

What does it take to be a leader?

Julie Conway | August 13, 2015



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About Heyman Associates



Heyman Associates and its global affiliates – Taylor Bennett in the U.K. and joint venture Taylor Bennett Heyman in Asia and Australia – bring together almost 60 years of experience placing top communications and public affairs talent in executive positions at high-profile corporations, foundations and educational institutions across North America, Europe, the Middle East and the Pacific region.



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Heyman Associates: areas of focus



- **Public affairs:** government relations and communications
- **Corporate communications:** director-level up to C-suite appointments
- **Organization types:** corporations, industry associations, non-profit foundations and academic institutions
- **Industries:** all, with an emphasis on health care, energy and financial institutions

About Julie Conway



With her deep industry knowledge, in-house PR agency experience and background in executive recruitment, Julie explores new avenues of talent for the next generation of corporate communications leadership. She focuses on search work in the digital and social landscape, in addition to supporting some of Heyman Associates' longest-standing client relationships.

Julie handles assignments in a number of industries, including consumer packaged goods, healthcare, pharmaceutical, beauty, sports marketing, personal wellness, retail, cable/news and technology. She has worked on a range of corporate communications, public relations, marketing communications, digital/social and public affairs placements.

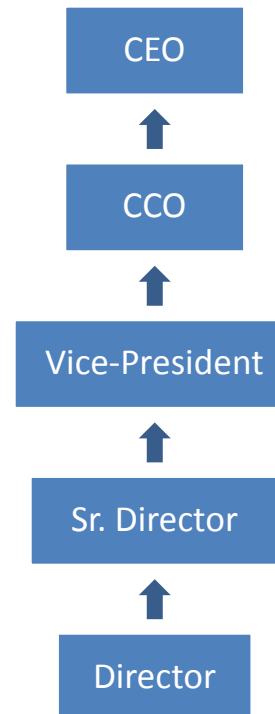
After a decade at Heyman Associates, Julie spent three years as in-house Director of Talent Acquisition with Marina Maher Communications, the preeminent expert in marketing to women. While at MMC, Julie directly contributed to the firm's unprecedented growth in 2011, 2012 and 2013. In 2014, Julie was recruited back to Heyman Associates as Director.

Julie is a graduate of Le Moyne College in Syracuse, NY, where she earned a bachelor's degree in English literature. Julie has presented to the Public Relations Student Society of America on topics including social and digital media and is a frequent guest-lecturer at colleges and universities in communication and digital classes.

My front seat to leadership growth



- Heyman Associates is in the business of connecting great leaders with top organizations.
- We also watch careers develop over years if not decades.
- This gives us a unique perspective on what sort of characteristics are common in great leaders and the trajectories they take to get to the top.



Poll question #1



What is the most important skill for being an effective leader in public affairs or communications?

- ☐ **Intangible “people” skills**
- ☐ **Long-term, strategic thinking**
- ☐ **Team-building / organization**
- ☐ **Raw communications skills**
- ☐ **Networking**
- ☐ **Other**

Poll question #2



Which of these skills comes easiest to you?

- ☐ **Intangible “people” skills**
- ☐ **Long-term, strategic thinking**
- ☐ **Team-building / organization**
- ☐ **Raw communications skills**
- ☐ **Networking**

Poll question #3



Which of these is your own greatest area of weakness?

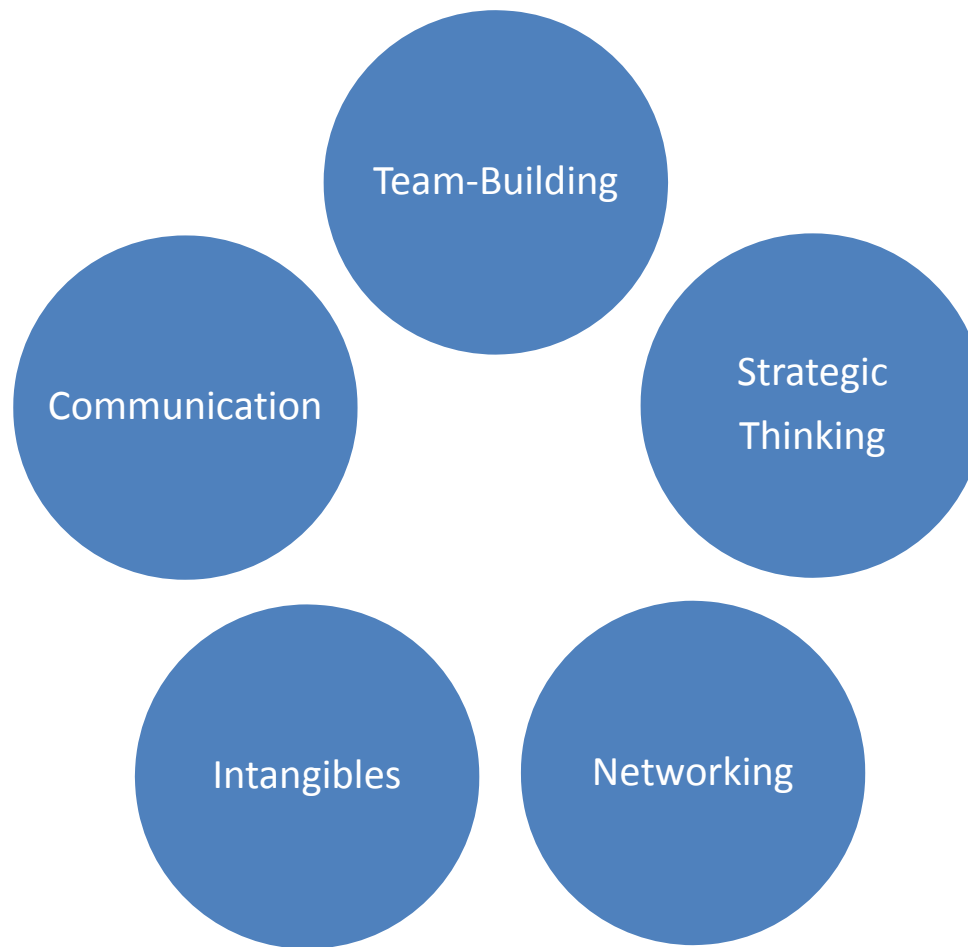
- ☐ **Intangible “people” skills**
- ☐ **Long-term, strategic thinking**
- ☐ **Team-building / organization**
- ☐ **Raw communications skills**
- ☐ **Networking**

Cultivate the right skills



- “Hard” skills matter.
- But so do intangibles.
- Focus on skills that come naturally.
- Focus on skills that are valued in your organization or role.

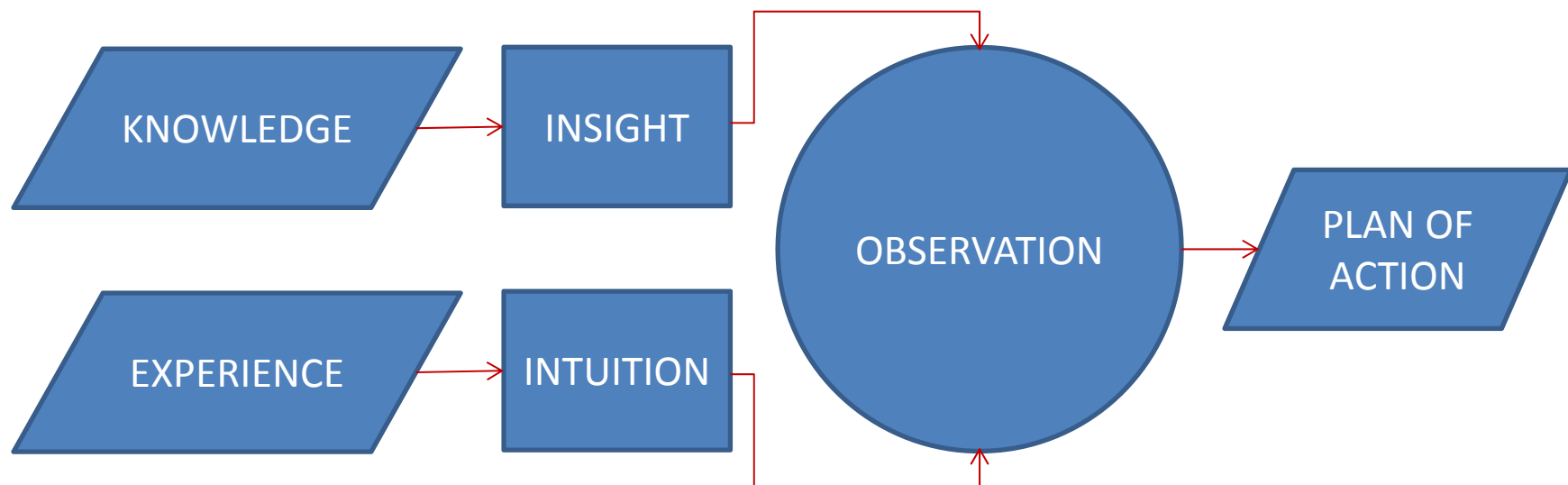
Core leadership skills in public affairs



Strategic thinking: the skill set



- Chart a long-term course.
- Take your vision and turn it into a process your organization can follow.
- Process alone isn't enough.
- You must get buy-in.

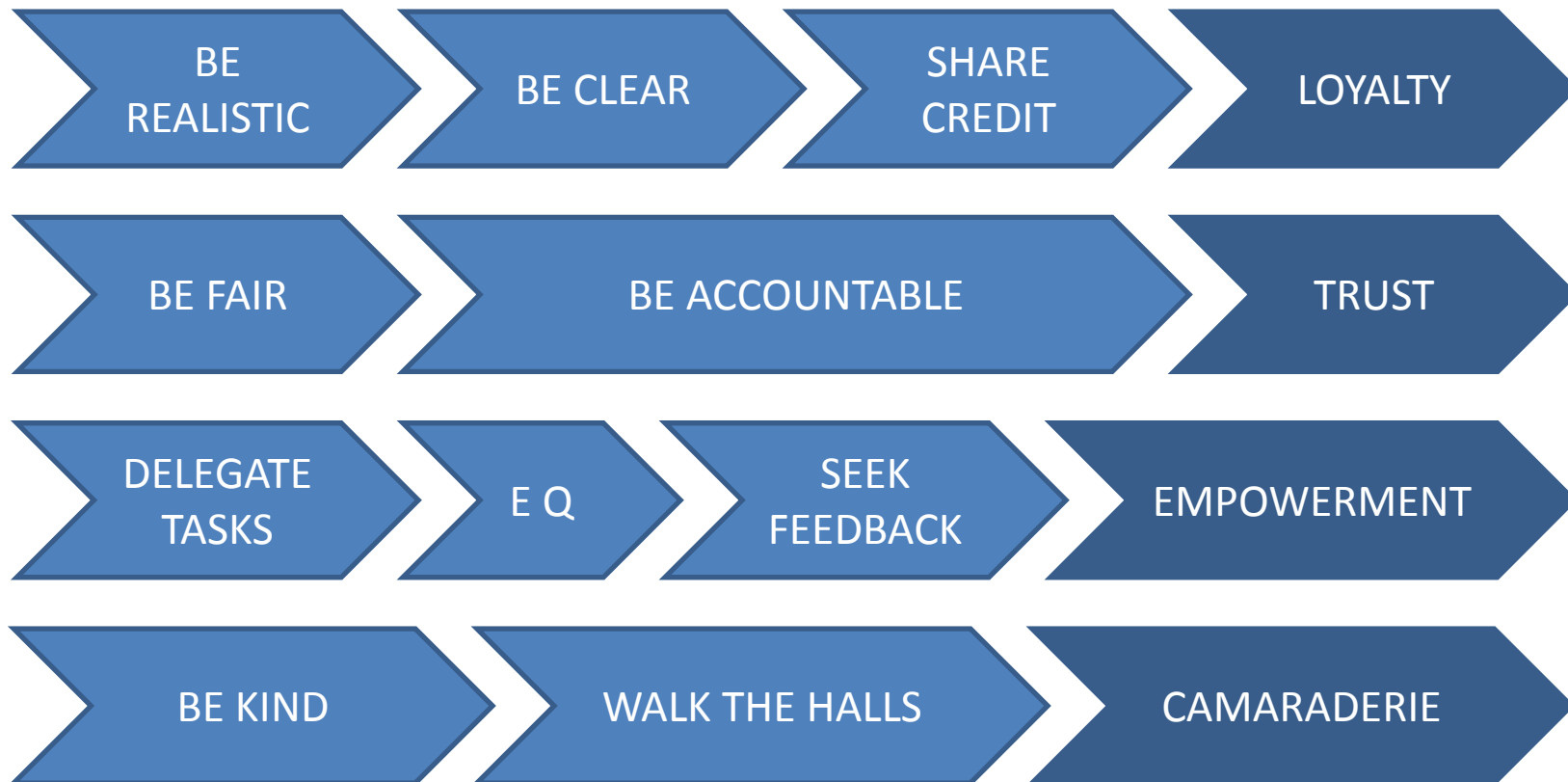


Strategic thinking: how to develop it



- Understand the goals of your organization and its senior staff.
- Don't just do what you are told or what's always been done.
- Instead, think about how a given task connects to the larger mission.
- Challenge yourself to come up with a better approach.
- Execute!

Team-building: the skill set

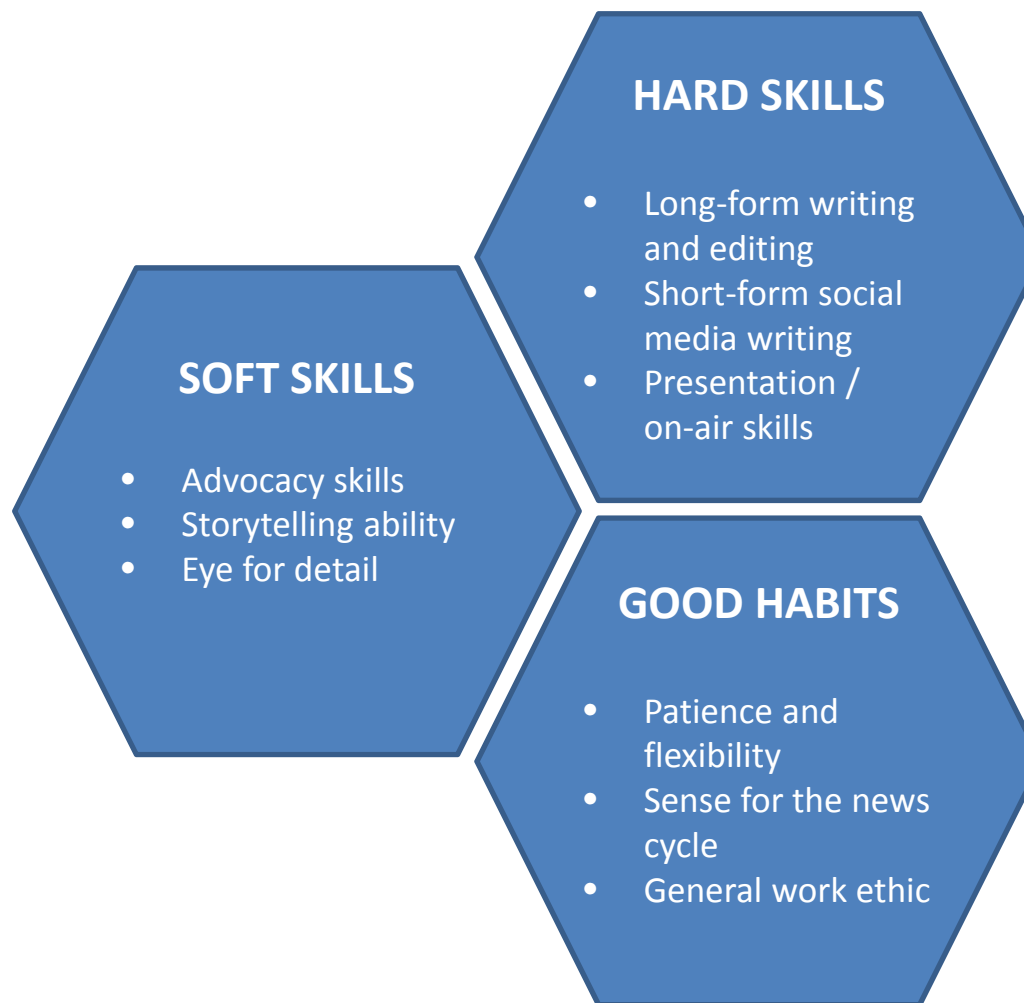


Team-building: how to develop skills



- Observe your superiors.
- Identify positive *and* negative management traits.
- Learn to “manage up.”
- Take advantage of every small opportunity to manage others (vendors, support staff, interns).
- Seek mentors.

Communications: the skill set



Communications: how to develop skills



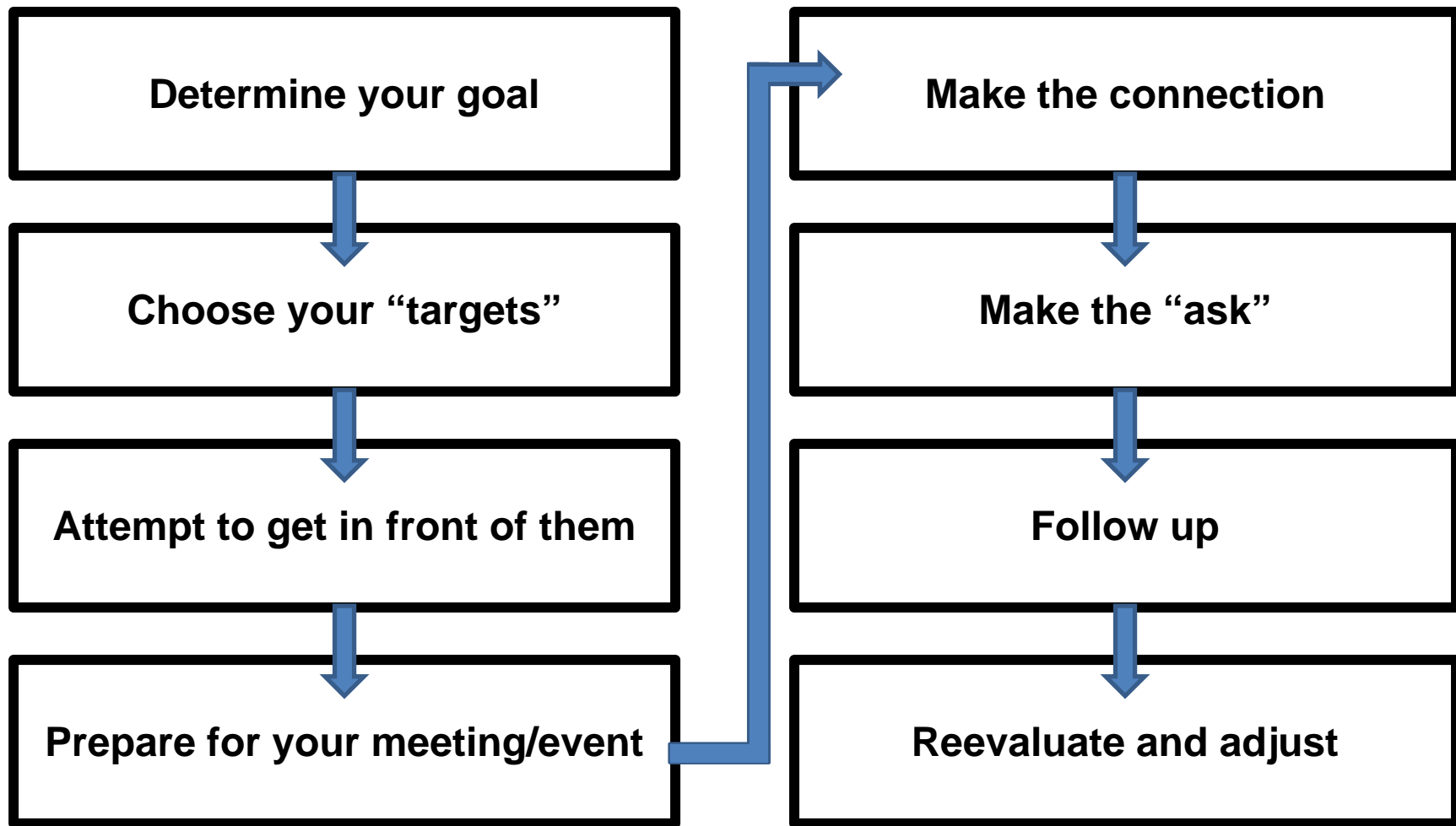
- Practice. Practice. Practice.
- Evaluate your own performance. Ask others for feedback.
- Challenge yourself. This is the skill set for which raw talent matters least.

Networking: the skill set

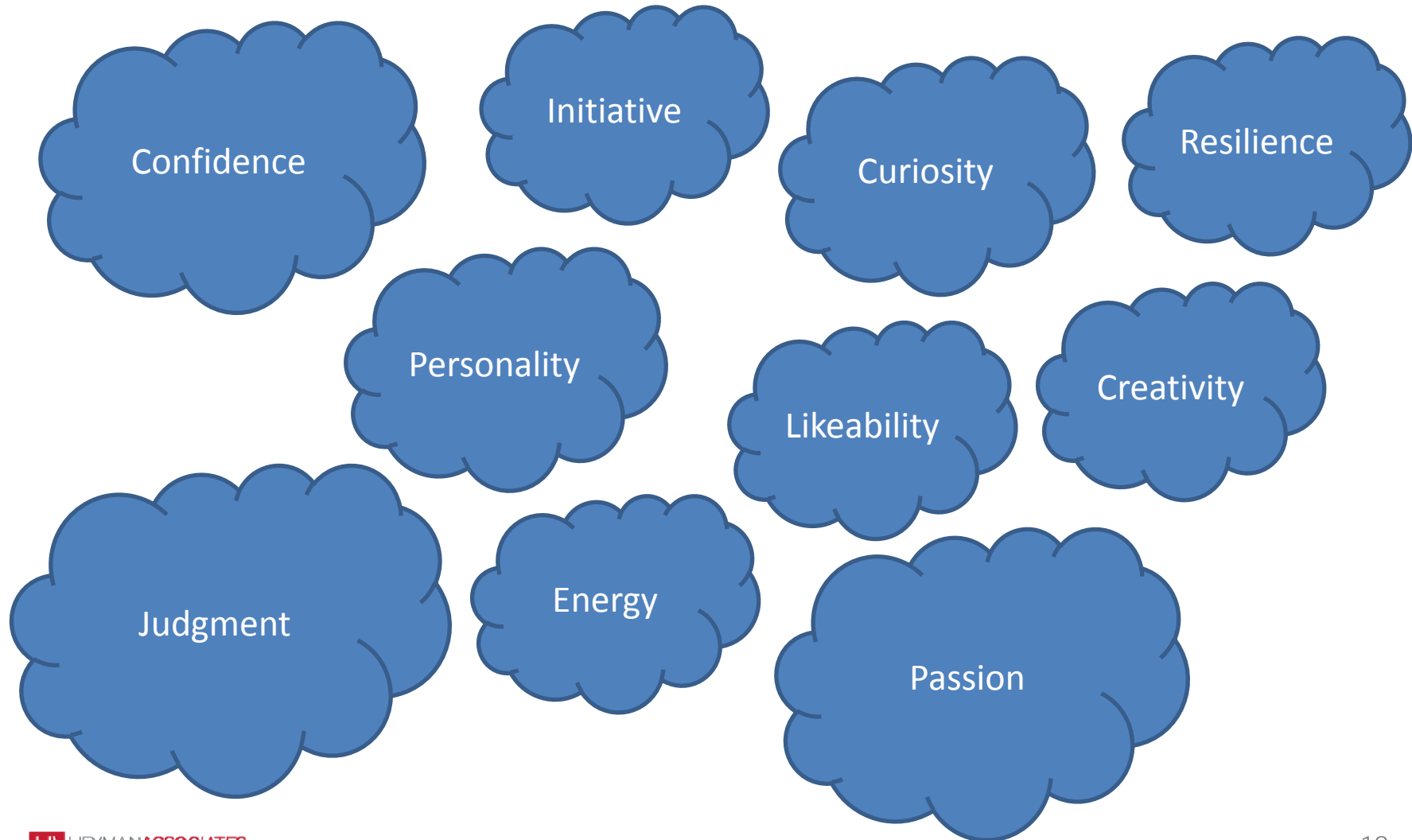


- Having clear networking goals and a plan to achieve them
- Making deep, lasting connections
- Giving more than you take
- Being diligent in cultivating and maintaining your network

Networking: how to develop it



Intangibles: the skill set



Intangibles: how to develop them



- Natural ability matters most here.
- Be self-aware. Know your personality type (Myers-Briggs).
- Play to your strengths and try to minimize your weaknesses.
- Don't be too hard on yourself!

Takeaways



- Certain characteristics are common in effective leaders.
- For the most part, these skills can be learned.
- That said, no one is outstanding at all of these skills.
- Understand your own strengths and limitations.
- Identify what skills align best with your organization's culture.
- Plan early and self-evaluate over time.

Questions/Contact



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