



BUILDING YOUR CAREER: FOCUS ON LEADERSHIP

25th Annual Government Financial Management Conference

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Build Your Knowledge Base

- Establish a foundation for your career by:
 - Becoming an expert or well versed in a field;
 - Learning the applicable guidance;
 - Understanding the rules (laws, regulations, policies); and
 - Following the rules.
- Becoming an expert in an area usually leads to additional opportunities.
- Dig both deeper and wider: your subject matter expertise should evolve over your career.
- Build relationships, collaborate, and network.
- Utilize BFELoB training and development resources.

Volunteer for Extra Assignments

- Don't be afraid to volunteer for extra assignments – it provides additional experience.
- Be a team player.
 - If co-workers have assignments where they need help, provide assistance (regardless of if you receive credit).
- Important jobs that no one wants to do provide opportunities.
- Detail assignments can open doors you didn't know existed.



Understand Your Office Environment

- Get to know your co-workers and supervisors.
 - Find out about their careers (without seeming overeager).
 - Observe your supervisor's management style (for both good points and bad points).
- By understanding your office environment, you can:
 - Learn what motivates your co-workers;
 - Determine if your management will stand behind you if you take risks; and
 - Make a strong business case for developmental opportunities.

Seize Opportunities

- If senior managers provide an opportunity, don't be shy about stepping up.
- Pay attention to the rules and details.
- Mistakes happen.
 - Own them; learn from them; and don't repeat them.
 - If others make mistakes, give them an 'out' and don't dwell on them.
- Cultivate and maintain professional relationships with staff at all levels.
- Consider opportunities at other agencies.

Transitioning to Supervision

- Focus shifts to training staff and managing the process.
 - Process management skills \geq subject matter expert
 - Strong staff = strong leader
- Be honest with staff, but protect them as much as possible.
 - Appropriately share criticisms and critiques but take responsibility for concerns.
 - Provide staff the tools to correct deficiencies.
- Focus on the process, but pay attention to the details.
 - Ultimately, you are responsible. Have the details to support your team's work.

Personal Philosophies

*If something good comes out of my office,
it is because of the good work of the staff.*

*If something bad comes out of my office,
it is my fault because I get paid to see the
pitfalls and to stop them.*

- David Morris

I strive to create an environment where staff are:

*inspired to be their best selves,
supported as they continue to grow, and
empowered to achieve more than would be
possible alone.*

- Janis Coughlin-Piester