

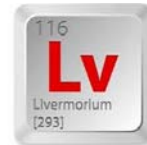
# Preparing for the Next Step

Jenny Haruyama, Assistant City Manager, Livermore  
Jessica Cowles, Town Administrator, Berwyn Heights  
Kathy Lang, IT Manager, San José



## Jenny Haruyama

Assistant City Manager – City of Livermore, California



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# Jessica Cowles

Town Administrator in Berwyn Heights, Maryland



**THIS PLACE MATTERS™**

NATIONAL SOCIETY FOR HISTORIC PRESERVATION

Someone's sitting in the shade today because someone planted a tree a long time ago." -- Warren Buffett

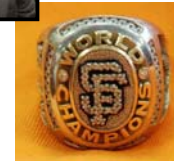
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# Kathy Lang

IT Manager – City of San José, California



creative memories



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## What do you really want?

Taking the next step to executive management is really about how to get off the bench and get into the game – but first you need to know if you have the right stuff to make the team.

*"I always wondered why somebody didn't do something about that.  
Then I realized I was somebody."  
Lily Tomlin*

## Be Courageous

*"The difference between winning and losing is most often not quitting." – Walt Disney*

- Believing is the first requirement of achieving. Find the courage to make the decision to get into the game and embrace the process that follows.
- What you learn and experience in the process is more important than the outcome.
- Failure is not your enemy. Persevere and wait for the great to happen.
- After a setback embrace your emotional recovery.

## Decide What Matters

*"Decisions are the hardest thing to make, especially when it is a choice between where you should be and where you want to be." - Unknown*

- Why local government? Nearly 70% want to make a difference in their community through public service
- Technology redefines nature of work and collaboration
- Flexible work arrangements
- Knowledge-based economy
- Workplace culture: inclusive and diverse
- Professional development and growth

From the ICMA article "Next Generation Professionals" (August 2015)

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## Do Your Research

*"Research is formalized curiosity. It is poking and prying with a purpose."— Zora Neale Hurston*

- Who has the job you want? Talk to them!
- Map some options
  - Positions
  - Potential paths
- Research
  - Community, culture, and demographics
  - Job announcements and specifications
  - Council and Senior Management team
    - Strategic plans and CAFRs

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## Work-Life Balance

*"Don't confuse having a career with having a life." – Hillary Rodham Clinton*

- Know what work-life balance means to you.
- Understand that work-life balance does not necessarily mean equal balance.
- Seek to find daily achievement and enjoyment in work, family, friends and self.

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## What do I need to take it to the next level?

Assess your professional tool box and know your strengths. Understand what skills you need for your dream job and get opinions from trusted sources. Find ways to get the experience you need.

*"A person's mind stretched to a new idea never goes back to its original dimensions."*

*~ Oliver Wendell Holmes*

## Be Passionate

*"When you have a passion for something – you tend not only to be better at it, but work harder at it too." – Vera Wang*

- Being passionate about something is one of the single fastest ways to reach and exceed your goals.
- Passion and credibility are connected.
- Do you love what you do? If not, find what does and make the change.

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## Be Authentic

*"Be yourself. Everyone else is already taken." – Oscar Wilde*

- Stop apologizing for who you are and what you believe
- Follow your own creative style, but don't copy others
- Authenticity is a rare and high-priced commodity
- Be genuine in your interaction with potential employers, particularly during recruitment process

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## Go Deep

*"Live as if you were to die tomorrow. Learn as if you were to live forever." – Gandhi*

- Take steps to really understand who you are as a person, especially under pressure.
- Find your voice and embrace it.
- Recognize your natural talents and use them for good.
- Be aware of areas that aren't your strong suit. View them as opportunities for growth.

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## Mentoring

*"Mentoring is a brain to pick, an ear to listen, and a push in the right direction." -John C. Crosby*

- Mentors are important!
  - Sounding board
  - Guidance
  - Professional inspiration
  - See how other organizations do things
- Lonely at the top
- Start now - don't wait until you're on the job market

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## What's your Action Plan?

What is your destination and how do you plan on getting there? Things can spin aimlessly without a plan.

*"Vision without action is a daydream. Action without vision is a nightmare."  
~ Japanese proverb*

## Be Flexible

*"There can be no life without change, and to be afraid of what is different or unfamiliar is to be afraid of life." — Theodore Roosevelt*

- Many ways to get to a destination
  - Career as a jungle gym
- A hiccup in your game plan is an opportunity to do something different
- Know when it is time to move on



## Build Tolerance

*"The biggest risk is not taking any risk...In a world that's changing really quickly, the only strategy that is guaranteed to fail is not taking risks." – Mark Zuckerberg*

- Get Experience
  - Step out of your comfort zone, work in another department
- Manage Expectations
  - Take ownership – don't expect someone else to do it for you
  - Communicate your goals and actively seek out opportunities

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## Ask for Help

*"I not only use all the brains that I have, but all the brains that I can borrow." – Woodrow Wilson*

- Make friends that can be confidants
- Use technology and tools
  - Self-evaluations and personality tests
- Succession planning
  - "Silver Tsunami" of expected retirements
  - Develop internal advocates
- Learn from professional setbacks

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## Get Involved

*"I've learned that you shouldn't go through life with a catcher's mitt on both hands. You need to be able to throw something back. – Maya Angelou*

- Volunteer for a professional development organization
- Serve on a committee
- Always be open to new opportunities

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## What Path is Right for Me?

*"When patterns are broken, new worlds emerge."  
~ Tuli Kupferberg*



## What is your path?

- Graduate Degree vs. Experience
- Early vs. Late Career Change
- Recovering from a setback

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## Key Takeaways

*"Your future depends on many things, but mostly on you."*  
~ Frank Tyger



## Top 10 Key Takeaways

1. Know yourself and what you want
2. Test your assumptions
3. Hold on to your principles
4. Seek help from Mentors
5. Develop a plan

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## Top 10 Key Takeaways

6. Follow your own compass
7. Get involved
8. Pay it forward
9. Enjoy the ride
10. Keep a positive outlook

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## Questions/Comments?

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