



50 Questions for #CAMA50

**Jake Rudolph, Past President
Chief Administrative Officer, City of Nanaimo, BC**

In your personal experience, what has been your greatest accomplishment in your time as a CAO?

I have been fortunate to work with strong teams and good Councils, so I would say I am proud of a strong track record of good governance and accomplishments in the organizations I have worked with.

Name three books that you would recommend to your colleagues.

- “Values” by Mark Carney. Good read on leadership and environmental issues.
- “Younger Next Year” by Chris Crowley. This book speaks to balance in life.
- “A Walk in the Woods” by Bill Bryson. An entertaining adventure about taking on a major challenge.

Technology has changed the way all of us work. How have improvements or advancements in technology made your job easier? Has it made things more complicated in any way?

Technology is both a blessing and a challenge. On the one hand we are able to do many more things better. The problem is the many more things and the ever-increasing expectations. Social media is a powerful tool and influencer. There is a need to be mindful of, but not vulnerable to, social media discourse.

Performance evaluation is a key component in professional growth. What piece of feedback have you received that has helped you in your career?

Toolkits aside, it is not always easy to get honest/cohesive feedback from Council. Receiving positive feedback is always helpful and motivating.

What is your best advice for dealing with an adversarial councillor, committee member, or constituent?

There was a famous football coach in the US who was asked “how do you deal with all those personalities”. His answer was “I deal with them all differently”. I am respectful and professional and attempt to treat all elected officials equally. Generally, this is rewarded with a return of respect for me and the administration.