



**ELEVATE YOUR CAREER WITH EXPERT GUIDANCE:
ACE THE SEARCH COMMITTEE INTERVIEW &
LEADERSHIP PANEL DISCUSSION**

Presented by
David S. Martin
Founder & CEO of Sterling Martin Associates

STERLING | MARTIN
a s s o c i a t e s

May 30, 2024 | 2024 GSAE ANNUAL MEETING

Moderator



DAVID S. MARTIN
Founder & CEO
Sterling Martin Associates

- MEET TODAY'S PANELISTS -



JULIA BOYD, CAE
Executive Director
Atlanta Press Club



DALE BROWN, CAE
President & CEO
Financial Services Institute



MONICA SMITH, CMP, CASE, CDME
President & CEO
Southeast Tourism Society



NIEL DAWSON, MS
Executive Director
Independent Electrical Contractors
Atlanta & Georgia Chapters

Key Takeaways

- Improve prospects for landing your next CEO job.
- Top interviewing mistakes to avoid.
- Understand behavioral interview questions.
- Preparing for the first and second round of interviews.
- Suggested do's and don'ts.

Then...

- Hear from accomplished Presidents, CEOs & Executive Directors





The Setting & Starting Out Strong

It's not only your experience and knowledge. It's your ability to convey that experience and knowledge.

- Body language and your “presentation”.
- Probably in a large conference room. Project your voice.
- Smile early. Not 45 minutes into the interview. Good eye contact.
- Posture. Sitting forward. Arms on table. Hands in steeple position.
- Be well prepared.
 - Study the materials provided by the search firm.
 - Review the organization’s website.
 - Looking at any other materials you can find.
 - Review bios of Search Committee members, LinkedIn, etc.

DO's

- Keep the opening statement concise (2-3 minutes).
- Tell them:
 - Why Am I Here Today?
 - Something about yourself:
 - Management philosophy
 - Books on leadership you have read
 - Something you are known for
 - Personal story that relates to the mission
 - How your experience aligns with what they are looking for.

10 Approaches to Answering Questions

1. Don't ramble
2. Limit "buzz words" and clichés. Avoid acronyms.
3. Repetition of words, "strategic", "data driven", "listening", but don't over do it.
4. Examples. Examples. Examples. Tell a story.
5. Use "we" instead of "I."
6. Avoid politics and religion. Don't curse.
7. Avoid fillers such as "Uh," "Um," and "You know."
8. Don't trail off in responses.
9. Energy. Crisp responses.
10. Modulate tone, volume of voice. Use silence. Pauses.

Behavioral Interviewing *Situation. Action. Result.*

- Think *Situation, Action, and Result achieved*.
 - **Example: Can you tell us about a time (key that you are about to be asked a behavioral question) when you had to assume leadership of a staff that was already in place? What was the situation? What actions did you take? What was the outcome?**
- Stay focused and think of your initial response as being a *headline* or *sound bite* – crisp and to the point. Then, back up your initial response with more detail and specific examples. Example: Budget/Finance “I’d rank myself an 8 out of 10”
- Review the position description to get clues on potential interview questions.

“Do you have questions for us?”



DO:

- Have some high-level questions at the ready – five is good.
- Ask questions that display the depth of your research and knowledge. “I noticed in your bylaws you put 5% of revenues into reserves.”
- Have your questions written down so you look prepared. Legal pad or leather portfolio. Not a fan of tablet.

DON'T:

- Take copious notes while they are answering your questions – listen instead and make a note to the file after the interview is over.
- Get into the weeds too much. Don't ask anything that you should already know from your own research.
- Bring up salary, bonuses or benefits.

8 Domains of the Certified Association Executive (CAE)

Good for self evaluation and reflection. You will probably be asked questions on these topics:

- **Governance**
- **Executive Leadership**
- **Organizational Strategy**
- **Operations**
- **Business Development**
- **Member and Stakeholder Engagement and Management**
- **Advocacy**
- **Marketing and Communications**



STERLING | MARTIN

associates

WASHINGTON, DC | CHICAGO, IL | NEW YORK, NY
ORANGE COUNTY, CA | PORTLAND, OR

To download a copy of today's presentation, please visit
smartinsearch.com/events
now through June 15, 2024.

info@smartinsearch.com | www.smartinsearch.com