AAPA EXECUTIVE MANAGEMENT CONFERENCE

Saddlebrook, FL

May 4-8, 2009
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
**All** Commissioners Need to be Informed:

- Financial condition of the Port
- Budget process
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- Budget process
- Procedure for staff contact / questions
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- Media training
All Commissioners Need to be Informed:

- Financial condition of the Port
- Budget process
- 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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• Update on the current “problems”
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- Update on the current “problems”
- Organization chart & introduction of staff
New Commissioners Need to be Educated:

- Briefing on port powers and legal requirements
- Update on the current “problems”
- 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
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• Inform only a few Commissioners
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• 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 elsewhere
• 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

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• Deal with the media without Commission (especially the Chair) present on upbeat announcements and awards
Manager Faux Pas - continued

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• 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
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- Package information in an understandable format (key issues and no jargon)
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- Provide for early involvement of the Board
- Package information in an understandable format (key issues and no jargon)
- Provide historical, operational, and financial impact date
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 date
• 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
“Frankly, it’s no better or worse than any other form of government.”
Never try to teach a pig to sing,
it wastes your time and it annoys the pig.