

Leaders in the Shadows: The Leadership Qualities of Successful Municipal CAOs

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- Five successful CAOs
- Thick case studies
- Leadership qualities of successful CAOs
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LEADERS
IN THE
SHADOWS

THE LEADERSHIP QUALITIES
OF MUNICIPAL CHIEF
ADMINISTRATIVE OFFICERS

Purpose of the book

- Contribute to literature on leadership
- Provide advice to current and aspiring CAOs
- Demystify the concept of leadership
- Tell the story of some exemplary people

The five case studies

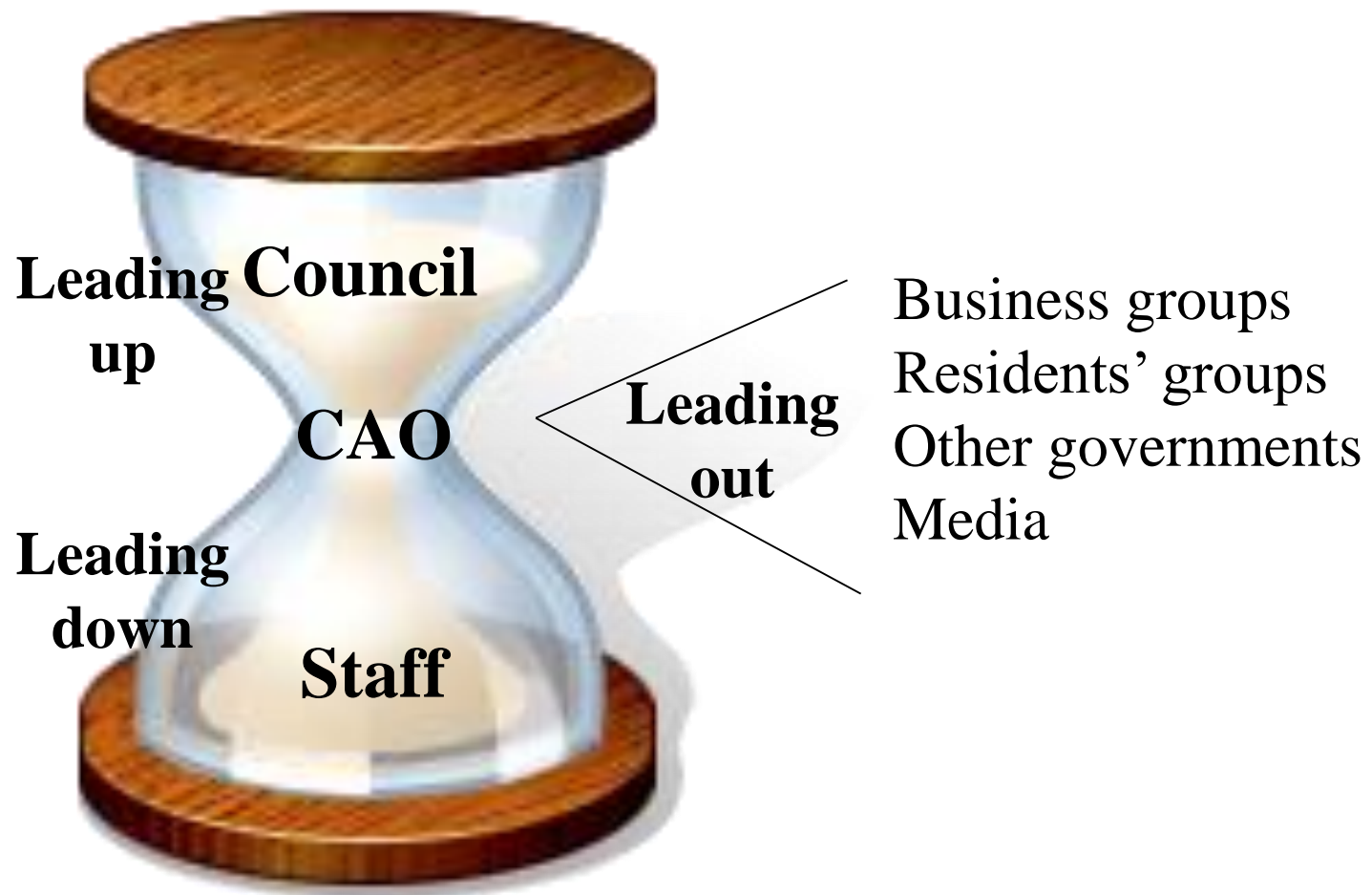
- Robert Earl (Invermere and Port Edward, BC and Banff)
- Michael Fenn (Burlington and Hamilton-Wentworth, On)
- Mike Garrett (Peel, Toronto, and York, On)
- Keith Robicheau (Annapolis County and Kentville, NS; St. Andrews, NB)
- Judy Rogers (Vancouver)

Outline

- Role of the CAO
- Traits, skills and behaviours of successful CAOs
- Conclusion – advice to current and aspiring senior managers

The Role of the CAO

CAOs must lead in three directions



Leading down

- Two-way communication channel between council and staff
- Manage staff
- Influence is better than authority

Leading out

- Residents' groups
- Business groups
- Media
- Other governments

Leading out

- Power through influence
- Negotiator, broker
- Inspire confidence
- Guide groups
- Be proactive in identifying emerging issues

Leading up

- Most difficult
- Inspire confidence
 - Expertise
 - Objectivity
 - Professionalism
- Power through influence
- Mediator, negotiator

Leading in three directions

- Different directions require different skills
- Varying intensities depending on situation
- Use this as a check list

What do CAOs really do?

- Strategic decision making rather than hands-on management
- Build a team
- Establish the organizational culture
- Use influence rather than authority
- Delegate, but monitor

Small is different from large

- Large places – it's a job
- Smaller places – you are the face of the municipality
- Residents expect to go to the top
- More hands-on activity
- More community involvement

Traits, skills and behaviours of successful CAOs

Definition of leadership

A municipal CAO who is a good leader has the ability to move the municipality forward by interacting in a mutually influential way with and motivating the council, external stakeholders, and organizational subordinates.

Adapted from: Joseph C. Rost, *Leadership for the Twenty-First Century*. Westport, Ct.: Praeger, 1993.

Traits, skills, and behaviours

1. Integrity { External – honesty
Internal – honour commitments

2. Respect

- Communication is important
- That includes listening

Traits, skills, and behaviours

- Perceptive judge of people – emotional intelligence
- Be change oriented, but
- Make change carefully – respect the local customs

Traits, skills, and behaviours

- Councillors are in charge, but
- Sometimes they need professional assistance
- Provide advice based on rationality, but
- Understand and anticipate the political impact of that advice

Traits, skills, and behaviours

- Support your staff, but
- Don't micromanage
- Training and development; mentoring
- Develop the next generation
- Show your passion



Conclusion

Demystifying leadership

- Leadership is important
- Consider the traits, skills, and behaviours of successful leaders
- All of them can be developed, but it takes time and work