

# **AAPA EXECUTIVE MANAGEMENT CONFERENCE**

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# Leadership vs. Management

- What is a Leader?

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- What is a Leader?
- A Leader is a credible person who can alter 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

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- 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.

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- 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

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- Procedure for staff contact / questions



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



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# Manager Faux Pas

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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
- 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



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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



