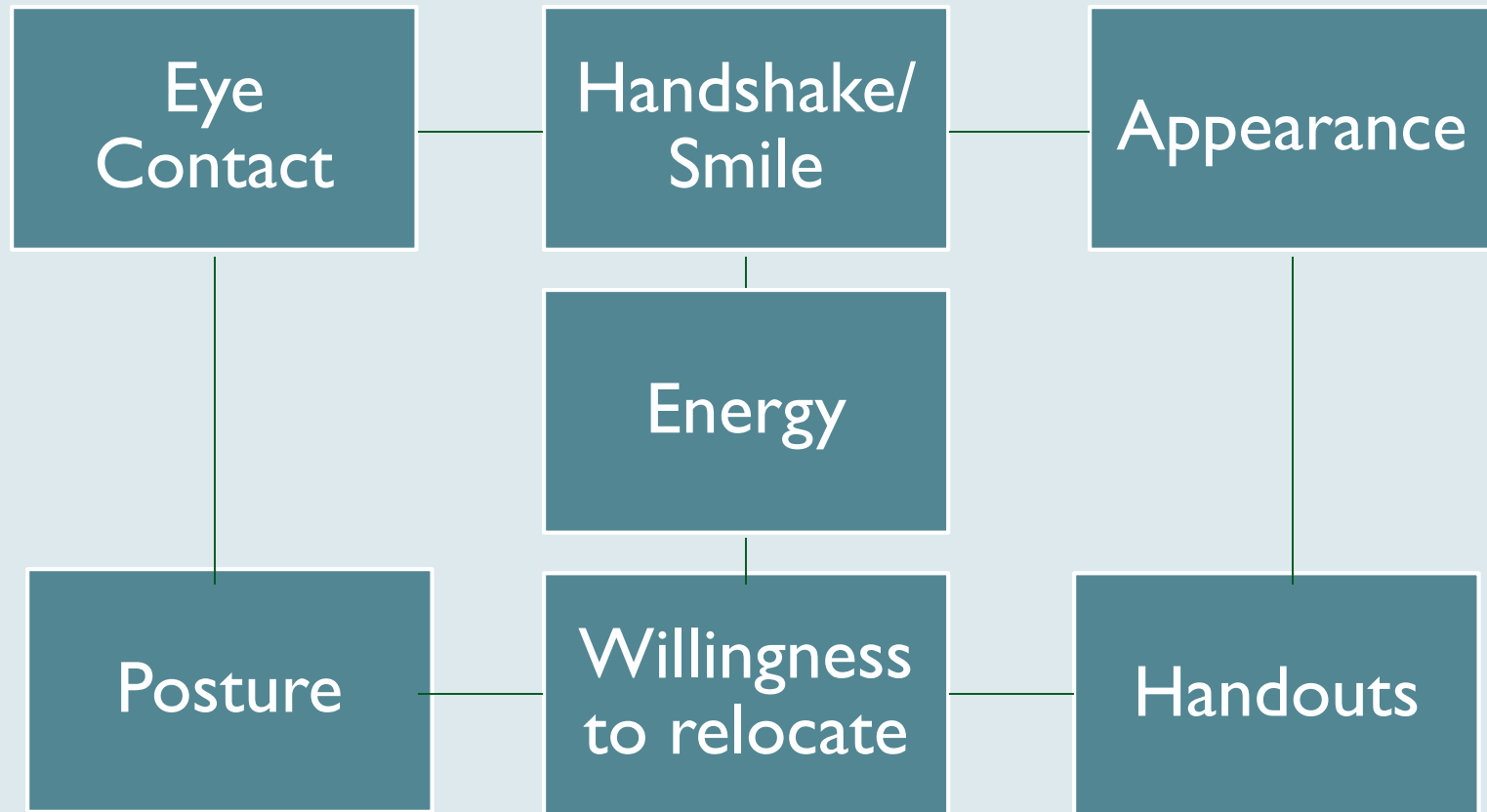
Preparation for the Job Search

- Research the community!
- Develop a resume and cover letter specific to the community.
- Divide your resume into sections – finance, economic development, capital projects, etc.
- Consider an “accomplishments” page

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

Interview – The Basics



Posture and Presence

“Through self nudges, small tweaks in our body language and mind-sets, we can achieve presence. We can self induce presence.

- Presence: Bringing Your Boldest Self to Your Biggest Challenges,” by Amy Cuddy

Interview – More Basics

- Prepare for certain questions.
- Answer the questions directly and succinctly, providing an example.
- The weakness question.
- Ask for the job if you want it.

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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Please call or email if I can be of assistance –

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