

# *Strategic Thinking Skills for Port Finance Leaders*

AAPA Port Finance Seminar

May 16-18, 2006

Baltimore, MD



## *Some opening thoughts...*

*The problem isn't the problem; the problem is how we think about the problem.*

*- Anonymous*

## *Some opening thoughts...*

*With ports being challenged to handle burgeoning trade, while simultaneously addressing security, environmental, congestion and community issues, it is more critical than ever for port professionals to think and act strategically.*

*- Kurt Nagle*

**Share**  
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## *Presentation Objectives*

- Distinguish between leadership and management
- Identify critical CFO competencies
- Define strategic thinking
- Identify a model for strategic thinking
- Self-assess your ability to think strategically
- Apply strategic thinking tools to port challenges

# Agenda

- Leadership & management
- CFO competencies
- Strategic thinking defined
- Strategic thinking model
- What about strategic planning?
- Leadership practices
- Self-assessment
- Strategic thinking situations
- Port ecosystem
- Defining the challenge
- Peripheral scan

## *Leadership & Management: Activity*

- Complete questions (page 5)
- Share with a partner
- Find commonalities
- Be prepared to share insights

# *Leadership & Management*

- Background
- Differences between leaders and managers
- Implications of differences
- Linkage to strategic thinking

# *CFO Competencies*

- Personal attributes
- Leadership qualities
- Broad business perspective
- Functional expertise



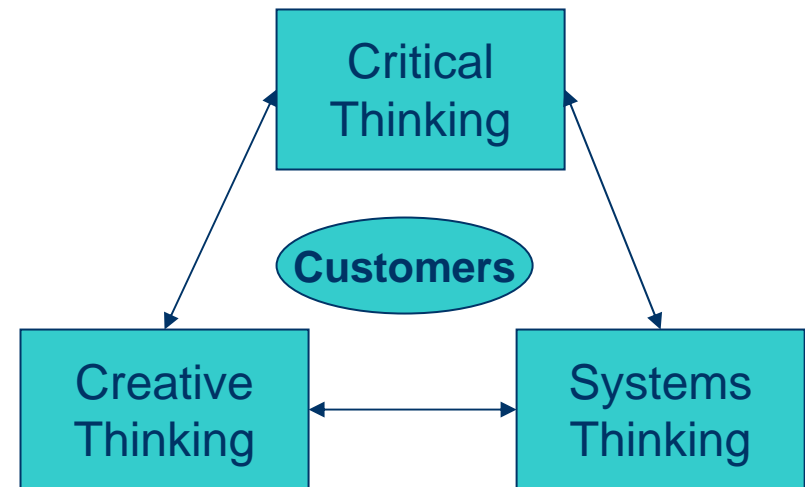


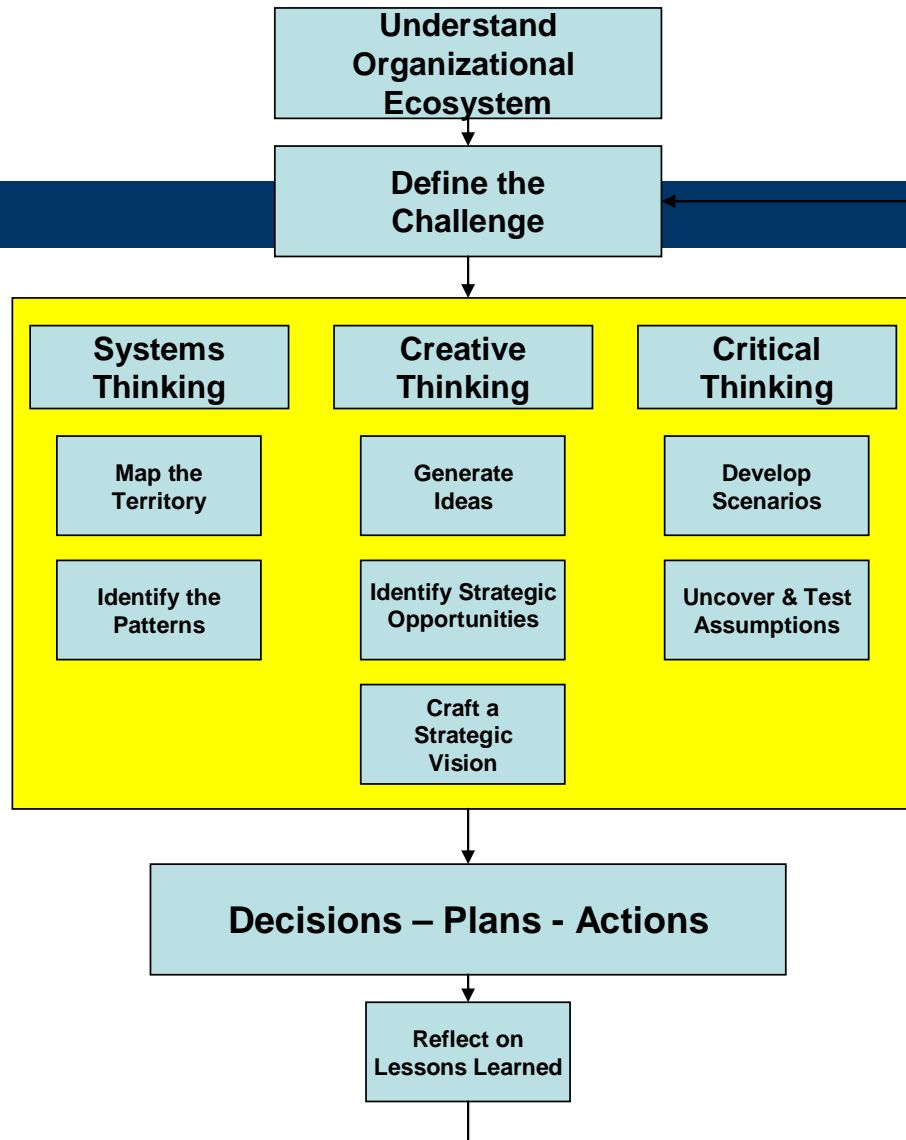
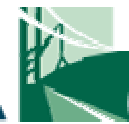
## *Strategic Thinking Defined*

- Complete questions (page 11)
- Share with your table mates
- Appoint a spokesperson
- Be prepared to share insights

# Strategic Thinking Defined

- Strategy defined
- Strategic problems
- Needs of customers
- Thinking backward
- Customer value





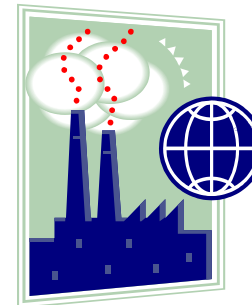
# Strategic Thinking Context



**Individual  
Perspective**



**Team  
Perspective**



**Organizational  
Perspective**

**Share**  
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# Strategic Thinking & Strategic Planning

- Strategic Thinking
  - Dynamic
  - Occurs frequently
  - Produces notes, insights
  - A Process
- Strategic Planning
  - Formal process
  - Occurs periodically
  - Produces formal plans
  - An Event

# *Strategic Thinking Situations*

- Recurrent issues or problems
- Make or break decisions
- New opportunities
- Difficult and complex issues

# *Strategic Thinking Situations: Activity*

- Capture ideas on page 23
- Classify according to criteria
- Share with table team; identify commonalities

# *Leadership Practices*

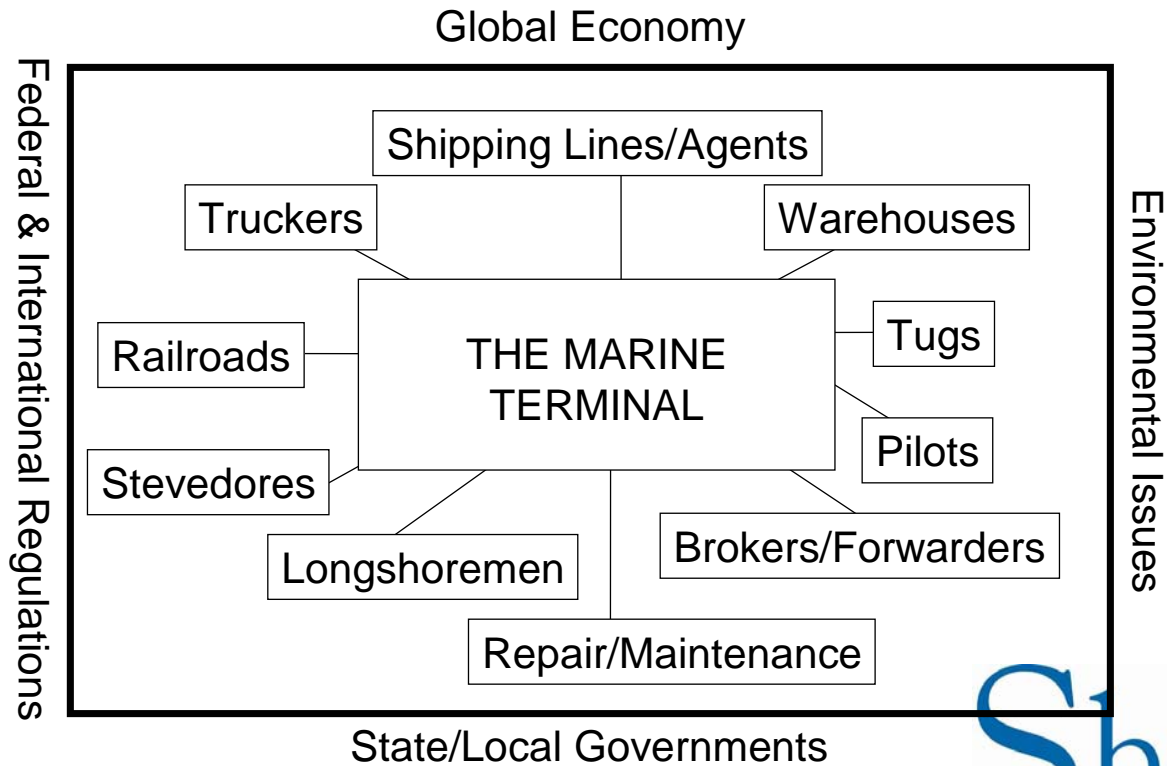
- Envisioning
- Identify relationships
- Multiple points of view
- Challenges assumptions
- Develops & tests hypothesis
- Creates scenarios
- Scans environment
- Uses creativity
- Reflects and evaluates
- Explores long-term ramifications



# *Leadership Practices: Self-Assessment*

- Complete assessment on page 27/28
- Total your score
- Find a partner
- Answer questions on page 28

# The Port Ecosystem

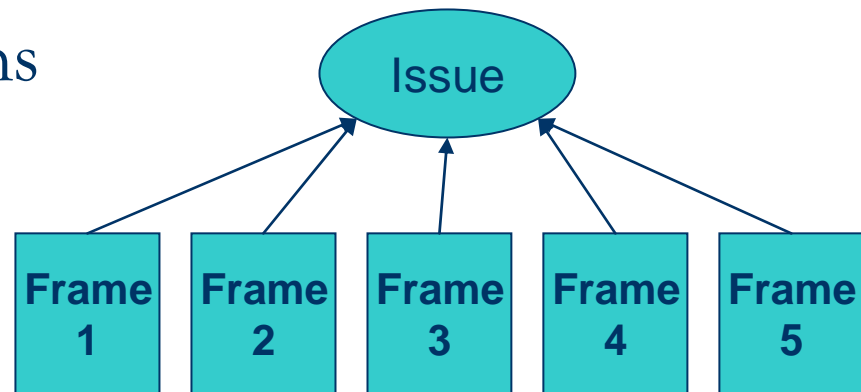


## *Port Ecosystem: Activity*

- Complete mind map on page 30
- Identify stakeholders, issues, trends, processes, etc.
- Partner and explore
- Complete questions on page 31

# Defining the Challenge

- Problem or issue
- Frame
- Impact on solutions
- “How can we...?”

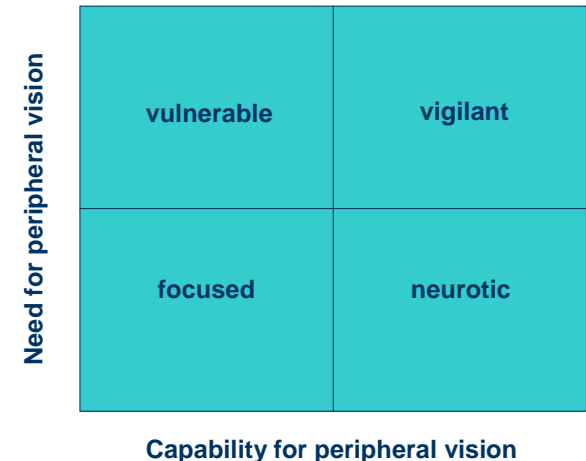


## *Define the Challenge: Activity*

- Capture ideas on page 33
- Write 5 problem frames
- Share with your table team

# Scanning the Environment

- Potential threats and opportunities
- Peripheral vision
- Need for peripheral vision
- Capability for peripheral vision



## *Scanning the Environment Activity*

- Complete assessment – pages 4-7 of HBR article
- Total score
- Identify which quadrant your port fits into
- Discuss at your table team:
  - How would you assess your port?
  - How could you shift your port to the vigilant quadrant?
  - How could you maintain your port in the vigilant quad?

## *Scanning the Environment Activity*

- Share responses with table team:
  - How did you assess your port?
  - How would your CEO/Executive Director assess your port?
  - How would you shift your port leadership toward vigilant?
  - How would you maintain your vigilant assessment?



## *Final Thoughts...*

- Strategic thinking as a leadership competency
- Critical, creative, and systems thinking
- Compliments strategic planning
- Impact of organizational culture
- For more reading and insight