

Career Development in International Public Affairs

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Today's Agenda

- Stay or Go?
- Internal Considerations to Move Up
 - Think like your boss
 - Messages that resonate
 - Self-reflection and improvement
- External Considerations to Move On
 - Headhunters
 - Skills, thought leadership & branding
- Not Currently in International?



**SHOULD
I STAY ?**

**SHOULD
I GO ?**

Stay or Go?

- Culture fit
- Relationship with boss
- Advancement opportunities
- Passion for job

So you want to try to move up.....



LIKE
A BOSS

Think Like Your Boss

#1 = strategic thinking

- Think higher
 - Outside your scope; benefits for entire organization; truly understanding the business
- Think broader
 - Economic impacts, tech shifts, competition
- Think long term
 - Future of business or industry; what are we facing 5 years out and how can we prepare now for that reality; trendspotting

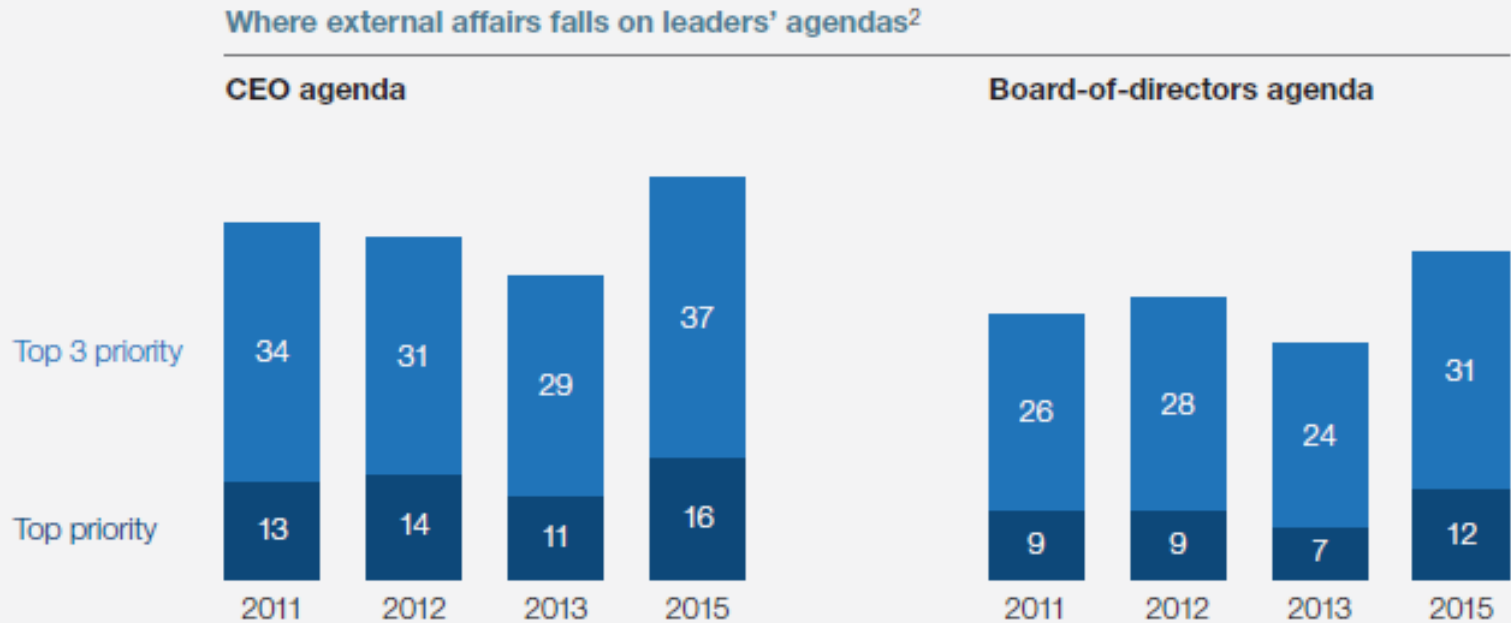
Other Boss Considerations

- What motivates them?
- Know their personal goals; help them achieve them; make them look good; make their job easier
- Trust: if you can't be trusted on small things, how can you be trusted on big?
- “Go-to team player”
- Mix of strategic advisor and doer
- Balance – not often saying no, not a “yes man/woman”

Knowing and Understanding the Business is Everything...

Exhibit 1 External affairs is a rising priority for both CEOs and boards.

% of respondents¹



¹ Respondents who answered "top 10 priority," "not a top priority," "not on the agenda," or "don't know" are not shown.

² In 2011, n = 1,396; in 2012, n = 3,525; in 2013, n = 2,186; and in 2015, n = 1,334. In the 2009 survey, these questions were not asked.

McKinsey, How to reinvent the external-affairs function, 2016

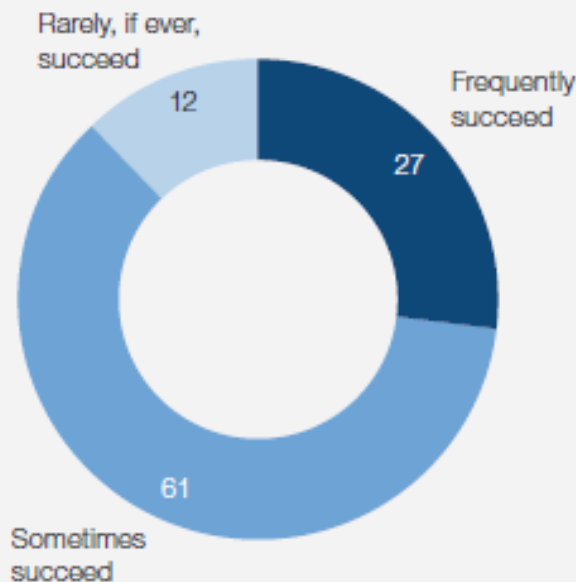
Exhibit 5

Companies that take an active approach to stakeholder engagement report higher rates of overall success at external affairs.

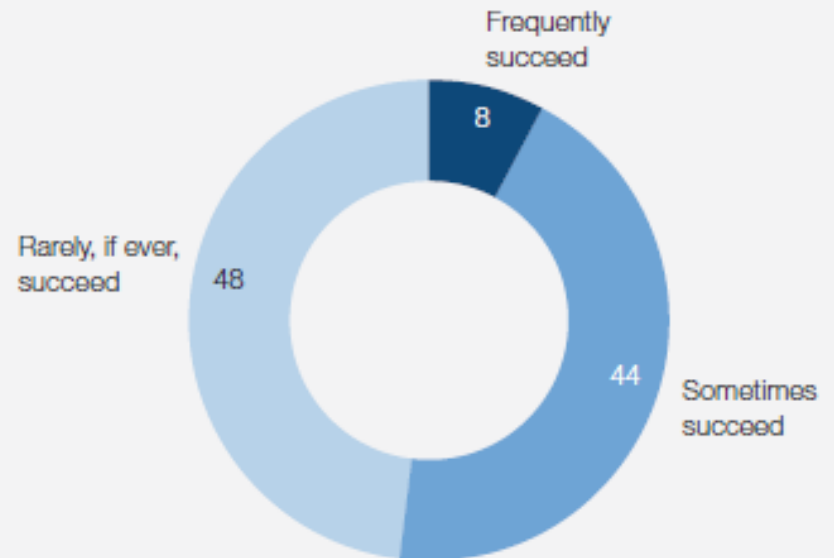
% of respondents

Companies' success at shaping government policy and/or regulatory decisions that could affect their business environments¹

Respondents at companies with a **very active approach to stakeholder engagement,²**
n = 337



Respondents at all other companies,
n = 752



¹ Respondents who answered "don't know/not applicable" about their companies' success are not shown.

² Specifically, engagement of governments and regulators in the past 12 months.

Messages that Resonate

- Business acumen; ROI
- Solutions orientation
 - Don't just share problems; here are 3 possible solutions
- Relationships are a mix of internal/external stakeholders
- Self-fulfilling prophecy; show leadership
 - Let boss know about NP leadership roles
 - Volunteer to lead internal working groups

Self-Reflection & Improvement

- Ask – where do you see me? How to get there?
- How do you take feedback?
- Commit to a continuous improvement cycle
- Seek mentors for honest feedback – inside and outside the organization
- Take proactive initiative to improve and grow
- Growth comes from “stretch”
 - Always have something scary on your calendar

Skills Needing Improvement in International PA

- Public speaking
- Facilitation
- Negotiation
- Business writing
- Networking
- Gravitas
- Budgeting
- Overall business acumen
- Research, analysis & synthesis
- Coaching and managing others
- Goal orientation
- Ability to innovate within the function
- Cultural understanding

Moving On



Time to Go: Moving On

- Headhunters
 - \$175k+
 - Cold calls don't usually work; connections
- Resume
 - Focus on outcomes
 - Move the dial on issues, reputation, financials
 - Clear metrics and show ROI
 - Mix of expertise on issues, process, geography and relationships
 - Connection to and close work with business

Moving On, contd.

- Skills
 - Soft power: persuasion across cultures, deal with conflict, negotiation, diplomacy
 - Managing people, budgets and projects
 - Communications
 - Translating complex issues simply
 - Culture-specific skills – ex. European position, show consensus building

Thought Leadership & Branding

- Your narrative
 - What makes you unique?
 - Avoid “outstanding”
- Thought leadership
 - Speaking
 - Writing
 - Sharing
 - Convening
- LinkedIn
 - Highlights & thought leadership

What Makes you Stand Out?

- Your reputation
- Industry in crisis
 - An asset
 - Nexus of advocacy, crisis and reputation
- Your story
 - Top 3 assets – if it's 50, lose credibility
- Network
 - There is value in being a trusted resource
 - How do peers, influential and thought leaders view you?

New to International?

- Why? Company doesn't want to hear you say you want to travel and they foot the bill.
- Volunteer – internally or externally - to gain experience
- Spend time abroad
- Highlight language skills
- Degrees/certificates/Exec ed abroad
- Informational interviews



Feel free to follow up:

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