

Rising to the Top

How Talented Women CAO's Are Taking On The Challenge

*CAMA Conference
May , 2013*



About Mississauga

- Canada's sixth largest city, with a population of 740,000, \$8 billion in assets and 5,000 dedicated full time equivalents
- A strategic location in the heart of the Greater Toronto Area, 90 minutes from the U.S. border
- An inspiring natural environment, including the majestic Credit River Valley and the Lake Ontario waterfront
- Distinct communities and an emerging vibrant downtown
- A significant transportation hub, with the highest concentration of highways in the country and Pearson International Airport, Canada's largest airport
- A strong and diverse business sector (55,000 businesses)
- A reputation for high citizen satisfaction and fiscal responsibility



What we were asked to talk about...

...This panel will discuss the unique challenges that woman administrators face, and how their specific types of leadership are building efficient and effective organizations. ...how women are doing things differently, and succeeding.

Milestones...

Funny:

- St. John's Rotary Club luncheon (1991)

Not so funny:

- When just being a woman threatened to end my career (1994)

National recognition:

- WXN Top 100 and the Hall of Fame (2005, '07, '09, '10)

Does gender matter?

Mississauga has a long history
of strong female leadership.

Is it the secret sauce?

Her Worship Mayor McCallion....



Does an iconic
woman leader make
a difference?

The Council in 1999



And a Council
where the
majority have
been women?

The Council today

MAYOR



Hazel McCallion

WARD 1



Jim Tovey

WARD 2



Patricia Mullin

WARD 3



Chris Fonseca

WARD 4



Frank Dale

WARD 5



Bonnie Crombie

WARD 6



Ron Starr

WARD 7



Nando Iannicca

WARD 8



Katie Mahoney

WARD 9



Pat Saito

WARD 10



Sue McFadden

WARD 11



George Carlson

Leadership Team



**Brenda Breault,
Commissioner,
Corporate Services**



**Ed Sajecki,
Commissioner,
Planning & Building**



**Paul Mitcham,
Commissioner,
Community Services**



**Martin Powell,
Commissioner,
Transportation & Works**

Extended Leadership Team



48% of ExLT is Female

Do women lead differently?

According to a study conducted by Caliper, a Princeton-based management consulting firm:

- Women leaders are more persuasive, assertive and willing to take more risks than male leaders.
- Women leaders also were found to be more empathic and flexible, as well as stronger in interpersonal skills
- “These qualities combine to create a leadership style that is **inclusive, open, consensus building, collaborative** and **collegial**,” according to Herb Greenberg, Ph.D., President and Chief Executive Officer of Caliper.”

Do women lead differently?

“In decades of analyzing exceptional leadership, John Zenger and Joseph Folkman (*Harvard Business Review*) have identified 16 traits required for success. These include ***integrity, initiative, self-development, problem solving and a drive for results.*** ... *With regards to the differences in effectiveness between male and female leaders, the results were striking: **Women outscore men in leadership effectiveness.***

Zenger argues that this is due primarily to a change in leadership styles. ***Moving from a command-and-control style of leadership to a more collaborative model plays, he argues, to women's strengths. Women are better listeners, better at building relationships and more collaborative and that, ...makes them better adapted to the demands of modern leadership.***

My keys to success (I think)

- We are a true matrix organization where collaboration is demanded. I have never tolerated silos
- Complex organizations are tough to manage...and beautiful when it works
- Be yourself
- Develop a vision for the kind of organization you want and create it

Best advice I ever got....

“Janice, you cast a long shadow...”
“Janice” lon cast a long shadow...”

Thank you!

Questions?

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