Maximizing Your Growth at Each Career Stage – Free Webinar

Wednesday, February 28
11:00 a.m.-12:30 p.m. PT (2:00-3:30 p.m. ET)

*** Advance registration required for this webinar ***
https://attendee.gotowebinar.com/register/4694821579978006018

Webinar topics:
1. What are the major stages of a career in local government?
2. What are the key factors of success in each and resources to support you?
3. What are examples of ways to leap forward, be resilient, and enjoy the profession?

Presenters:
Strategic Framework for Career Fulfillment
* Don Maruska, Master Certified Coach and Director, ICMA Coaching Program

Early Career
* Pam Weir, assistant to the city manager in Goodyear, AZ

Mid-Career
* Ben Bryant, Deputy City Manager, Happy Valley, OR

Executive
* Bertha Henry, CAO, Broward County, FL, Public Official of the Year, Governing magazine

Audience:
All persons interested in local government careers

Meets Practice 1. Personal and Professional Integrity, 4. Staff Effectiveness, 5. Personal Resiliency and Development

Post-Webinar Group Discussions:
Many agencies organize groups to participate in the webinars (live or recorded) and discuss the topics
among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Here are some discussion starters for this session.

a. Where do people in our organization especially need support?
b. How can we help our team members develop and move forward in their careers?
c. What resources from this webinar and elsewhere would we like to tap to support them?

Biographical Sketches of Presenters

Pam Weir, assistant to the city manager in Goodyear, AZ

Pam Weir has been the Assistant to the City Manager in Goodyear, Arizona, since April 2016. Prior to this, she served as the Management Analyst and Budget Officer in Sierra Vista, Arizona for two years. Weir’s previous municipal government experience includes service as the Management Assistant in Fort Collins, Colorado where she helped to write the organization’s first enterprise-wide strategic plan. She also served on a temporary assignment with the town of Estes Park, Colorado in 2013, assisting the Town in disaster recovery efforts from the autumn floods. Prior to her time in Colorado, she was the Management Intern for Avondale, Arizona. Weir earned her Master of Public Administration with a concentration in Urban Management from Arizona State University, where she was also named a Marvin Andrews Fellow. She also holds a Bachelor of Arts in Government from Smith College in Northampton, Massachusetts.

Ben Bryant, deputy city manager, Happy Valley, OR

Ben Bryant is the Assistant City Manager for the City of Happy Valley. In his current role, he provides oversight for the Library, Information Technology, Human Resources, and City Recording. Ben also manages all franchise and right-of-way agreements, leads policy analysis, and assists the City Manager. In 2017, he was selected by his peers to serve on the Board of Directors of the Oregon City/County Management Association. He has worked for the City since 2015. Prior to joining Happy Valley, he served five years with the City of Tualatin, first as a Management Analyst and later as the Economic Development Manager. Ben has a Master's degree in Public Administration from the University of Kansas and a Bachelor of Arts degree in Economics from Willamette University.

Bertha Henry, county administrative officer, Broward, FL

[from Governing magazine’s “Public Official of the Year” award 2017]

Bertha Henry spent 30 years working up to a top position in local government only to reach it in 2010 in the middle of a crippling recession. Rather than setting ambitious new goals for the county, she had to focus on minimizing the recession’s impact on her workforce. “Many of our employees were the only breadwinners in their families,” she says. “I did not want to add to the growing list of the unemployed.”
Henry implemented a series of strategies to protect her workers. Like a lot of local governments, Broward County instituted a hiring freeze and had to downsize some departments. However, Henry made sure the county had taken inventory of the affected employees’ skills so she could avoid layoffs and fill vacant slots. When service cuts were inevitable, she tried to trim where citizens would least notice. She looked at data showing which days were busiest at local libraries, and then closed neighborhood branches on the days with the lightest use.

Henry studied accounting in college, and her first job was as a budget analyst for her hometown, the City of Miami. Later she held multiple posts in local government in Florida and Ohio. Strict financial management has been a consistent theme throughout her career. Three years ago, Broward became one of only four Florida counties to receive AAA bond ratings from all three credit rating agencies.

In her nearly a decade as county administrator, Henry has left a lasting mark on the Fort Lauderdale metro area, particularly when it comes to infrastructure and economic development. Due to her efforts in building a new runway, the Fort Lauderdale-Hollywood International Airport has become the fastest-growing airport in the country, and recently added four international airlines. She engineered a deal to keep the area’s pro hockey team, the Florida Panthers, from declaring bankruptcy and leaving the state. Under the contract she worked out, all of the $86 million in new public investment for the team goes toward capital improvements and operating costs for the arena, meaning that if the team ever left, the county would still own a valuable asset. The deal allowed the county to refinance its bond debt for the arena and get a lower interest rate.

A good example of Henry’s management style was her intervention in a dispute over ride-sharing rules. Two years ago, the Broward County commission passed regulations, including a fingerprinting requirement for drivers, which prompted Uber and Lyft to suspend operations in the county. Henry crafted a compromise that satisfied both the regulators and the private companies. The amended law required criminal background checks for drivers, but not fingerprinting, and instead of a rule that would have made the county responsible for forcing drivers to be insured, she arranged to have the ride-sharing companies verify that their drivers have insurance. As a result, Uber and Lyft came back. This year, the Florida Legislature enacted rules that supersede what localities already had on the books. Nonetheless, Dan Lindblade, who heads the Fort Lauderdale Chamber of Commerce, says Henry still deserves credit for brokering the deal. “That takes a unique leader,” Lindblade said.

Don Maruska, master certified coach, director, ICMA Coaching Program

Don Maruska was the first in his family’s history to attend college and earned a B.A., magna cum laude, in government from Harvard University. Thereafter, Don worked as a legislative assistant in the U.S. House of Representatives and the U.S. Senate. He also led a team that developed the management procedures to successfully implement a new federal housing program.

Don advanced his training with completion of MBA and JD degrees at Stanford University, receiving a special certificate in Public Management, and gained membership to the State Bar of California.
In 1986 Don became CEO of a health care startup company that nonprofit hospitals created to enhance healthcare delivery. Translating the benefits of new technology into improved health, the firm earned the 1988 National Innovators Award.

Subsequently, Don trained to become a Master Certified Coach, the highest credential in the coaching profession. He is author of “How Great Decisions Get Made—10 Easy Steps for Reaching Agreement on Even the Toughest Issues” (AMACOM 2004) and “Take Charge of Your Talent: Three Keys to Thriving in Your Career, Organization, and Life” (Berrett-Koehler, 2013), which organizations in both the public and private sectors have used to improve their outcomes. In addition to creating and directing the ICMA Coaching Program, Don leads workshops and coaches leaders and teams throughout the U.S.

More Coaching Resources--See http://icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list at http://icma.org/coachinglist to keep informed of the details for future ICMA Coaching Program sessions and other resources.
2018 ICMA Coaching Program

Maximizing Your Growth at Each Career Stage

Wed., February 28, 2018
Welcome

ICMA coaching program

Platinum Sponsor: ICMA-RC
Gold Sponsors: ICMA and Cal-ICMA  ICMA State Associations Coaching Sponsors
Thank you, ICMA-RC

The ICMA Coaching Program is made possible by our Platinum sponsor:

www.ICMARC.org
28 State Association Coaching Partners
Outreach Partners

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Administrative Excellence | L'art de diriger

CONNECT.COMMUNICATE.EDUCATE

ELGL
LOCAL GOVERNMENT LEADERS

IPMA-HR
INTERNATIONAL PUBLIC MANAGEMENT ASSOCIATION for HUMAN RESOURCES

League of Women in Government

LOCAL GOVERNMENT HISPANIC NETWORK
AN AFFILIATE OF ICMA

NACo
NATIONAL ASSOCIATION OF COUNTY ADMINISTRATORS

NFPA
National Forum for Black Public Administrators
Achieving Excellence since 1983

WLG
Women Leading Government
Overview of Session

Webinar topics:
1. What are the major stages of a career in local government?
2. What are the key factors for success in each and resources to support you?
3. What are examples of ways to leap forward, be resilient, and enjoy the profession?

Presenters:

Strategic Framework for Career Fulfillment:

Don Maruska, Director, ICMA Coaching Program

Early Career:

Pam Weir, Assistant to the City Manager, Goodyear, AZ

Mid-Career:

Ben Bryant, Deputy City Manager, Happy Valley, OR

Executive:

Bertha Henry, CAO, Broward County, FL
Polling Question #1

How many people are listening on your line?
STRATEGIC FRAMEWORK FOR CAREER FULFILLMENT

Don Maruska, Master Certified Coach, Director, ICMA Coaching Program
Thrive in local government
Grow wherever you are

Most growth opportunities actually occur within your current job – typically 80% or more. Find and enjoy them.

- Even if your position isn’t changing, your community’s needs and the environment are.
- You need to be reinventing yourself even in your current job.
Make your current situation the best it can be

- Boosts your enjoyment.

- Resolves issues that otherwise will follow you elsewhere.

- Gives you positive energy and results to pursue new opportunities.
Use ICMA’s Career Stages

https://icma.org/careerstages
Polling Question #2

What career stages are represented in attendance for this webinar?
Maximize your fulfillment

- Identify key factors for success for your desired stage.
- Use accelerators to boost your results.
- Engage coaching to help.
- Tap additional resources.
Career stage:

Key Factors for Success

1. Learning framework and roles in local government (elected officials, professional management, etc.)
2. Understanding government finances
3. Demonstrating basic analysis skills
4. Building effective presentation and influence skills
5. Commitment to continuous learning
Career stage:

Accelerators

- Intern to gain hands-on experience
- Attend annual or regional conferences to network and learn practical applications
- Become a Local Government Management Fellow
Career stage:

How Coaching Can Help

a. Learning practical perspectives from practitioners
b. Getting help to network in your areas of interesting
Career stage:

Additional Sources*

i. Annual and regional ICMA conferences (also available virtually)
ii. Tap ICMA Coaching Program webinars
iii. Enroll in ICMA Student Chapter
iv. Connect with college, university, or other professionals associations

* See [https://icma.org/career-stage-guide-students](https://icma.org/career-stage-guide-students) for more.
Career stage:

Key Factors for Success

1. Being strategic and persistent to land a job.
2. Learning the local government organizational structure and how to add value
3. Building relationships and being service focused
4. Demonstrating ability to tackle and complete key tasks in your area
5. Being dependable and viewed as a go-to resource for high-quality results
6. Scanning for opportunities to increase skills, experience, and responsibilities
Career stage: Accelerators

- Bring fresh ideas and approaches to improve team results
- Volunteer for and complete stretch projects
- Develop strategic thinking and planning abilities
- Further your academic/professional development (licenses, certificates, etc.)
- Tap coaching resources to clarify your hopes, opportunities, and actions
- Create career assets (knowledge, processes, or tools that you share with others)
Career stage:

How Coaching Can Help

a. Providing perspective on early career experiences
b. Helping you think through how you want to address difficult situations
c. Expanding your network for additional career growth opportunities
d. Exploring beneficial new skills or qualifications
Career stage:

Additional Sources*

i. Complete online Talent Development exercises
ii. Apply for ICMA Emerging Leaders Development Program
iii. Enroll in ICMA “Local Government 101”
iv. Tap ICMA Coaching Program webinars
v. Read Career Compass article “I’m Not Ready!”

* See https://icma.org/career-stage-guide-early-career-professionals for more
Maximizing Your Early Career Growth

Pam Weir, Assistant to the City Manager
Goodyear, AZ
It begins with a story...
It begins with a story...
Success is a Snowball

• Say yes to opportunity
• Nurture your network
• Understand your strengths and use them
• Do your research
Success is a Snowball

SAY YES TO OPPORTUNITY
Success is a Snowball

NURTURE YOUR NETWORK
Success is a Snowball

UNDERSTAND YOUR STRENGTHS AND USE THEM

Our greatest strength comes not from what we possess, but from what we believe; not from what we have, but from who we are.

Michael Dukakis
Success is a Snowball

DO YOUR RESEARCH

KEEP CALM
JUST GOOGLE IT
Joys of Early Career

TRYING ON MANY HATS
Challenges of Early Career

PATIENCE, PERSISTENCE, POSITION
Advice Time

TOP FIVE

1. Be authentic
2. You don’t have to know everything
3. Success in government cannot be achieved alone
4. People are more important than tasks
5. All of us always have something to learn and something to teach
Polling Question #3

Which of these success elements would be especially valuable to you now?
Career stage: 

Key Factors for Success

1. Leading major initiatives with responsibility for budget and outcomes
2. Presenting successfully to agency, elected officials, and public
3. Demonstrating ability to lead in multiple areas of expertise within or across departments.
4. Demonstrating ability to coach and develop others
5. Demonstrating political acumen and astuteness
6. Demonstrating ability to lead change and deal with uncertainty
Career stage:

Accelerators

- Serve as acting or interim for a position of interest to you to demonstrate your readiness for desired future roles
- Deliver outstanding results on major project(s) of high importance to agency
- Hone a strong personal brand that creates personal and organizational assets to attract opportunities you want
- Serve as a change agent successfully enhancing services
Career stage: MID-CAREER

How Coaching Can Help

a. Expanding your network for additional career growth opportunities
b. Giving warm introductions to people with whom you wish to network
c. Offering perspectives to support your completion of major projects and next steps
d. Supporting your goal achievement
Career stage:

Additional Sources*

i. Enroll in ICMA “Local Government 201”
ii. Enroll in ICMA “Mid-Career Managers Institute”
iii. Read Career Compass articles “How to Position Yourself for Advancement” and “Perform the Job Before You Get It”
iv. Attend ICMA annual and regional conferences
v. Use brand building tools in Talent Development

* See https://icma.org/career-stage-guide-mid-career-managers for more
ICMA Coaching Program
Maximizing Your Growth at Each Career Stage
February 28, 2018
Ben Bryant
What attracted me to local government?
Career Path & Milestones

Advice: Get some boots on the ground experience
Advice: Stretch your comfort zone
Intern has unique job working for both Tualatin and Wilsonville to help chart future of Basalt Creek Planning Area

TUALATIN -- With one job, Ben Bryant works in two places at once. He uses two desks, two phones, two e-mail addresses. Even two bosses and two different sets of colleagues.

Bryant wouldn't change a thing.

"From a learning perspective, I couldn't ask for anything better," he said. "I double the amount of mentors that I have. There's so many people that I can go to and just ask questions."

Bryant, 24, is an intern hired jointly by the cities of Tualatin and Wilsonville last summer. He's also the unique lead man coordinating a sprawling planning project the neighboring cities are tackling together.

The Basalt Creek Planning Area includes about 600 acres between Tualatin and Wilsonville. Regional government Metro brought the land into its urban growth boundary in 2004 with an eye to possible residential and industrial use. Through an agreement forged last summer, Tualatin and Wilsonville hope to begin shaping its future in coming months.

A concurrent planning effort, which Bryant also is helping lead, focuses on the 175-acre West Railroad Planning Area, roughly west of Basalt Creek.

Bryant was brought in to help connect the two cities once the effort got off the ground. Both city managers who made that hire -- Sherilyn Lombos in Tualatin and Arlene Loble, who retired Jan. 1 from Wilsonville -- spoke highly of Bryant's impact since then.

Progress has been limited, Lombos said, but through no fault of Bryant's. Any project that spans multiple municipalities seldom moves quickly. Newly elected city council members from both cities have spent recent weeks getting up to speed. Wilsonville's council met this week; Tualatin councilors will discuss the project during a special meeting Tuesday.

Lombos said the main priority now is to get Tualatin and Wilsonville on the same
Career Path & Milestones

Advice: Hone your communication skills
Career Path & Milestones

Advice: Embrace early-career risks
How did I get my current job?

- Mentors / Coaches
- Networking
- Self-advocate
- Privilege
What am I enjoying about this career stage?

- Knowing there is still so much more to learn & experience
- Running with the ball and getting blocks from the City Manager
What’s particularly challenging about this career stage?

“I am Vice President. In this I am nothing, but I may be everything.” John Adams

“It is a damned peculiar situation to be in, to have authority and title and responsibility with no real power to do anything.” Spiro Agnew

“The job is just awkward, an awkward job.” Dan Quayle
Advice for this career stage?

- Acknowledge you may be a threat
- Find early wins
- Know your passion
- Always be humble and kind
Polling Question #4

Which of these elements of advice particularly resonate for you at this time?
Career stage: Key Factors for Success

1. Staying attuned to elected officials and your community
2. Demonstrating even-handed, professional management of information and support to all elected officials
3. Leading with strong values and culture
4. Working transparently
5. Encouraging a diverse, inclusive organization to connect with the community you serve
6. Giving back to the profession with your coaching and support for others
Career stage:

Accelerators

- Become an ICMA Credentialed Manager to establish your standing in the profession
- Do periodic goal-setting and outcomes reviews to keep on track with elected officials
- Be active in your area and State Associations to exchange ideas and create shared solutions
- Be known as a leader taking initiative to address tough issues
Career stage:

How Coaching Can Help

a. Helping to navigate the soft skills essential for dealing with elected officials, public, etc.
b. Providing a confidential sounding board with no personal agenda
c. Sharing experience to help you put your situation in perspective
Career stage:

Additional Sources*

i. Attend ICMA annual and regional conferences
ii. Enroll in ICMA “Senior Executive Leadership Institute”
iii. Read Career Compass article “City Managers Need Coaches Too”
iv. Tap “Survival Skills” Resources and read “When Do I Know It’s Time to Leave”

* See https://icma.org/career-stage-guide-executives for more
Maximizing Growth at the Executive Stage of Your Career

Bertha Henry, County Administrator
What are Key Success Factors for an Executive?

1. Orchestra Leader
   Embrace your role as Orchestra leader

2. Appreciating Diversity

3. Constant State of Learning

4. Being Consistent
Diversity comes in many forms.
Never assume you are through learning from others.
Lead with consistency, even in unexpected situations.

Happens!
Bertha’s Do’s and Don’t’s
Advice for Others

1. Intuition
   Trust your intuition

2. Free Time
   Cherish your free time – you won’t have much of it

3. Reputation
   Protect your reputation

4. Mentor
   Mentor up and down
Please come visit us in beautiful Broward County!

Bertha Henry, County Administrator
Polling Question #5

As you grow in your career, which of these elements will be especially important in building your executive skills?
Career stage:

Key Factors for Success

1. Thinking through your options before you retire from active management.
2. Finding one or more areas where you have something that you enjoy offering and the profession needs.
3. Supporting and encouraging people in the profession.
Career stage:

**Accelerators**

- Connect with other Encore Managers [request to join Encore email list]
- Share your insights through writing, speaking, or other outlets
Career stage:

How Coaching Can Help

a. Sharing pathways, experiences, and perspectives to inform your path
b. Serving as an engaging group of colleagues
c. Connecting you with Encore manager coaches
Career stage:

Additional Sources*

i. Read *PM Magazine* article “Encore! Encore! Creating a Fulfilling Next Life Phase”

ii. [Resources and “How-to” papers](https://icma.org/career-stage-guide-encore-professionals) for Senior and Encore Managers Programs

iii. Participate in ICMA programs and events as desired

* See [https://icma.org/career-stage-guide-encore-professionals](https://icma.org/career-stage-guide-encore-professionals) for more
Post-webinar discussion questions

a. Where do people in our organization especially need support?

b. How can we help our team members develop and move forward in their careers?

c. What resources from this webinar and elsewhere would we like to tap to support them?
Use ICMA’s Career Stages

https://icma.org/careerstages
Find helpful resources online

http://icma.org/coaching

ICMA Coaching Program Webinars
Six live webinars spotlighting best practices featuring local government professionals are...

1-1 Coaching
Personal guidance in your local government career from a local government professional.

CoachConnect
Get paired with the coach or coachee that fits your needs today!

Career Compass
An ICMA Coaching Program column focused on career issues for local government...

Webinar Archives
Miss a webinar? Watch it anytime!

Coaching Resources & FAQs
These PDFs and videos will help you get started on your coaching journey.

Talent Development
Resources you can use independently, with a coach, or across your organization to create...

Coaching Program Partners & Sponsors
The Coaching Program thrives because of our state association partners, outreach partner...

Sign up for the ICMA Coaching Newsletter: http://icma.org/CoachingList
Talent Development

Resources you can use independently, with a coach, or across your organization to create a culture of talent.

Did You Know...

Thirty to 40 percent of an individual’s talent goes untapped? Surveys of hundreds of local government professionals show that even in strong organizations there is more that employees could be contributing. You probably have many ways in which you'd like to grow or develop to advance in your career or keep what you are doing fresh and engaging. Or, perhaps, your opportunities and workload are already overwhelming. There are tools to help you not just survive, but thrive.

Unlock Greatness in Yourself and Others

In the book, *Take Charge of Your Talent: Three Keys to Thriving in Your Career, Organization, and Life*, Don N. Perry describe how everyone can make greater use of their talent and boost their job satisfaction. They describe the keys and provide real-life examples of how they have made a positive difference for local professionals and organizations.

Use the electronically fillable and downloadable **Take Charge of Your Talent Participant Guide** (complimentary resource exclusively for participants in the ICMA Coaching Program) to assist you in creating a rewarding new chapter in your talent story. Feel free with a coach and benefit from a catalyst for your growth.

https://icma.org/talent-development
1-1 Coaching

Personal guidance in your local government career from a local government professional.

Coaches can help you chart a path in local government, find information you need, and guide you to the answers that are right for you to difficult career questions. Coaching offers value for people at any stage in their careers by providing coachees with the opportunity to see their situation and opportunities from a fresh perspective.

Coaching sessions can take on many forms. Some are casual, informal networking and check-ins. Other pairs set up a more formal relationship and continue over time. You also may choose to get perspectives from more than one coach. See the ABCs of 1-1 Coaching.

Visit CoachConnect to create a profile. Use your ICMA login credentials (member or non-member) to login. You will receive an email after you are vetted by ICMA or our State Association Coaching Partners and your profile has been approved. We encourage ICMA State Association Coaching Partners to nominate additional volunteer coaches for CoachConnect. Please send nominations to ICMACoaching@donmaruska.com.

There are three ways to find a coach:

1. Tap your personal network or ask someone in your ICMA State Association to suggest a coach for you.

2. Visit CoachConnect. You will need to use your ICMA login credentials (member or non-member) and create a Player profile to get started. You can search by keywords and by state to connect with ICMA approved coaches ready and eager to help.

3. Tap the ICMA Senior Advisors in a state of interest to help you find a match and perhaps offer a warm introduction for you. You can find them through the state association websites.

How do I contact a coach?

https://icma.org/1-1-coaching
Polling Question #6

How was the webinar of value for you and your agency?
Contacts for today’s session

Presenters:

• **Don Maruska**, Director, ICMA Coaching Program  
  [ICMACoaching@donmaruska.com](mailto:ICMACoaching@donmaruska.com)

• **Pam Weir**, Assistant to the City Manager, Goodyear, AZ  
  [Pam.Weir@GoodyearAZ.gov](mailto:Pam.Weir@GoodyearAZ.gov)

• **Ben Bryant**, Deputy City Manager, Happy Valley, OR  
  [BenB@HappyValleyOR.gov](mailto:BenB@HappyValleyOR.gov)

• **Bertha Henry**, CAO, Broward County, FL  
  [Bhenry@Broward.org](mailto:Bhenry@Broward.org)
Register now for upcoming webinars

<table>
<thead>
<tr>
<th>Webinar Topic</th>
<th>Date and Time</th>
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<tr>
<td>Entrepreneurial Solutions for Local Government Challenges</td>
<td>Wednesday, March 28 10:30 a.m.-noon PT (1:30-3 p.m. ET)</td>
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<tr>
<td>Creating a Culture for Cultivating Talent and Getting Results</td>
<td>Thursday, May 10 10 a.m.-11:30 a.m. PT (1-2:30 p.m. ET)</td>
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<tr>
<td>Recognize and Eliminate Bias: Keys to Being a Better Leader and Team Player</td>
<td>Wednesday, September 19 10 a.m.-11:30 a.m. PT (1-2:30 p.m. ET)</td>
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<tr>
<td>Taking Smart Risks and Rebounding from Setbacks</td>
<td>Thursday, October 25 10:30 a.m.-noon PT (1:30-3 p.m. ET)</td>
</tr>
<tr>
<td>Gaining Project Support from Your Team, Elected Officials, and the Public</td>
<td>Wednesday, November 14 11 a.m.-12:30 p.m. PT (2-3:30 p.m. ET)</td>
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Polling Results from “Maximizing Your Growth at Each Career Stage” – webinar

February 28, 2018

510 locations; 1122 estimated participants in live audience

<table>
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<tr>
<th>Question</th>
<th>Options</th>
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<tr>
<td>How many people are listening on your line?</td>
<td></td>
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<tr>
<td></td>
<td>85% 1 -- just myself</td>
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<td>What career stages are represented in attendance for this webinar?</td>
<td>5% student</td>
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<tr>
<td>Which of these success elements would be especially valuable to you now?</td>
<td>63% say yes to opportunity</td>
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<td>Which of these elements of advice particularly resonate for you at this time?</td>
<td>62% Recognize how your role can be a help or a threat to others.</td>
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<tr>
<td>As you grow in your career, which of these elements will be especially important in building your executive skills?</td>
<td>69% Develop and trust your intuition</td>
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<tr>
<td>How was this webinar of value to you and your agency? (check all that apply)</td>
<td>59% gaining a strategic framework for career fulfillment</td>
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