

# **AAPA EXECUTIVE MANAGEMENT CONFERENCE**

Napa, CA

May 7-11, 2012

Thomas Kornegay, PE, PPM  
Kornegay & Company, LLC

# Leadership vs. Management

- What is a Leader?

# Leadership vs. Management

- What is a Leader?
- A Leader is a credible person who can alters one's thought, feelings or actions in a manner that enlists others to pursue the accomplishment of a common goal.
- That means a leader must not only adopt behaviors that will affect his/her followers thoughts, feelings or actions, but these parameters must be affected in a manner that will contribute towards the goal.

# Leadership vs. Management

- What is a Manager?

# Leadership vs. Management

- What is a Manager?
- A Manager is a person who can get people together to accomplish desired goals and objectives using available resources efficiently and effectively
- Usually, your superior will give you some long-term objectives. As the manager, you translate these objectives into more manageable and meaningful objectives for your direct reports.

# Leadership vs Management in the Port Setting

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

# Leadership vs Management in the Port Setting

- **Leadership** comes from the Board  
Board members have to be **LEADERS** and  
Managers
- **Management** comes from the  
Executive Director  
The Executive Director has to be a  
**LEADER AND a MANAGER**

# Leadership vs Management in the Port Setting

- The **Board** is responsible for establishing **Vision, Mission, Policies and Broad Objectives**
- The **Executive Director** is responsible for **carrying out the Policies and reaching the Objectives**





# **SPECIFIC DUTIES OF THE EXECUTIVE DIRECTOR**

# **All Commissioners Need to be Informed:**

- Financial condition of the Port

# **All Commissioners Need to be Informed:**

- Financial condition of the Port
- Progress on Objectives

# **All Commissioners Need to be Informed:**

- Financial condition of the Port
- Progress on Objectives
- Board Agenda Items

# All Commissioners Need to be Informed:

- Financial condition of the Port
- Progress on Objectives
- Board Agenda Items
- Local Issues Concerning the Port Authority  
Security, Media, Shipping Issues, Updates  
on Crisis Management, Environmental  
Issues, Etc.

**New Commissioners Need to  
be Informed:**

# *New* Commissioners Need to be Informed:

- Financial condition of the Port

# **New Commissioners Need to be Informed:**

- Financial condition of the Port
- Budget process



# **New Commissioners Need to be Informed:**

- Financial condition of the Port
- Budget process
- Briefing on port powers and legal requirements

# **New Commissioners Need to be Informed:**

- Financial condition of the Port
- Budget process
- Briefing on port powers and legal requirements
- Media training

# New Commissioners Need to be Informed:

- Financial condition of the Port
- Budget process
- Briefing on port powers and legal requirements
- 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:**

- Procedure for staff contact / questions

# *New* Commissioners Need to be Educated:

- Procedure for staff contact / questions
- Update on the current “problems”

# **New Commissioners Need to be Educated:**

- Procedure for staff contact / questions
- Update on the current “problems”
- Organization chart & introduction of staff

# **New Commissioners Need to be Educated:**

- Procedure for staff contact / questions
- Update on the current “problems”
- Organization chart & introduction of staff
- Tours of facilities and introduction to tenants

# Manager Faux Pas



# Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or other public forum

# Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or other public forum
- Lie to a Commissioner

# Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or other public forum
- Lie to a Commissioner
- Inform only a few Commissioners

# Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or other public forum
- Lie to a Commissioner
- Inform only a few Commissioners
- Take ALL of the credit

# Manager Faux Pas

- Surprise the Board (pleasant or otherwise) at a Board Meeting or other public forum
- 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

# Manager Faux Pas - continued

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

# Manager Faux Pas - continued

- Be active in Commission elections
- 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



# Manager Faux Pas - continued

- Be active in Commission elections
- 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**

- Provide for early involvement of the Board

# Executive Director's "Should Do" List

- Provide for early involvement of the Board
- Package information in an understandable format (key issues and no jargon)

# Executive Director's "Should Do" List

- Provide for early involvement of the Board
- Package information in an understandable format (key issues and no jargon)
- Provide historical, operational, and financial impact data

# Executive Director's "Should Do" List

- Provide for early involvement of the Board
- Package information in an understandable format (key issues and no jargon)
- Provide historical, operational, and financial impact data
- Share ownership

# Biggest Problem

The background of the slide is a blue gradient. On the left side, there is a bright, glowing area that resembles a sun or a light source, with a vertical reflection of light extending downwards. The rest of the background is a deep, slightly textured blue.

# Biggest Problem

How to Control a .....

***"Rambo Commissioner"***

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





THANK YOU

for your attention  
and participation

