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EXECUTIVE DIRECTOR – PORT OF TACOMA

**COMMISSIONER TRAINING SEMINAR 2019**

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# **UNDERSTANDING PARALLEL LEADERSHIP BETWEEN COMMISSION AND DIRECTOR**

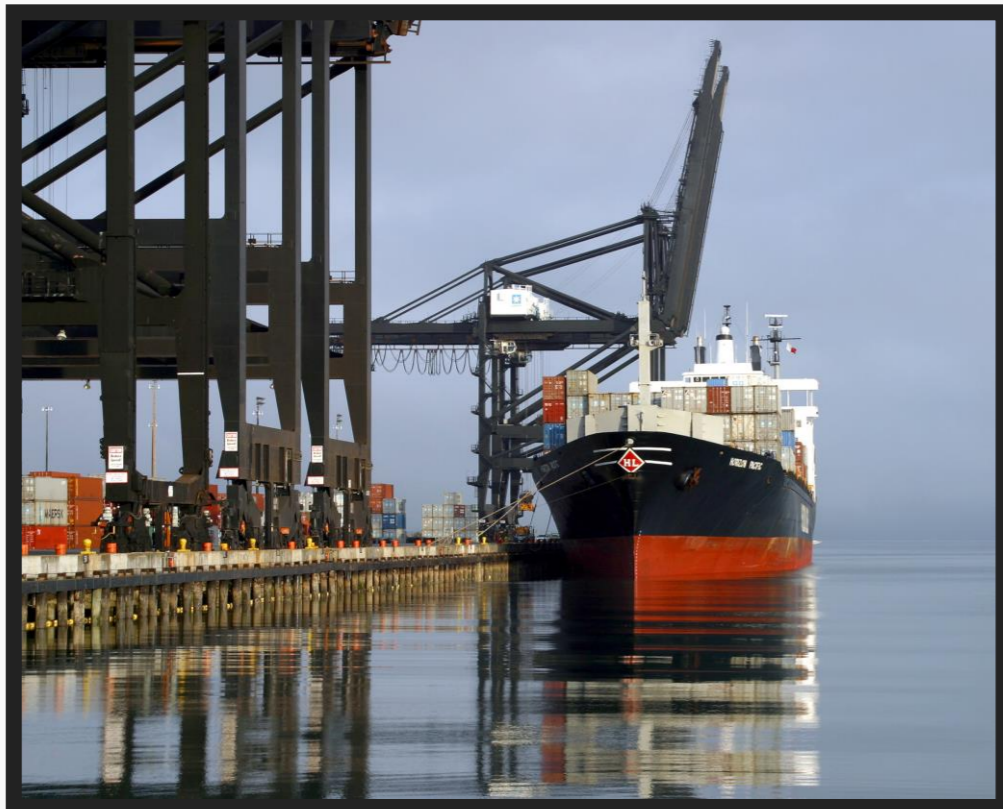
## FUNCTION OF A PORT COMMISSION

- ▶ **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



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# QUESTIONS?

**Eric Johnson**  
EXECUTIVE DIRECTOR  
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