

Are You Ready For The Managers Chair?

Maria A. Hurtado



Are you **Ready** for the:

TOP JOB?

career

company

role

ladder

something

years

lot

move

look

little

now

share

new

unique

life

made

kind

altern

ep

family

share

Great

book

ago

ship

now



PATH TO SUCCESS

NON PROFIT

WATSONVILLE RDA



START



MSW



INTERIM CM: ROUND #2



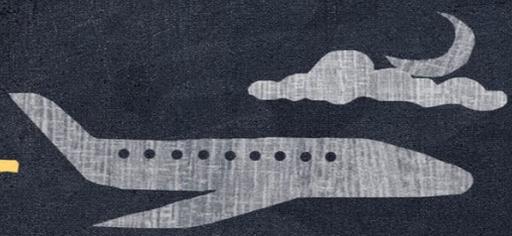
BIG CITY - SAN JOSE, CA



**PARK AND REC
WATSONVILLE, CA**



INTERIM CM: ROUND #1



MORE ADVENTURE - P & R, TRACY, CA



END

CITY OF TRACY - ACM

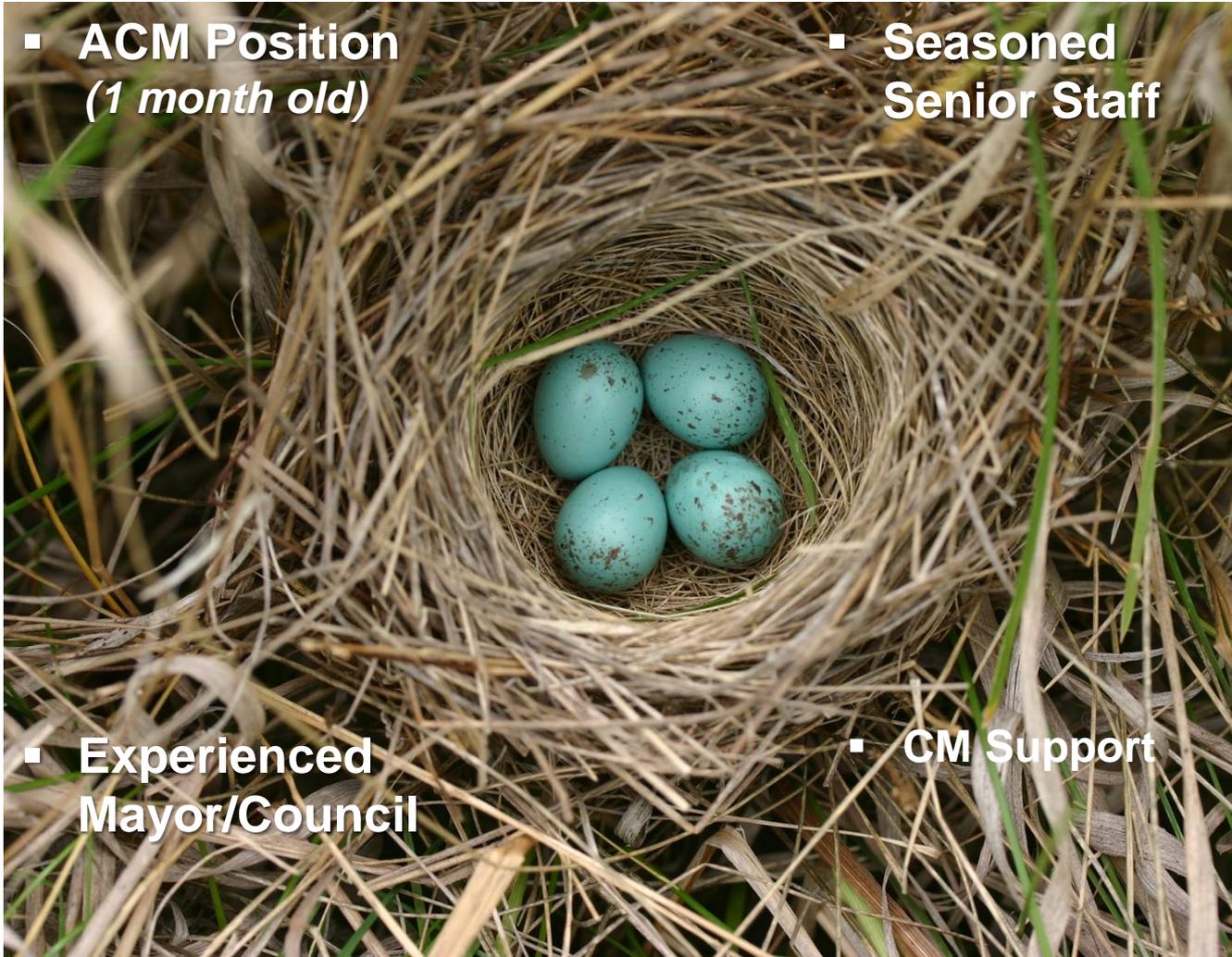
Interim CM – Round 1

- **ACM Position**
(1 month old)

- **Seasoned Senior Staff**

- **Experienced Mayor/Council**

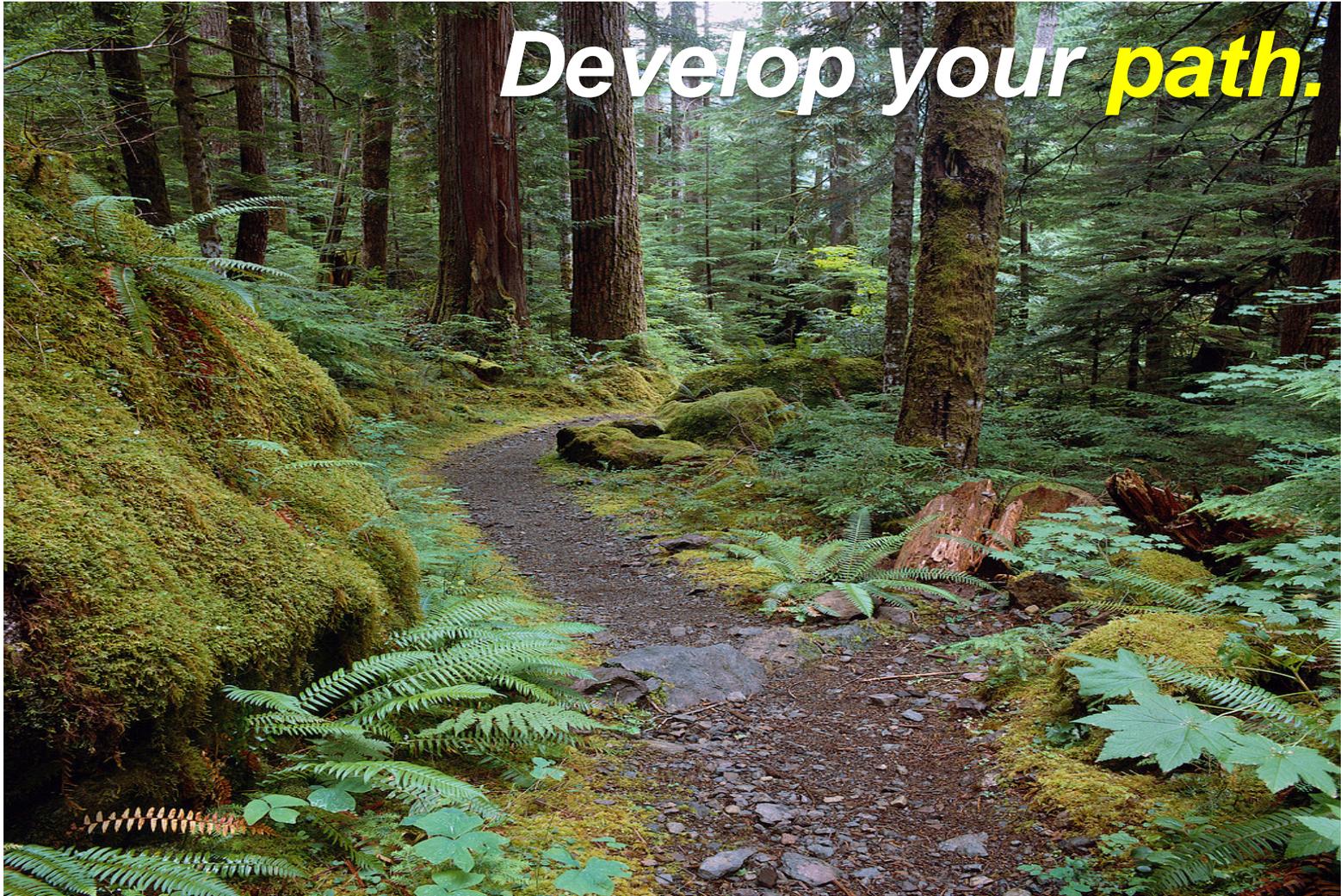
- **CM Support**



Interim CM – Round 2

- 
- **90% New Executive Staff**
 - **Term Limits: New Council**
 - **Public Scrutiny**
 - **Critical Community Issues**
 - **Labor Negotiations**
 - **Executive Rotation - ACM**

*Develop your **path.***





2. Real-time mentoring is powerful.

CHALLENGE:

- ▶ **Seek the CM view.**
 - CM can help you connect with your behaviors, skills, and weaknesses.

“What got you here, won’t get you there.”



3. The CM has no shock absorber.

CHALLENGE:

Learn to take a direct hit. Until you are a CM, you have someone else to absorb the shock of a poor decision or operational problem.

Take personal responsibility for high-profile initiatives. Can you work without micromanaging? Can you take hits rather than looking for cover?

4. It's not what you know, it's who you know.

CHALLENGE:

Get introductions. Your internal networks and relationships with the community may be solid, but how plugged in are you beyond your organization?

Start building your **network bridges** now.



Lessons Learned





Things you Need to Know Before Sitting in the Big Chair

10. You will be **multiple people.**
9. Gad-flies may be a **source of intelligence**
8. Someone will **stare at you.**
7. B+ performers will **be held against you.**
6. Everything you say will **be held against you.**
5. You can go **down in a second.**





Things you Need to Know Before Sitting in the Big Chair

4. Face to face



isn't outdated.

3. Make p

2. The Ma
always

1. Be nice



ers are

yground.



ICMA
100th

ANNUAL CONFERENCE

Charlotte
Mecklenburg County

SEPTEMBER • 14-17 • 2014

