



CUTR
CENTER for URBAN
TRANSPORTATION
RESEARCH

AIRPORT LEADERSHIP DEVELOPMENT
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Center for Urban Transportation Research | University of South Florida

Key Messages

- ACRP Project Background
- Airport Leadership Program Content
- Research to Practice

What is ACRP (www.trb.org/ACRP)?



- An industry-driven, applied research program
- Authorized as part of the Vision 100-Century of Aviation Reauthorization Act
- Collaborative oversight
- Research conducted by contractors

ACRP 06-02: Airport Leadership Development

- Determine Leadership Development needs of existing Airport Leaders
- Create scalable Leadership Development Training Program to be used by airports
- Pilot the Leadership Development Training for a live class

5 Step Research Process

- Review Existing Leadership Programs
- Identify Needs
- Determine Gap
- Develop Program
- Conduct Pilot Session



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Major Research Findings



- Airport leadership needs not unique
- Programs cost prohibitive
- Audience promotability
- Need assessment tool
- Gap in training for over 10 years



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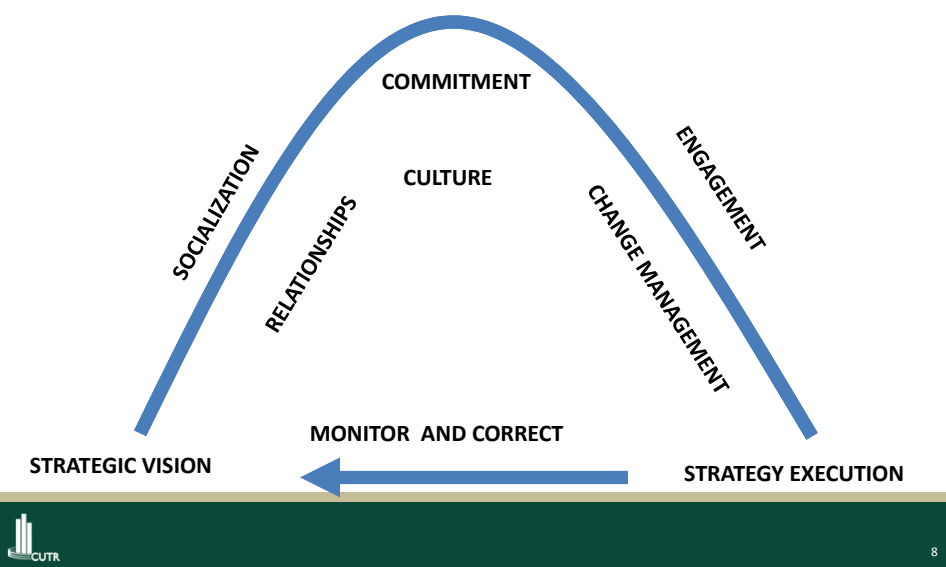
Definition of Leadership

“The process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task”



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Leadership Journey



5 Leadership Dimensions

- Strategic Thinking
- Developing Culture
- Self Management
- Communication
- Relationship Building



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Curriculum Design and Development

- Customizable modules
- Target improving leadership skills in CURRENT positions
- Leadership fundamentals
- Realistic synthesis in assessment centers



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360 Degree Survey

- “Ticket to Admission” for course
- Questions align directly to the content of the course
- Results used to create personal development roadmap
- Repeatable for any size airport



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5 Dimensions in 3 Days

- Self Management
- Leadership Fundamentals
- Executing Leadership



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Day 1 Self Management

Topics:

- Leadership Styles
- Leadership Brand and Legacy
- Leadership Journey



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Day 2--Leadership Fundamentals

Topics:

- Communication Styles
- Conflict Resolution
- Critical Thinking
- Decision Making
- Building a Business Case
- Negotiation



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Day 3--Executing Leadership

Topics:

- Strategic Planning
- Developing Culture
- Relationship Building
- Strategy Execution
- Change Management



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Assessment Centers

- Building Business Case
- Communication and Conflict Resolution
- Negotiation Scenarios
- Culminating activity
 - Strategic Thinking
 - Crisis Communication
 - Power and Influence in Relationships
 - Culture Transformation



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Outcomes

- 360 degree survey report
- Personal development roadmap
- Organizational challenge solutions for immediate application



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Program Materials

- Facilitator's guide
 - Participant guide
- Supplemental readings
- 360 degree feedback survey
- Facilitator's guide for survey



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Pilot Session Feedback



- Face-to-face
- Great networking
- Group like leader levels together
- Multiple disciplines
- Middle managers from same airport
- Do homework online

Research to Practice

- Collaboration--Florida Department of Transportation Aviation Office, Florida Airports Council, and CUTR
- Inaugural Session in Fall of 2012



THANK YOU!

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