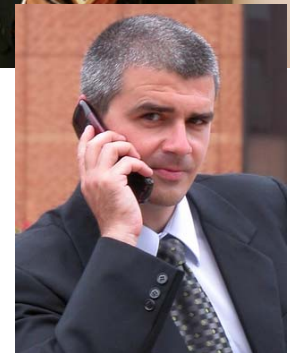
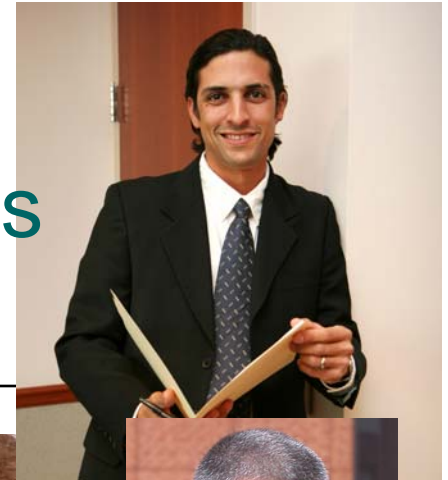


Port Leaders Who Thrive: Maximizing Your Effectiveness through Authentic Leadership

Executive Management Conference
For Latin America and the Caribbean
February 12, 2007

Kevin Nourse, MA, CPA, PCC
Leap Advocates





Two Key Opening Questions...

- What are the qualities of effective leaders?
- How would you rate your effectiveness as a leader?



First, The Bottom Line...

- Crisis, complexity and change are the “new normal”
- Traditional forms of managing may not be the most effective in every situation
- Relationships and influence distinguish leadership from management
- Authentic leadership is useful model to lead people through change and adversity
- Ports should take specific actions to build and support authentic leaders



Agenda

- Part 1: The Port Context and Challenges
- Part 2: Authentic Leadership & Influence
- Part 3: The Call to Action!



Port Operating Context

Ports are facing increasing challenges...

- Increasing globalization
- Advancing technology
- Chaos
- “Permanent White Water”
- Complexity
- Rate of change
- Specific industry challenges



Port Operating Context

- “Recent research has predicted that the exponential pattern of current change is so steep that by the year 2025 we would be witnessing the equivalent of all the major milestones of the twentieth century (i.e. electricity, automobile, DNA structure described, nuclear energy, WWII, space travel, internet, human genome sequencing) in less than a week”



Leadership Challenge Domains

One researcher has categorized leadership challenges six ways:

- Activist challenge
- Development challenge
- Transition challenge
- Maintenance challenge
- Creative challenge
- Crisis challenge



Leadership Paradigm Shift

- Traditional forms of management:
 - Top down
 - Command and control
 - Detached from followers
 - Managers think, staff works
 - Formal authority and power
 - Fixed worldviews
 - Manager has all the answers
- ...Functioned well in a static, predictable environment

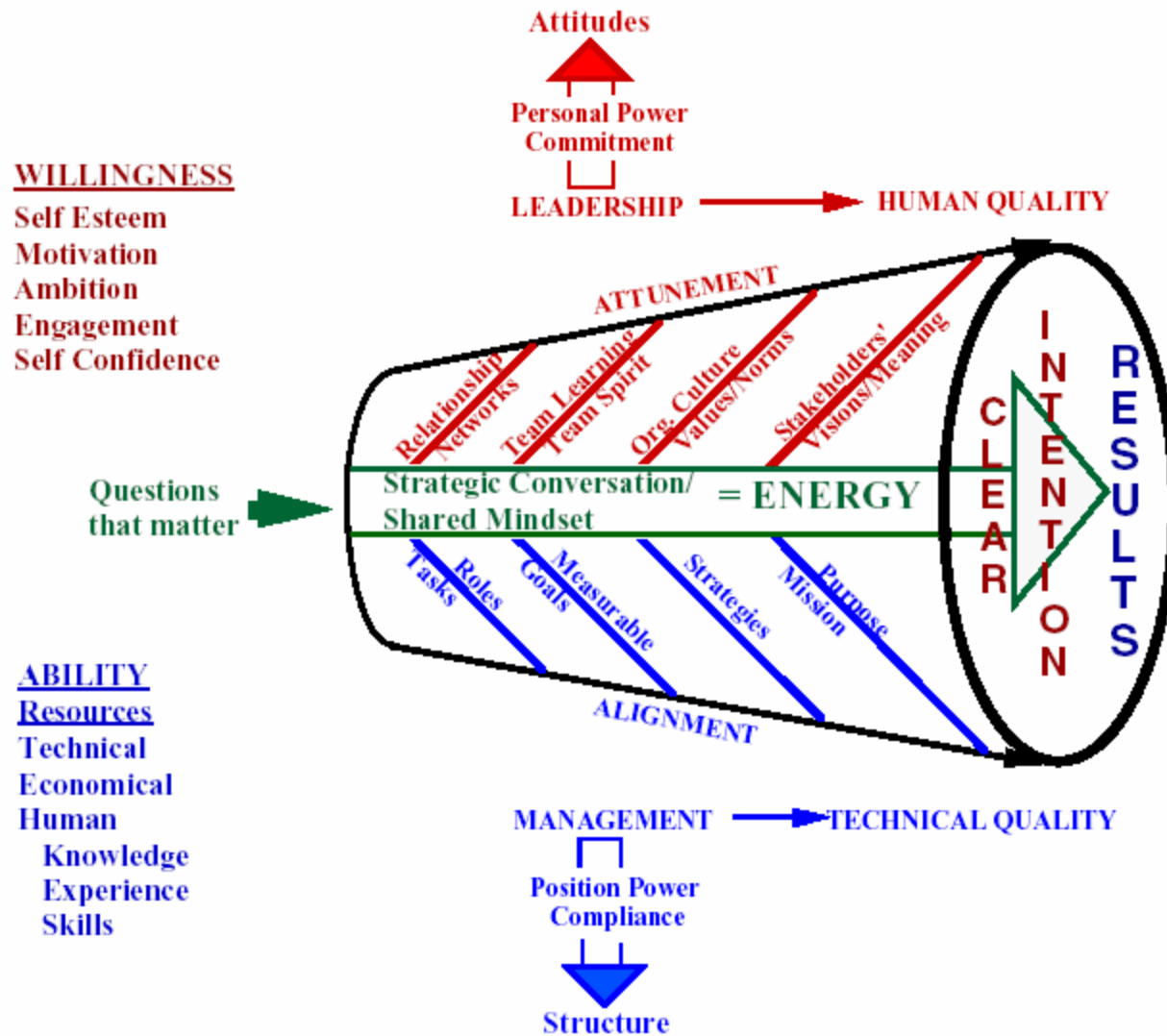
Client Vignette: “Tony”

The Domineering Leader

- Technical Manager
- Challenge
 - Overly aggressive
 - Easily angered
 - Dismissive toward others
 - Micro-manager
- Approach
 - Active listening
 - Relationship building
 - Career planning
 - Mentoring



Leadership and Management: Differences?



Leadership & Management: Research

- Recent research on leadership career derailment has given us insight on how to help leaders develop:

	Management	Leadership
Success	<ul style="list-style-type: none"> ○ Problem solving ○ Specialized knowledge ○ Achievement orientation ○ Directing subordinates ○ Goal achievement 	<ul style="list-style-type: none"> ○ Interpersonal skills ○ Idealism/vision ○ Challenging processes ○ Synergistic thinking ○ Emotional maturity ○ Nurturing growth/development
Failure	<ul style="list-style-type: none"> ○ Failure to meeting objectives ○ Over-managing ○ Lack of follow-through ○ Inability to prioritize 	<ul style="list-style-type: none"> ○ Poor interpersonal relationships ○ Abrasive behavior ○ Appearing cold, aloof, arrogant ○ Inability to build a team & resolve conflict ○ Inability to adapt to a culture ○ Reactive instead of proactive

Source: McCartney & Campbell (2005)

Client Case: “Jose” - The Tentative Leader

- Financial manager
- Challenge
 - Newly promoted
 - Unsure of self
 - Tentative with boss
 - Risk-averse
- Approach
 - Mentoring
 - Delegation
 - Strengthen relationship with boss
 - Clarify values





Authentic Leadership: Authenticity Defined

1. Not false or copied; genuine; real
2. Having the origin supported by unquestionable evidence; authenticated; verified
3. Entitled to acceptance or belief because of agreement with known facts or experience; reliable; trustworthy



Authentic Leadership: Overview

- Background
 - Cynicism about leadership
 - Importance of authentic relationships
 - Greater emphasis on integrity, competence, inspiration, decisiveness, providing direction
- Attributes
 - Understanding their purpose => Passion!
 - Practicing solid values => Behavior
 - Lead with heart => Compassion
 - Establish relationships => Connectedness
 - Self-discipline => Consistency



Authentic Leadership: Overview

- “Authentic leaders earn the allegiance of others not by coercion or manipulation but by building trusting relationships. Authentic leaders are aware of their own limitations, are tolerant of imperfection in others, and help others learn, grow...the touchstone of their leadership assessment is: ***Do those who work with them grow as persons?***”

Source: Greenleaf (1977)

Client Case: “Barbara” - The Exhausted Leader

- Port Chief Financial Officer
- Challenge
 - New in role
 - Additional staff
 - Feeling overwhelmed
 - Lacking focus
- Approach
 - Time management & setting limits
 - Self-care
 - Relationship building
 - Team development

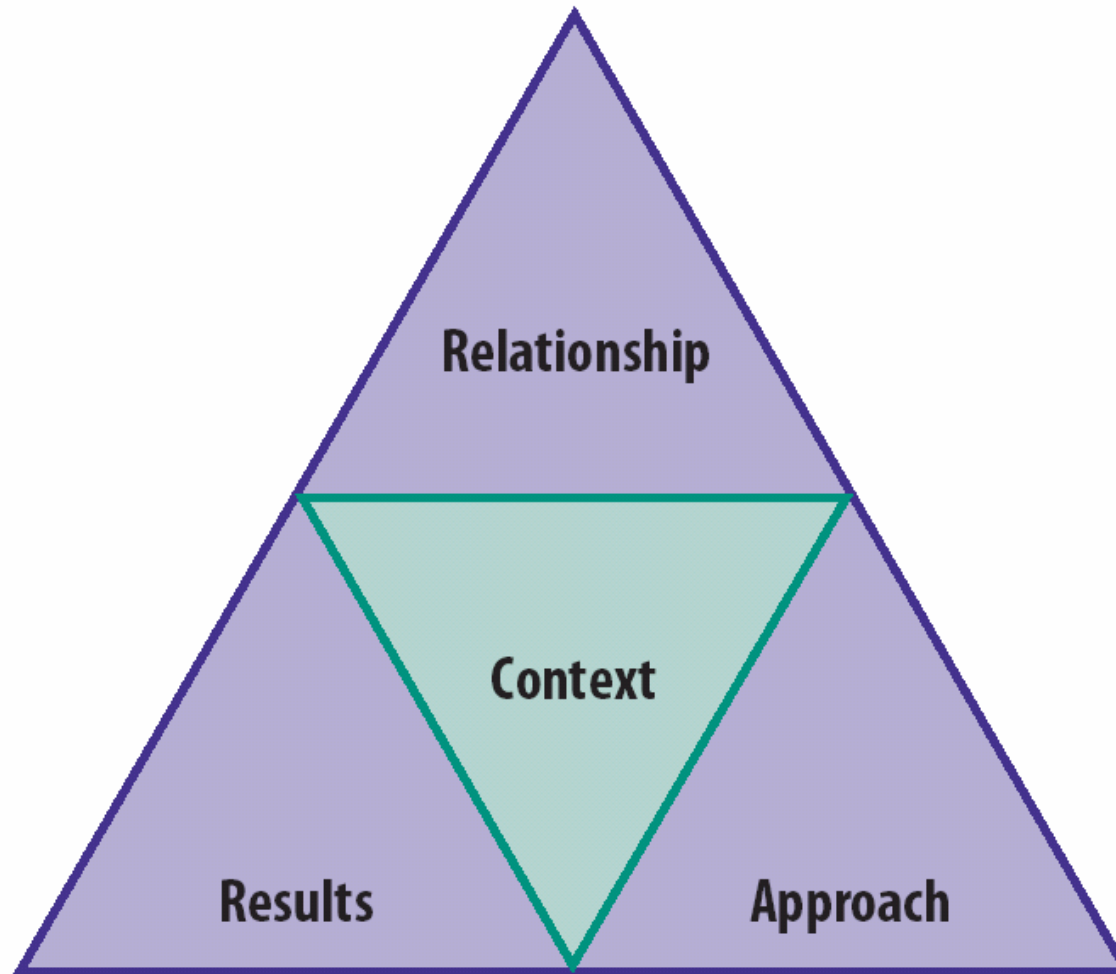


Authentic Leadership: Influence

- Key element of leadership
- Results and relationships
- Lives in the eyes of the beholder
- Built on “currencies”



Authentic Leadership: Influence Framework



Client Case: “Joseph” - The Unaware Leader

- Port Executive Director
- Challenge
 - Strong mandate for change from Board
 - Highly extraverted
 - Impatient
- Approach
 - Listening skills
 - Awareness of others
 - Awareness of non-verbal behavior
 - Adapting behavior based on situation





Part 3: Call to Action!

- Organizationally
 - Identify your port's leadership approach
 - Create a competency model
 - Accountability for all levels of managers
 - Succession planning and development
 - Leaders developing leaders
- Personally
 - Your leadership journey/story
 - Awareness of strengths and weaknesses
 - Source of your power/currencies
 - Clarity of your own values
 - Model development for your people



References

- Barnes, K. (2007). Exercising Influence.
- Cohen, A. and Bradford, D. (2005). Influence without authority
- George, B. (2003). Authentic leadership: Rediscovering the secrets to creating lasting value.
- Giuliani, R. (2002). Leadership
- Greenleaf, R.K. (1977). Servant Leadership: A journey into the nature of legitimate power and greatness.
- Irvine, D. and Reger, J. (2006). The authentic leader.
- Kouzes, J. and Pozner, B. (1987). The leadership challenge: How to get extraordinary things done in organizations.
- Williams, D. (2005). Real leadership: Helping people and organizations face their toughest challenges