Rising to the Top

How Talented Women CAO's Are Taking On The Challenge

CAMA Conference May , 2013



About Mississauga

City of Mississauga City Manager's Office

- 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







...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.





Funny:

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

Not so funny:

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

National recognition:

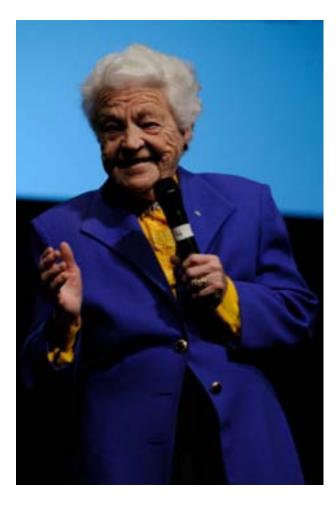
• WXN Top 100 and the Hall of Fame (2005, '07, '09, '10)

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?

today for tomorrow

The Council today



MISSISSAUGA

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Leadership Team





Brenda Breault. Commissioner, Corporate Services



Ed Sajecki, Commissioner, Planning & Building





ISSISSA

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Paul Mitcham, Commissioner, Community Services



Martin Powell, Commissioner, Transportation & Works

Extended Leadership Team



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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."

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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

City of Mississauga City Manager's Office

Develop a vision for the kind or organization you want and create it



Best advice I ever got....

"Janice, you cast a long shadow..." "Janice' hon cast a long shadow..."





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Thank you!

Questions?

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