



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

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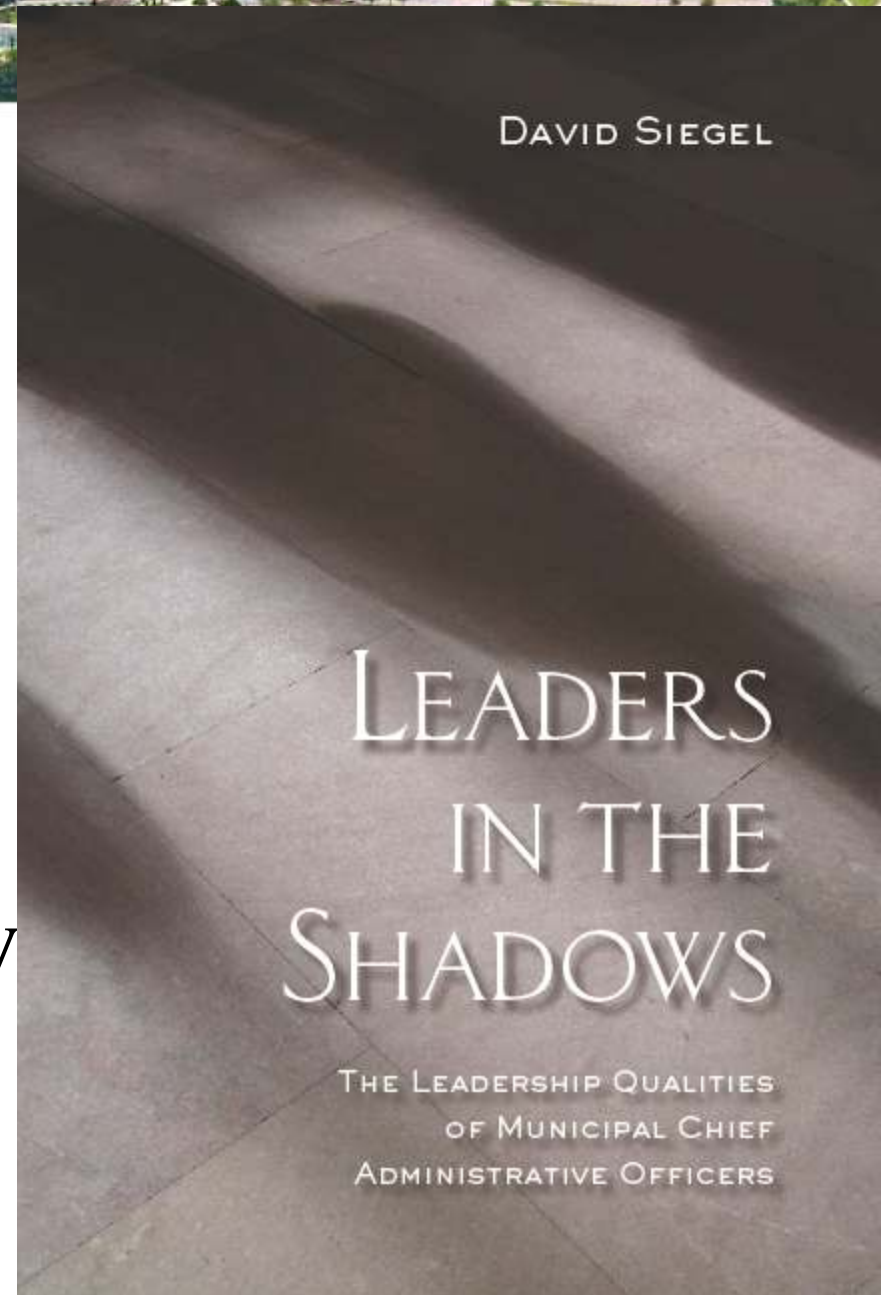


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- Brock University
- Social Science and Humanities Research Council



- Five successful CAOs
- Thick case studies
- Leadership qualities of successful CAOs
- Published by University of Toronto Press





## **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)



# CAOs must lead in three directions





## **Leading in three directions**

- Different directions require different skills
- Varying intensities depending on situation



## 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

- Integrity
- Respect
- Establish the organizational culture
- Influence is more common than authority



## **Traits, skills, and behaviours**

- Perceptive judge of people – emotional intelligence
- Team builder
- Good communication is important
- That includes listening
- Show your passion



## Conclusion

- Leadership is important
- Leadership in three directions is required
- Leadership skills can be developed and learned