

**This Is...**

*creating better organisations*



# **SMAG Conference Dubrovnik, Croatia March 15-17 2010**

## **Leadership in the Airport Sector**

Dr Richard Plenty, Managing Director  
Terri Morrissey, Director

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## About us ...

- **Organisation and leadership development support in a variety of sectors. Recent clients include:**
  - Airports - transformation of DAA since 2005
  - Oil and Gas - organisation blueprint for mega project in Australia
  - Health - UK NHS 'Provider Services' becoming a social enterprise
  - FMCG - improving performance of top operations team in Ireland
- **Our focus - working with top teams and leaders to build capability and transform organisation performance in challenging times**
  - Organisation transformation
  - Creating high performance culture
  - Leadership and team development
  - Business and executive coaching

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## 2009 Survey of Airport CEO's: What are the Challenges Facing Airports (Airport World, May 2009\*)

- Key is to balance the short and the long term
- Finding the right approach to managing costs
- Important to manage and engage multiple stakeholders
- Leadership and talent management are major challenges
  - Succession strength and 'headroom'
  - Issues with breadth and depth of skills
    - Strategic thinking
    - Political savvy
    - Financial awareness
    - Generalist business experience
    - Managing dilemmas and ambiguity

\* Larry Berg (Vancouver); James Cherry (Montréal); Declan Collier (Dublin); Larry Cox (Memphis-Shelby); Maarten de Groof (Schiphol Group); Jeff Fegan (Dallas/Fort Worth); Jeffrey Hamiel (Minneapolis-St Paul); Herbert Kauffmann (Vienna); Dr Yiannis Parachis (Athens) and Olle Sundin (Goteborg Landvetter).

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## 2010 Follow Up Survey of SMA CEO's: What are the Specific Challenges Facing SMA's?\*

- Managing regional development requirements vs. commerciality
- Dealing with fixed costs, competition, economies of scale
- Building alliances to increase passenger numbers
- Developing generalist, flexible, professional people managers
- 'Business development' requirements
  - Innovation, entrepreneurship, marketing
  - Business and commercial focus

\* to be published (Airport World, May 2010\*)

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# What does this mean for leadership of SMA's?

*Leadership skills are as important in SMAs as in larger airports*

*Nevertheless, the emphasis is different*

- Keep costs to a minimum
- Get the most out of the people they have
- Find ways of increasing passenger numbers
- Be more innovative in services and products
- Generalist, flexible approach

*'Developing business opportunities' seems to be an increasingly key core competence*

### Airport Leadership Competencies

