



Learn. Work. Lead.

Things Your Mentor Won't Tell You

Tanisha Briley
Julia Novak
Mary VanMilligen
ICMA Conference Presenters



Your Presenters



Tanisha Briley, City Manager, Cleveland Heights, Ohio



Tanisha R. Briley became the ninth City Manager of the City of Cleveland Heights, Ohio in August 2013. Briley began her local government career in the City of Davenport, Iowa holding several positions during her tenure from Management Analyst (Local Government Management Fellow) through her final role as Assistant City Administrator. Prior to joining the city management profession, Briley served as a higher education administrator and she also spent time as a legislative assistant in the Ohio Senate.

She holds a Bachelor of Science in Business Administration from The Ohio State University and a Masters in Public Administration from Cleveland State University where she was recognized as a Distinguished Alumni in 2010 and currently teaches a graduate seminar in city management course. Briley is also a graduate of the Senior Executives in State and Local Government Program at Harvard University's Kennedy School of Government.

Briley and her life partner Vincent reside in Cleveland Heights.

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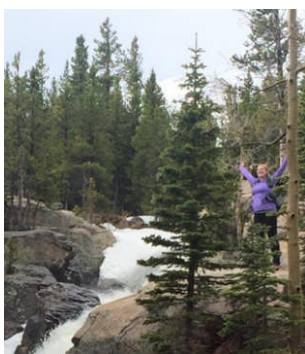
Julia Novak, President The Novak Consulting Group



Julia Novak has been working in and around local governments since 1987 – 16 years in direct service to local governments and over 12 years as a full-time consultant. She founded The Novak Consulting Group in 2009. During her local government career, she worked in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was city manager of Rye, New York. As a consultant Julia leads a firm of local government practitioners whose mission it is *“to strengthen organizations for those they serve and those that work in them.”* She earned her bachelor's degree in government and politics from George Mason University and a Masters Degree in Public Administration from the University of Kansas. Julia was in the first class of individuals certified by ICMA as Credentialed Managers. Julia has been married to Joe Novak for 28 years and has two children.

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Mary VanMilligen, Streets Superintendent Woodbury, Minnesota



Mary Van Milligen currently serves as Streets Superintendent in the City of Woodbury. She may be Superintendent today but who knows where she'll be next?!? Leaning into challenges regularly makes for a fun and unpredictable life. Mary believes she's meeting her potential when she feels challenged and properly rewarded for her work. She has demonstrated a love of community work and public service stretching far back into her youth. She has always been an active volunteer, served two terms with AmeriCorps and worked for LeadAmerica, a leadership camp for accomplished high school students. Mary served on the International City/County Managers Association Taskforce for Women in the Profession and currently serves on the Task Force for Inclusion. Mary began working in local government as an intern to the Village Manager in the Village of Downers Grove, IL while completing her Master's in Public Administration at Northern Illinois University. Before taking on the role of Superintendent, Mary managed the City of Woodbury's performance measurement program, assisted with budgeting and worked with the city administrator to provide departments assistance with priority special projects, as the Assistant to the City Administrator.

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Our Agenda

- About the Book
- A Model to Consider
 - Jim Collins: Five Levels of Leadership
 - Learn. Work. Lead: Five Levels of Consideration
- Level One: Prepare Yourself
- Level Two: Work (Well) With Others
- Level Three: Collect Experiences
- Hands On
 - The Best Advice You Ever Got
- Level Four: Go For It!
- Level Five: Reach Back
- Group Discussion

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A Model to Consider

Jim Collins: Good to Great

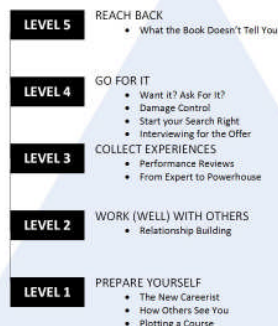
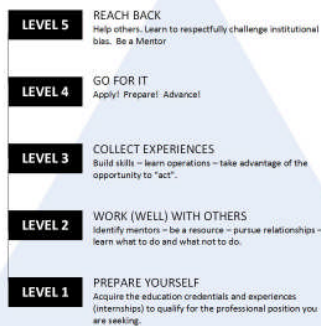
Learn. Work. Lead.



A Model to Consider

Learn. Work. Lead.

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Level One

Prepare Yourself

Learn. Work. Lead.

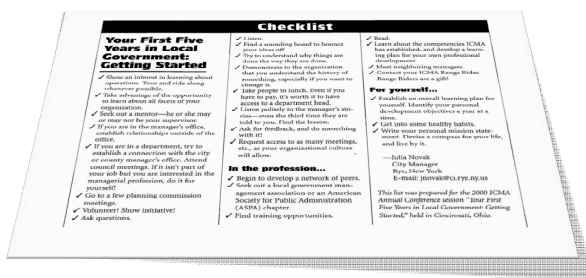
Prepare yourself. Acquire educational credentials and experiences to qualify for the professional position you are seeking.

Good to Great.

Highly Capable Individual. Makes productive contributions through talent, knowledge, skills and good work habits.



The New Careerist – Learn



Reading

Listening

Asking

Networking

Volunteering





LGMF THE LOCAL GOVERNMENT MANAGEMENT FELLOWSHIP
Make a difference.



More work please!

How Others See You



“Sometimes you can’t see yourself clearly until you see yourself through the eyes of others.”

Ellen DeGeneres



Authentic Self



Adapting to Organizational Culture





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Plotting the Course

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Level Two

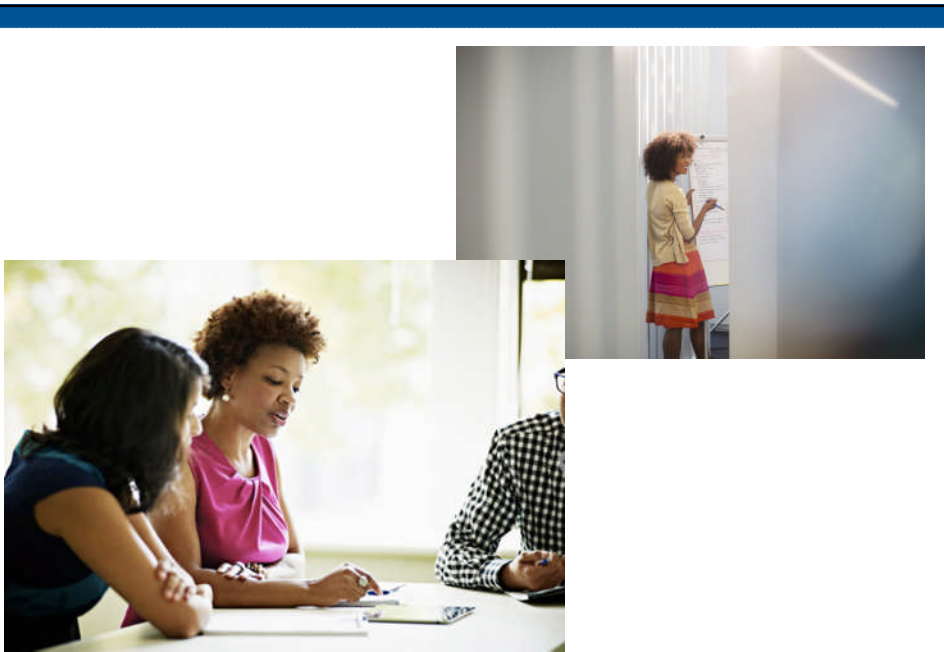
Work Well With Others

Learn. Work. Lead.

Work (Well) with Others: Identify mentors – be a resource – pursue relationships – learn what to do and what not to do.

Good to Great.

Contributing Team Member. Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.



Someone famous once said...

People don't care how much you know until they know how much you care!

~ John C. Maxwell

"People don't care how much you know until they know how much you care."

-THEODORE ROOSEVELT

Identify a mentor...



Mentors?

Who are your mentors?
How did you find them?
What do you value most?

Level Three

Collect Experience

Learn. Work. Lead.

Collect Experiences. Build skills – be a resource – take advantage of the opportunity to act.

Good to Great.

Competent Manager. Organizes people and resources toward the effective and efficient pursuit of pre-determined objectives.

Becoming a Competent Manager

- What skills do you need?
- Acquiring new skills
- Indispensable line experience
 - Budgeting
 - Supervising – Staff development, management, discipline
 - Set strategy
 - Get results – easily recognizable and quantifiable
 - Opportunity to zoom in
- Your sponsorship or co-pilot
- Interim or Acting – Ask for opportunity!

I see so-and-so is retiring, maybe we should step back and strategize, I would be interested and ready to take this on, on an interim basis!

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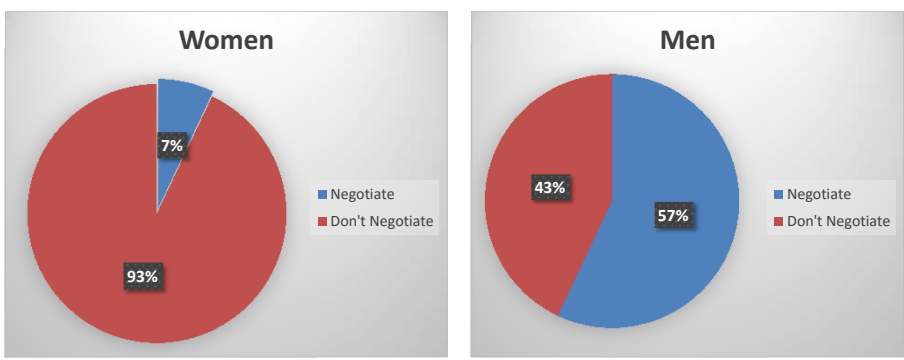
Considering an interim position....

Consider:

- What time commitment are you willing to make? What does the organization expect?
- Are you a candidate for the permanent position?
- Are you going to be involved with recruitment and selection of your replacement?
- Will your regular position be available when you complete your interim assignment? Do you want it to be?
- Are you being asked to oversee operations or to 'fix' something or reorganize operations?
- Does the organization have an interim policy regarding compensation?

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Compensation



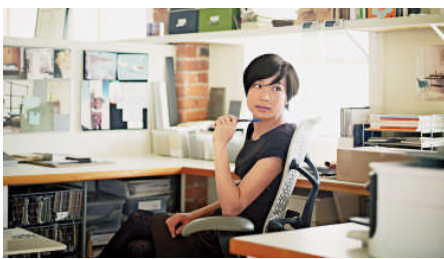
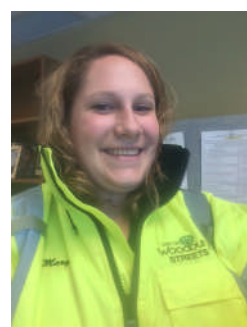
Sheryl Sandberg's Lean In sites at Carnegie Mellon University



Discussion Question:

Describe the first time you realized, "Oh – I'm not a contributor anymore – I'm managing this, I'm organizing people and resources towards objectives."

How did it feel? What did you learn?



Hands On

The Best Advice You Ever Got

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Level Four

Go For It!

Learn. Work. Lead.

Go For It! Apply! Prepare!
Advance!

Good to Great.

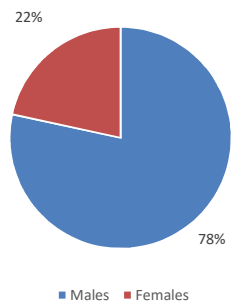
Effective Leader. Catalyzes
commitment to and vigorous
pursuit of clear and compelling
vision, stimulating higher
performance standards.

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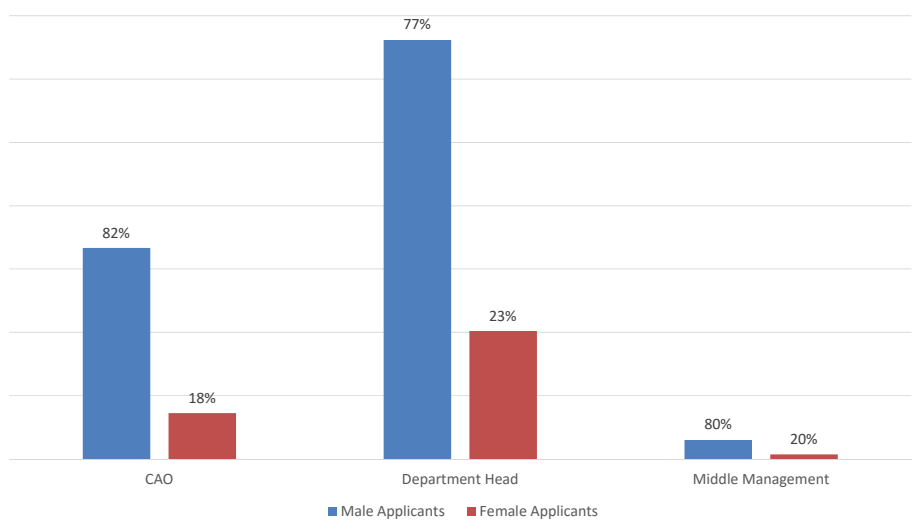
You've Got to Play to Win

- These statistics include 53 completed recruitments by TNCG:
 - 16 CAO-level positions
 - 28 Department Head-level positions
 - 3 Middle management positions
 - In all, these recruitments generated a total of 2,618 applicants.

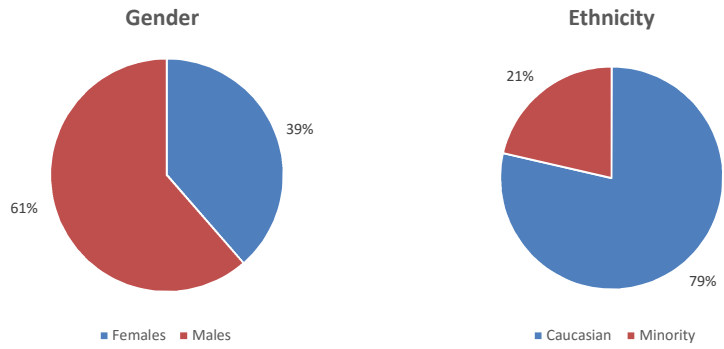
Applicant Pool Composition



Applicants by Position Type



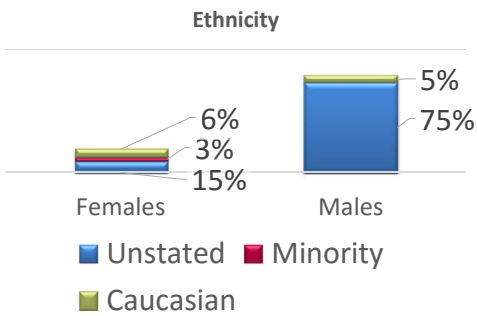
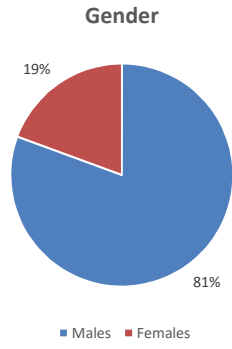
Overall Placements



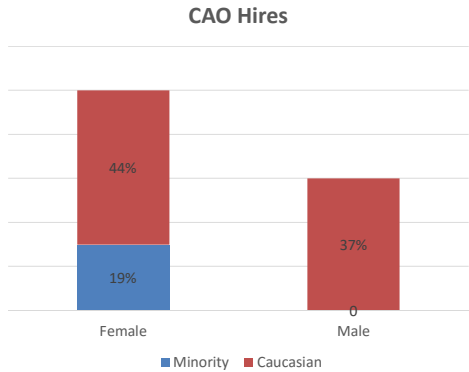
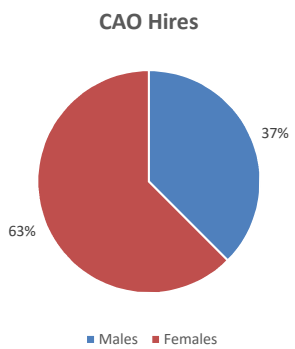
CAO Placement Data

Overcoming the #13percent

And the Finalists Are...



And the Winners Are...



What Can You Do?

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What Can You Do?

- Apply!
- Do your homework.
- Use your network.
- Make contact with the recruiter.
- Talk directly about your experience.
- Be clear about your leadership role.
- State explicitly that you want the position and why.
- Own your strengths.
- Show you have the courage to make tough decisions.
- Be yourself.

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What Does it Mean?

What is your take away?
What will you do to advance your own career?

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Level Five

Reach Back

Learn. Work. Lead.

Reach Back. Learn to respectfully change the institutional bias. Be a mentor.

Good to Great.

Level 5 Objective. Builds enduring greatness through a paradoxical blend of personal humility and professional will.

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Inside & Outside "Reaching Back"

- Create opportunities for others
- Give stretch assignments
- Mentor!
- Teach a course
- Speak to a class
- Publish an article

Personal Competency Mapping

Establish your roadmap.

Personal Competency Mapping

- Top 3 key **Strengths** that you bring to your work?
- Top 3 **Experiences** that you believe will most benefit the organization?
- Top 3 **Skills** that you have and enjoy using?
- What work **Interests** you the most – current or future?
- What specific **Knowledge** do you have that is the most beneficial for helping the organization?
- What specific **Skill(s)/Knowledge** would be most beneficial for you to develop?

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Thank You!

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