



AAPA EXECUTIVE MANAGEMENT CONFERENCE

Wesley Chapel, FL
May 7-11, 2007

Leadership vs Management

- **Leadership** comes from the Board

Leadership vs Management

- **Leadership** comes from the Board
- **Management** comes from the Executive Director

Leadership vs Management

- **Leadership** means “doing the right thing”

Leadership vs Management

- **Leadership** means “doing the right thing”
- **Management** means “doing things right”

Port Management in Action

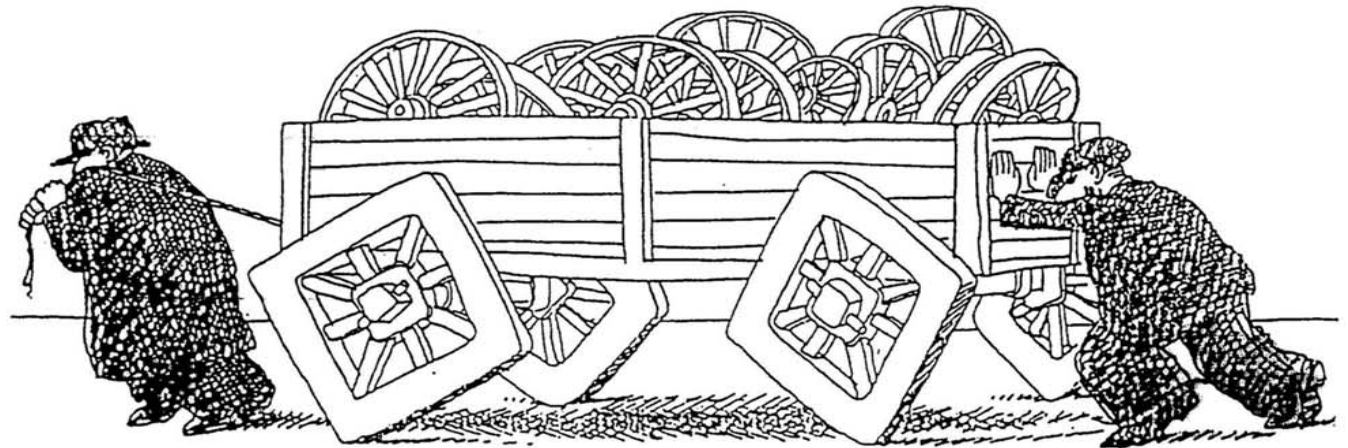
- The **Executive Director** is responsible for pulling Wagon.

Port Management in Action

- The **Executive Director** is responsible for pulling Wagon.
- The **Staff** is responsible for pushing the Wagon.

--and--

- The **Commissioners** are responsible for putting the correct wheels on the Wagon and the inappropriate wheels in the Wagon.



All Commissioners Need to be Informed:

- Financial condition of the Port

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- Procedure for staff contact / questions
- Media training
- Board policies
 - Meeting procedures
 - Responsibilities of Board members
 - Press contact procedures
 - Travel policy
 - Problem / crisis management plan

New Commissioners Need to be Educated:

- Briefing on port powers and legal requirements

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- Organization chart & introduction of staff
- Tours of facilities and introduction to tenants

Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or elsewhere

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- Lie to a Commissioner
- Inform only a few Commissioners
- Take ALL of the credit
- Forget you need BOARD APPROVAL (not just one Commissioner's) to act

Manager Faux Pas - continued

- Be active in Commission elections

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- Deal with the media without Commission (especially the Chair) present on upbeat announcements and awards

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- Deal with the media without Commission (especially the Chair) present on upbeat announcements and awards
- Allow Commissioner(s) to negotiate contracts, leases, or labor agreements
- Allow the Board to decide a MAJOR ISSUE without a staff recommendation

Executive Director's "Should Do" List

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- Share ownership

Biggest Problem

How to Control a

"Rambo Commissioner"

- 
- *TELL ME* - I will forget
 - *SHOW ME* - I may remember
 - *INVOLVE ME* - I will understand