

# “Hidden Talent Counts for Nothing”

**Nero**

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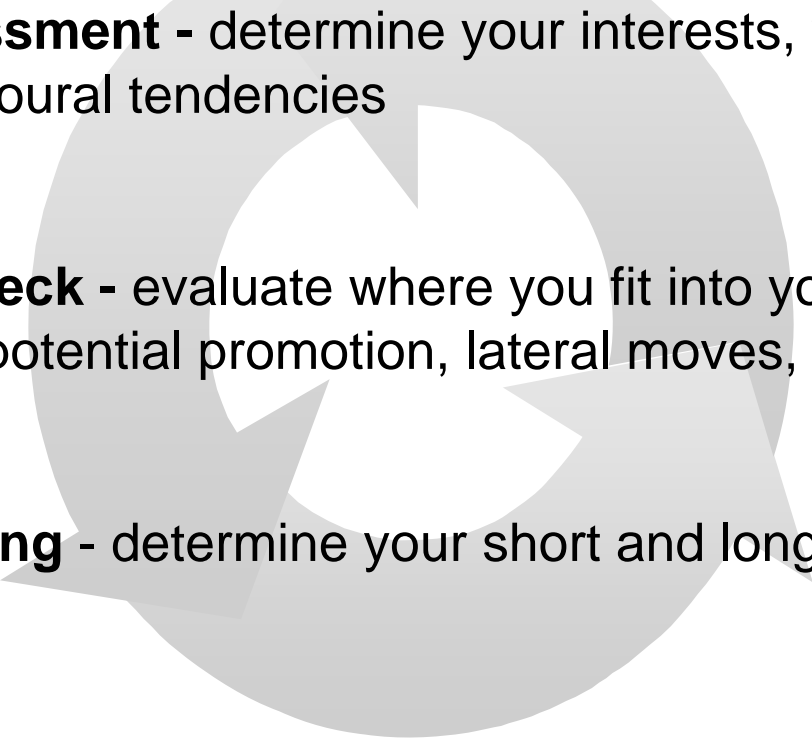
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# Career Development Process

Career development starts with setting realistic career goals and developing action plans.

- **Self Assessment** - determine your interests, values, aptitudes and behavioural tendencies
  - **Reality Check** - evaluate where you fit into your organisation's plans e.g. potential promotion, lateral moves, etc.
  - **Goal Setting** - determine your short and long term career goals.
  - **Action Planning** - determine how to achieve long term and short term goals.
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# Career Development for Front-of-House Managers

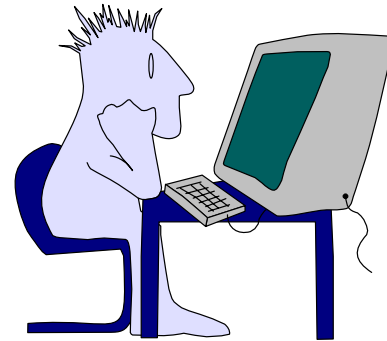
- What do we look for in a leader? What is the difference between management and leadership?
- What leadership competencies do you already have?
- How can you gain new skills in your own organisation?
- How can you be successful in climbing the career ladder?

# Management vs. Leadership

The difference between leading and managing

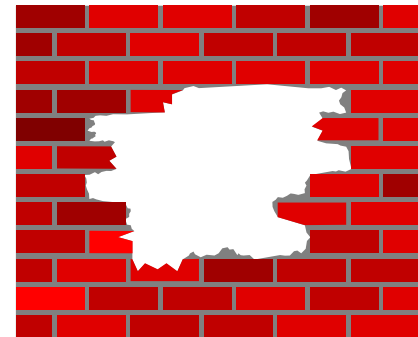
## – Managers

- plan and budget
  - organise and react
  - control and problem solve
- create order**



## – Leaders

- set direction
  - align constituencies
  - motivate and inspire
- produce change**



# What I look for in an Arts Leader

- Evidence of creative thinking
- Evidence of working through change and/or growing an organisation or department
- Excellent interpersonal and communication skills
- Evidence of inspiring, motivating and developing a team
- Well-developed financial and business planning skills
- Fundraising experience
- Good address book of contacts; evidence of networking; committee or Board memberships

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# Recognise your abilities

- **Strategic planning**
  - inputting into Customer Services, decisions about the building, or development of other Front-of-House responsibilities
- **Interpersonal and diplomatic skills**
  - managing volunteers, customers, stakeholders; being the public face of the company
- **Communication skills**
  - liaising with all departments in the organisation on a daily basis
  - passing information on in a timely, clear fashion
- **Motivating and developing staff; team-building**
  - setting targets, carrying out appraisals, rewarding excellence
- **Financial and Business Planning**
  - responsibility for the takings from the bar, programmes, ice-creams, shop
  - making decisions on merchandise, café/restaurant, bar.
- **Commercial**
  - looking at ways to increase earned income

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# “Leadership and Learning are indispensable to each other”

**John F Kennedy**

- Be proactive; seek out opportunities for learning new things
- Be curious; take an interest in what is going on around you
- Talk to senior staff in your organisation about their jobs
- Shadow a Director for a day
- Offer to take on additional jobs that will give you new experiences
- Network widely; attend conferences; get known; join committees
- Find someone externally to mentor you

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# Plan your career to acquire new skills



# Finding the next move

- Seek out opportunities that will add to your skillset.
- Send your cv speculatively to organisations you admire and would like to work for.
- Get your name known amongst arts leaders/potential employers.
- When applying for a job, ensure your application is relevant, short, free from mistakes and addresses the criteria in the person specification
- Prepare well for an interview – there is no second chance to make a first impression.

# Research your move carefully.....

“I am working in a joint-venture bank since 1997. I want to work in this bank (South Bank Centre). Please send details about it (also send useful Banking Book) as soon as possible. Thanks for your kind co-operation. Good night.”

*An applicant for Chief Executive, South Bank Centre*

# Be Ambitious!

“The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low and achieving our mark.”

Michelangelo

