



**HEYMAN ASSOCIATES**

**MOVING UP OR MOVING ON  
LISA RYAN, SENIOR VICE PRESIDENT, HEYMAN ASSOCIATES**

**PUBLIC AFFAIRS COUNCIL: EMERGING LEADERS NETWORK WEBINAR  
AUGUST 10, 2017**

## About Lisa Ryan



**Lisa Ryan** is a Senior Vice President at Heyman Associates. She leads executive searches in corporate communications, public relations, marketing communications, branding and public affairs for the firm's blue-chip clients, including Fortune 500 corporations and nonprofit organizations.

[lryan@heymanassociates.com](mailto:lryan@heymanassociates.com) | 212 784 2705



## About Heyman Associates

- Two approaches to search:
  - **Contingent** – the firm that finds the new hire “wins” the fee
  - **Retained** – one firm earns a fee for handling the whole search
- Heyman Associates works on a retained basis (more deliberative approach, serving as an **advisor and partner to our clients**).
- We are **very selective and targeted** about which candidates meet with a client filling a given role.
- In addition to the usual resumes, cover letters and LinkedIn profiles, candidates undergo **multiple rounds of interviews**, prepare writing samples and take a variety of diagnostic tests.



## Moving Up or Moving On

- It can be a struggle to find growth opportunities within one organization.
- This can lead to tension between loyalty to your organization and your own professional development.
- Only focusing on whether to wait for a promotion or make a lateral move can be limiting. It's worth thinking outside the box.
- There are other avenues for growth and building leadership skills:
  - Volunteering and board work;
  - Advanced degrees and adjunct faculty roles; and
  - Stretch assignments, international assignments and work outside your current functional area.



## Effectively Managing Your Career

- You need to consider a variety of factors when deciding whether to remain at your current organization or make a move.
- Your goal should be to get the most out of each job and each organization:
  - Develop your skills.
  - Build a network of work colleagues who can serve as references in the future or even connect you to new opportunities.
  - Show recruiters and hiring managers that you are a good bet to stay in a new job for a meaningful length of time.

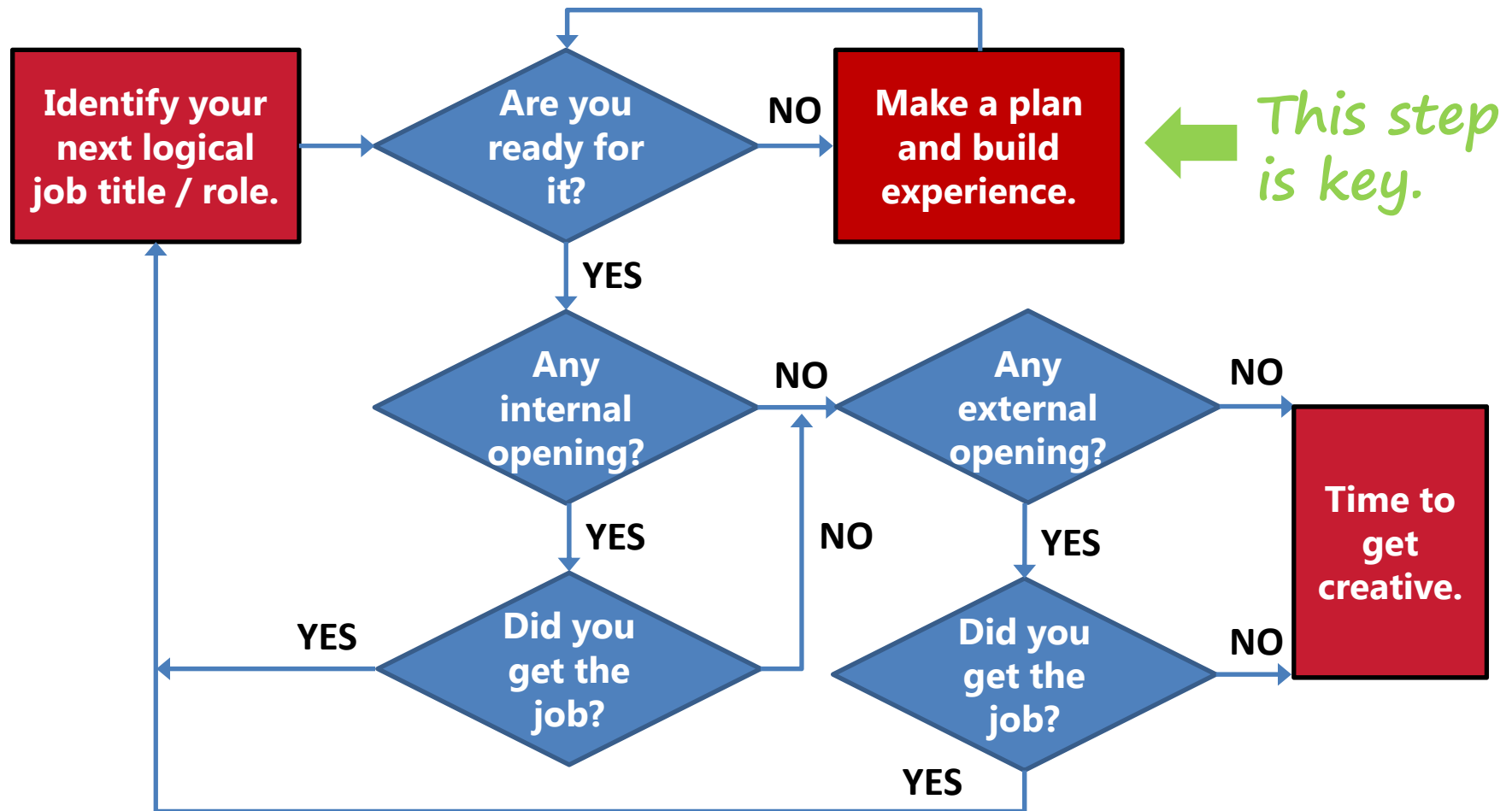


## Being Strategic About Building Your Career

- If you associate yourself with well-respected organizations, then some of that prestige will inevitably “rub off” on you and stay with you throughout your career.
- Navigating a challenging or high-performing culture speaks volumes about your ability to do the same in the future.
- Choose wisely, and develop a good pedigree.
- Join organizations that align with your own career goals and values.



## Moving Up or Moving On – Decision Framework



## Building Your Skills

- Know the skills – both “hard” and “soft” skills – that are most relevant to your career aspirations.
- Identify which of those skills you still need to develop.
- Set a realistic timeline for securing a more senior role.
- Seek out learning opportunities through mentoring relationships, professional associations, conferences, academic coursework and workplace opportunities.
- Be cautious about job-hopping or making a move for the sake of making a move.



## Poll Question – Most Important Skill

Which one of these 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 – Skills that Come Easy to You

Which one of these skills comes easiest to you?

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



## Poll Question – Areas of Weakness

Which one of these is your own greatest area of weakness?

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



## The Most In-Demand Skills Right Now

- **Marketing experience.** Communications has embraced the PESO model (paid, earned, shared, owned). Functional lines are blurring.
- **CEO/executive communications.** Gravitas and credibility with top leaders is a prized commodity.
- **Business acumen / analytical ability.** Similarly, being able to tie communications to the bottom line is essential.
- **Generalist skill set.** Broad exposure to many functional areas is key to winning senior-most roles (excluding financial communications).
- **Proactive and reactive skills.** Show that you can plan long-term strategy and handle crises (given the current political landscape).
- **International experience.** Top roles have a global scope and our clients want people who have managed across geographies.



## Leadership Intangibles – The Plank Center Leadership Report Card

- **Change-management.** Actually driving change is more important than just talking about it (consistently the top issue for those surveyed).
- **Active listening.** Communications is as much about listening as it is about talking.
- **Conflict-management.** Get along with superiors, peers and direct reports.
- **Cultural sensitivity.** This becomes more important as communications becomes an even more global function
- **Personality.** Emotional intelligence, ethics and handling stress are most important to more junior survey respondents.



## Conclusions for Your Career – The Plank Center Leadership Report Card

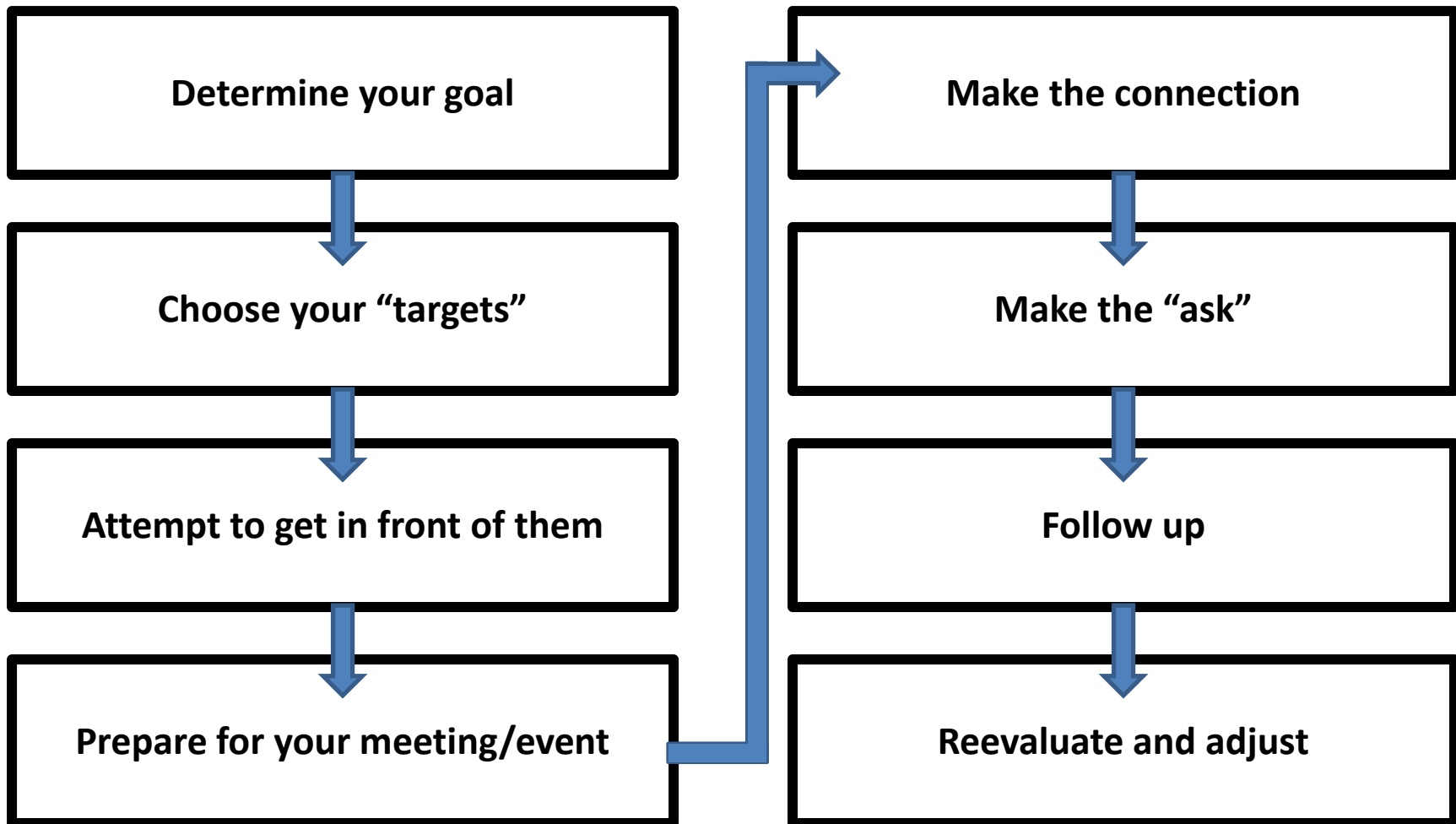
- As you move up in an organization, you need a broader and broader skill set with increasing emphasis on strategy and hard business skills.
- The ability to manage up, down and sideways is critical.
- Varied international, functional and industry experience is valued.
- Experiment; take risks: standing still for too long is worse than having to recover after taking a wrong turn.
- But, along the way, always manage your reputation and personal brand; never burn bridges.
- Develop the gravitas and people skills that will get you into the C-suite.



## Questions About Developing Hard and Soft Skills



## Building Your Networking



## Building a Reputation as a Good Co-Worker

- It's a small world. People talk.
- Burning bridges can come back to haunt you.
- Self-awareness about how others perceive you is essential.
- Be nice. Be honest. Be fair.
- Be culturally sensitive.
- Demonstrate courage.
- Commit to developing your direct reports. Make your superiors look good.
- Think several moves ahead and keep superiors in the loop.



## Questions About Building Your Network



## Building a Resume That is Attractive to Recruiters and Hiring Managers

- Avoid a lot of gaps or short stints on your resume. Job-hopping can be a major red flag for employers.
- Sometimes it's better to stay in a job six months or a year longer than you might like just to demonstrate stability.
- Be patient, especially as you move into more senior roles. A job search can take months or even years.
- Have a good answer to the question "Why do you want to leave your organization now?"
- Be realistic about the jobs you target. Recruiters can help you to understand what people at your stage tend to do next.



## Building a Reputation as a Good Job Candidate

- Be honest about your skills and experience. Our clients do their due diligence.
- Do your homework prior to interviews.
- Make sure your resume, LinkedIn profile and other social media presences show you at your best. Proofread. Think before you post.
- Demanding or needy candidates make a poor impression on recruiters and the recruiters' clients.
- Be helpful. Develop mutually beneficial relationships with recruiters over time. Don't wait until you are actively looking.
- Trust the recruiter's judgment on whether or not a particular opportunity is right for you.



## Your Next Move: When It's Time to Get Creative

- Many communicators don't find their "perfect" industry fit or functional specialty during the early years of their careers.
- Don't assume that you are "stuck" on your current path.
- Be honest with yourself about your core skills and what sorts of tasks you find most engaging and enjoyable.
- Consider graduate school as a means of shifting course.
- Similarly, volunteer opportunities offer you freedom to explore, expand your skill set and even find new opportunities.



## Questions About the Job Search and Working With Recruiters



## About Heyman Associates

Heyman Associates and its international colleagues – Taylor Bennett in London, joint venture Taylor Bennett Heyman in Hong Kong and Singapore, and GK Personalberatung in Frankfurt – bring together nearly 60 years of experience placing top communications and public affairs talent in executive positions at high-profile corporations, foundations and academic institutions across North America, Europe, the Middle East and the Asia-Pacific region.

[www.heymanassociates.com](http://www.heymanassociates.com)

