



The APWA Leadership and Management Committee surveyed public works officials and those who employ them to determine what they believe to be the most important characteristics of an effective public works leader. That the leader must have technical knowledge needed for the job goes without saying, but something else distinguishes a leader. Successful public works leaders and those who know them well seem to agree that the following characteristics are essential:



Members of the Leadership and Management Committee conducting the survey were:

- John Davis, FL
- Steve Magnusen, IL
- Andrew Lemer, MD
- David Rhodes, WA
- Wayne Tanda, CA
- Patricia Hildebrand, MO
- Larry Lux, Director at Large

Please submit questions or comments to Ann Daniels, Director of Technical Services, APWA, at 816-472-6100 or adaniels@apwa.net.

**DEVELOP YOUR COMPETENCE...
BE A LEADER!**



AMERICAN PUBLIC WORKS ASSOCIATION
2345 GRAND, SUITE 500
KANSAS CITY, MO 64108
816-472-6100, FAX 816-472-1610



AN EFFECTIVE PUBLIC WORKS LEADER...



POSSESSES INTEGRITY - acts forthrightly and honestly, demonstrating through his or her actions how high moral character may be reflected in both the delivery of public works services and the operations of the public works organization.

IS ACCOUNTABLE - takes responsibility for his or her individual actions as well as those of the organization and its members, using explicit explanations of expectations and objective measures to monitor progress.

IS DECISIVE - draws conclusions, resolves disputes, and exercises judgment forthrightly, unambiguously, and with firmness.

IS PUBLIC SERVICE ORIENTED - acts in the public interest and demonstrates through his or her actions belief in the value of public service

EMPOWERS OTHERS - grants authority and acts to allow subordinates to make decisions and act independently, providing support as necessary to encourage responsible independent action

IS DELIBERATE - makes decisions with careful consideration of the merits of alternative choices or courses of action available in a situation

IS A COMMUNICATOR - listens to what others have to say about a situation and explains forthrightly his or her own views

SHOWS RESPECT FOR OTHERS - demonstrates through his or her actions consideration for colleagues, subordinates, and members of the public, and an appreciation of concerns and contributions of each

IS TECHNICALLY KNOWLEDGEABLE - understands how the operations and facilities for which he or she is responsible work and maintains that understanding as these operations and facilities evolve

MANAGES RESOURCES - recognizes the value of the organization's personnel, equipment, materials, facilities, funds, and reputation and allocates these to accomplish the organizations' objectives

IS RESILIENT - is able to recover and bounce back from frustrations, disappointments, and setback without undue loss of confidence in his or her own capabilities or those of associates or the organization

DELEGATES - willingly assigns responsibility and authority to others capable of acting in his or her place to enhance the quality of the organization

MAINTAINS BALANCE - recognizes that an individual's work is only a part of life and demonstrates through his or her actions all aspects of one's life merit time and energy