

An aerial photograph of a large blue and red CMA CGM container ship docked in a harbor. The ship is filled with colorful shipping containers. In the background, a city skyline with various skyscrapers is visible under a cloudy sky. A white ferry is also seen in the water.

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COMMISSIONERS SEMINAR 2018

UNDERSTANDING PARALLEL LEADERSHIP BETWEEN COMMISSION AND DIRECTOR

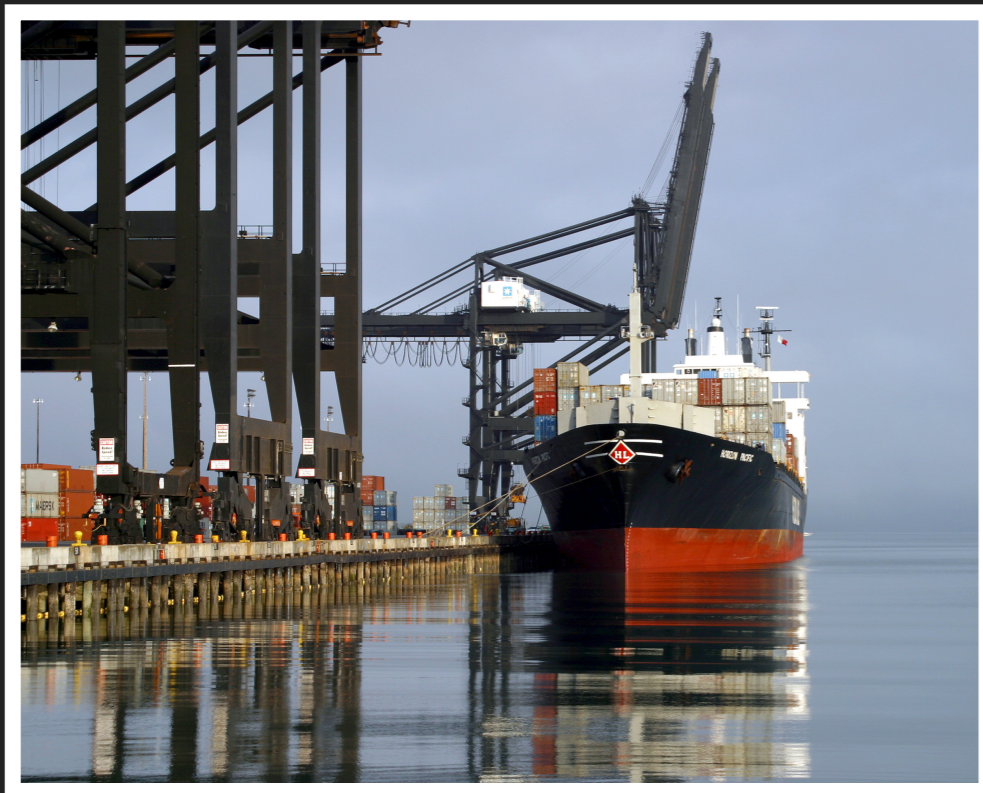
FUNCTION OF A PORT COMMISSION

- ▶ **THE BASIC FUNCTION OF A PORT COMMISSIONER** is to work as a team with fellow commissioners to plan the port's future, then guide the port's activities in that direction.



FUNCTION OF A PORT COMMISSIONER

- ▶ **IN ORDER TO ACCOMPLISH THIS**, the port needs a plan. This should contain goals and objectives.
- ▶ **FROM THERE**, you need a strategy or policy for getting to those goals.



GETTING INVOLVED

- ▶ **IT IS HUMAN NATURE** to try and get involved in every action and decision at the port.
- ▶ **DO NOT DO THIS.**
- ▶ **THE DAY-TO-DAY** management of the port is the director's job. Let him/her supervise staff to function in their areas of authority.



PARALLEL LEADERSHIP

- ▶ **THE LATE TOM DOWD**, mentor to many port leaders, developed a presentation called "Parallel Leadership."



- ▶ **IT DESCRIBED** behaviors and phrases that can help a commission and a port director jointly engage in parallel to lead the port within the community as a port team.

PARALLEL LEADERSHIP

PORT COMMISSION

- ▶ **Governs**
 - ▶ Guides
 - ▶ Directs
- ▶ **Decides What**
- ▶ **Reviews, Creates and Adopts Policy**
- ▶ **Reviews and Monitors Plans**

EXECUTIVE DIRECTOR

- ▶ **Administers**
 - ▶ Operates
 - ▶ Manages
- ▶ **Decides How**
- ▶ **Seeks and Provides Information**
- ▶ **Provides Recommendations**

PARALLEL LEADERSHIP

PORT COMMISSION

- ▶ Monitors Progress
- ▶ Contracts with Personnel, Tenants
- ▶ Hires the Director and Auditors
- ▶ Reviews and Approves the Budget
- ▶ Represents the Public Interest

EXECUTIVE DIRECTOR

- ▶ Reports Progress
- ▶ Supervises Hiring Process, Practices, Contractors
- ▶ Hires, Supervises and Evaluates Staff
- ▶ Formulates and Recommends the Budget
- ▶ Acts in the Public Interest

QUESTIONS?

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