



Executive Centre

ACI-CONCORDIA
AIRPORT EXECUTIVE LEADERSHIP PROGRAMME
CINCINNATI 2018

PROGRAMME OUTLINE

2018 ACI-CONCORDIA AIRPORT EXECUTIVE LEADERSHIP PROGRAMME July 21 to September 21, 2018

PROGRAMME OBJECTIVES

The objectives of the Airport Executive Leadership Programme are to:

- Foster the development of airport industry leaders, assisting them to develop their leadership and strategic management skills;
- Create a global forum for professional networking among possible future leaders; and
- Provide participants with:
 - Advice on strategies to handle leadership responsibilities in an effective manner;
 - Global, regional and cultural perspectives;
 - New professional opportunities.

PROGRAMME MATERIALS

The materials for this course are available either on the course website or will be distributed during the face-to-face classroom session.

The course website is:

<https://jmec.concordia.ca>

PROGRAMME ASSESSMENT

Participants will be assessed on:

- Participation in all online and classroom discussions;
- Role-play activity (presentation to the Executive Panel);
- One individual and one group assignment;
- Peer evaluation for group work.

Students will be informed prior to each activity of the evaluation criteria.

The evaluation is allocated as follows:

| | |
|-----------------------|------------------------------------|
| Participation | 10% |
| Role-play Activity | 25% |
| Individual Assignment | 40% |
| Group Assignment | 25% (includes 10% Peer Assessment) |
| TOTAL | 100% |

LEARNING SEQUENCE

The AELP programme consists of four parts:

- Three weeks of distance learning – via three, one-week Online Discussions (July 21 to August 10, 2018)
- One week of full-time, face-to-face classroom sessions (Sunday, August 12 to August 17, 2018)
- Study break (August 18 to August 24, 2018)
- Four weeks of distance learning (August 25 to September 21, 2018)

PART 1: 3, ONE-WEEK ONLINE DISCUSSIONS

Participation is required in three online discussions (one topic per week), as follows:

Online Discussion 1: July 21 to July 27, 2018

Online Discussion 2: July 28 to August 03, 2018

Online Discussion 3: August 04 to August 10, 2018

Estimated Time Requirement: 5 hours/week

Objectives:

- Get participants acquainted with each other and with the AELP Resource Team members;
- Get participants familiar with the learning environment and tools;
- Generate discussions and sharing of experiences regarding leadership concepts and issues, and
- Lay the ground work for the programme's face-to-face component.

There is some pre - work involved for each Online Discussion, so as to prepare participants to provide their thoughts in the discussion, and to comment on the views expressed by other participants. The resource team members will participate in the discussion.

PART 2: FULL-TIME, FACE-TO-FACE CLASSROOM SESSIONS (*Schedule is subject to change*)

| Sun., August 12 | Mon., August 13 | Tues., August 14 | Wed., August 15 | Thurs, August 16 | Fri., August 17 |
|---|--|--------------------------------|--|--|--|
| Industry or Program Insights | Industry or Program Insights | Industry or Program Insights | Industry or Program Insights | Industry or Program Insights | Industry or Program Insights |
| Face-to-face Session Introduction | Leading Innovation (Business Model Canvas) | Experiencing Change | ACI Briefing | Continued :Leadership: Self-Awareness and the Keys to Inspiring Change | Role-play: Presentation to the Executive Panel |
| HPWO: Developing a Global Strategic Outlook | | | Leadership: Self-Awareness and the Keys to Inspiring Change | | |
| HPWO: Understanding the Total Organisation | | | | | |
| Lunch | Lunch | Lunch | Lunch | Lunch | Lunch |
| HPWO: Strategic Intent and Visioning | Stakeholder Management | Continued: Experiencing Change | Continued :Leadership: Self-Awareness and the Keys to Inspiring Change | Continued :Leadership: Self-Awareness and the Keys to Inspiring Change | CEO Discussion and Roundtable |
| | | | | Introduction to Role-play Activity: | |

*High Performing Work Teams

INDEX OF SESSION LEADERS

| | | | | | |
|-------------|---------------|--------------|-----------------|-------------|-----------|
| Bill Taylor | Laurent Simon | James Cherry | Beverly Patwell | Kevin Caron | Greg Dale |
|-------------|---------------|--------------|-----------------|-------------|-----------|

FACE-TO-FACE SESSIONS AND PREWORK DETAILS

FACE-TO-FACE SESSIONS INTRODUCTION

[Dr. William Taylor](#)

- Introduction of resource team
- Description of face-to-face sessions and activities
- Composition of work teams
- Administrative issues
- Participants' assessment

LEADERSHIP: A GENERAL FRAMEWORK

[Dr. William Taylor](#)

By the end of this session, participants will be able to:

- Understand basic theories of leadership;
- Identify key elements that leaders should focus on to be effective.

DEVELOPING A GLOBAL STRATEGIC OUTLOOK

[Dr. William Taylor](#)

By the end of this session, participants will be able to:

- Explain what it means to manage strategically;
- Describe how airports function within the global aviation ecosystem;
- List industry driving forces in airport management;
- Enumerate the current changes in the aviation industry structures;
- Describe the different business models in the aviation industry;
- Summarize partnering and co-operative strategies.

STAKEHOLDER MANAGEMENT

[James C. Cherry](#)

By the end of this session, participants will be able to:

- Possess a deeper understanding of the role and importance of stakeholder management;
- Identify the key stakeholders of airports and airport authorities;
- Assess the benefits of different approaches to airport stakeholder management.

UNDERSTANDING THE TOTAL ORGANISATION

[Dr. William Taylor](#)

By the end of this session, participants will be able to:

- Identify the strategic intent and focus of an organization;
- Identify value drivers and value creation;
- Describe how firm functions are integrated;
- List the processes and structures within an organization;
- Describe coordination mechanisms.

STRATEGIC INTENT AND VISIONING

[Dr. William Taylor](#)

By the end of this session, participants will be able to:

- Explain what is strategic intent and its importance;
- Distinguishing between a vision statement, a mission statement and an intent statement;
- Describe the process of developing shared strategic intent, and
- Detail the steps for conducting a visioning exercise.

LEADERSHIP: SELF- AWARENESS AND KEYS TO INSPIRING CHANGE (Session 1 of 2)

[Dr. Greg Dale](#)

By the end of this session, participants will be able to:

- Possess a deeper understanding of their strengths as leaders;
- Identify their most natural and effective leadership style;
- Identify their most natural and effective communication style;
- Explain how to most effectively use their personality strengths to facilitate change within their organizations;
- Identify characteristics of effective Transformational Leaders;
- Discuss specific examples of leaders who have effectively managed change; and,
- Explain the principle of credibility as a Leader and how it contributes to the ability to manage.

ACI BRIEFING

[Kevin Caron](#)

By the end of this session, participants will be able to:

- Describe the structure of ACI, the global airport trade association, its history and its objectives;
- Recall the relations of ACI with ICAO, IATA and other international governmental and non-governmental organizations
- Explain the functions of the ACI governing board, its committees and working groups; and,
- List services that ACI provides to its members.

LEADERSHIP: SELF-AWARENESS AND THE KEYS TO INSPIRING CHANGE (Session 2 of 2)

[Dr. Greg Dale](#)

By the end of this session, participants will be able to:

- Possess a deeper understanding of their strengths as leaders;
- Identify their most natural and effective leadership style;
- Identify their most natural and effective communication style;
- Explain how to most effectively use their personality strengths to facilitate change within their organizations;
- Identify characteristics of effective Transformational Leaders;
- Discuss specific examples of leaders who have effectively managed change; and,
- Explain the principle of credibility as a Leader and how it contributes to the ability to manage.

EXPERIENCING CHANGE

[Beverley Patwell](#)

By the end of this session, participants will:

- Be able to work as a member of a team to develop a change plan;
- Have learned a model for managing change;
- Have an increased awareness of their style leading and managing change;
- Have developed strategies to be more effective working with and leading others through the change process; and,
- Have discussed how they can apply these concepts to advance their work leading and managing change in their respective organizations.

INDUSTRY LEADERSHIP

[Dr. William Taylor](#)

By the end of this session, participants will be able to:

- Understand the concept of an airport as part of an industry ecosystem;
- Know how leaders create and use networks as they advance in their organization, and,
- Learn how they can become more involved in leadership activities at the airport industry level.

LEADERSHIP FOR INNOVATION

[Dr. Laurent Simon](#)

By the end of this session, participants will be able to:

- Define innovation and gain insight into how successful firms are innovating;
- Identify enablers that establish a culture of innovation such as processes, structures and leadership systems; and,
- Examine the leadership challenges to create an innovative organization.

INTRODUCTION TO ROLE-PLAY ACTIVITY: PRESENTATION TO THE EXECUTIVE PANEL

[Dr. William Taylor](#)

By the end of this session, participants will be able to:

- Describe the specific requirements of the simulation;
- Prepare adequately for the simulation; and,
- Work as a team on their presentation.

ACTIVITY 1: ROLE-PLAY ACTIVITY: PRESENTATION TO THE EXECUTIVE PANEL

ACI Board Members/CEOs and AELP Resource Team members

During this session, participants will engage in a highly participatory role-playing activity, based on questions addressing current challenges facing the aviation industry. Some current board members and senior airport industry executives along with the AELP Resource Team members will participate in this role-play by observing the proceedings and providing post-activity feedback to participants. This role-play will function as follows:

ACTIVITY 2: CEOs ROUND-TABLE DISCUSSION

ACI Board Members and CEOs

CEOs will discuss contemporary issues and challenges facing the industry.

PROGRAMME WRAP-UP: Group-work Planning Session and Wrap-up

Dr. William Taylor and other Resource Team Members

Course Leader conducts the face-to-face Programme wrap-up:

- Introduction of 4-Week Applied Distance Learning Component;
- Introduce the concept of the Community of Practice;
- Group activity assignment will be explained;
- Programme evaluation.

During this session, participants will have the opportunity to discuss their group assignment with the resource team members.

By the end of this session, participants will be able to:

- Describe the roles and responsibilities of each group member in regards to the group assignment;
- Detail the steps that will be taken to complete the group assignment.

PART 3: 4-WEEK APPLIED DISTANCE LEARNING COMPONENT

Time Requirement: 6.5 hours/week

Method of Delivery: Asynchronous communication and feedback with Programme Leader and AELP Resource Team members.

Objective:

Encompass and build on the issues addressed in the face-to-face with a problem-based activity (individual assignment) and a paper (group assignment).

Required Activities:

During these 4-weeks, participants will complete 2 assignments – an individual assignment, and a group assignment.

ASSIGNMENT 1

INDIVIDUAL ANALYSIS

- [Beverley Patwell](#)

ASSIGNMENT 2

GROUP ASSIGNMENT

- [Dr. William Taylor](#)

The AELP Resource Team

William D. Taylor: Instructor and Academic Leader



Dr. William Taylor holds the position of Professor of Management (Emeritus) at the John Molson School of Business at Concordia University. Dr. Taylor has been involved with the AELP since the programme's inception, and has taught in every AELP cohort. He has over 35 years of experience in management education, and has helped establish many programmes including: the IATA/Concordia International Aviation MBA Programme, in which he was the founding Director; the Concordia Executive MBA Programme, where he served as the Director on two occasions; the Concordia Executive in Paris EMBA programme, where he was also the founding Director; and, he has also served as an advisor to, and taught in

the Canadian Certified Advanced Technology Manager Programme. Dr. Taylor has taught in a number of countries including China, France, Trinidad, Switzerland and Vietnam. He has worked with numerous multinational firms - including several aviation firms - in management development and as a consultant. He has published many papers on organizational strategy and strategic planning. Dr. Taylor holds a PhD (Strategic Management) from HEC, Montreal, an MBA from McMaster University, and a BA (Economics) from Wilfrid Laurier University.

Beverly Patwell: Instructor – Experiencing Change



Beverly has a Masters of Arts Degree in Human Systems Intervention from Concordia University. She is a member of the British Columbia Human Resource Management Association. She is also teaches in The Stayer Center for Executive Education at the University of Notre Dame. She is a member of the Organizational Development Network (ODN) and a coach with the Niagara Institute. She is also the recipient of the Prism Award for Executive Coaching presented by the International Coaching Federation.

Beverly Patwell MA, CHRP is President of Patwell Consulting Inc. She consults with clients in the areas of coaching, organizational development, leadership development, and change leadership.

Beverly is an international organizational development practitioner with over 30 years experience developing and implementing organizational development and change solutions to meet business needs both in private and public sector organizations. She has worked with the following organizations: Air Canada, Air Liquide, BC Construction Association, BC Ministry of Finance, Canadelle, Canadian Mental Health Association, City of Ottawa, Costco, Cryocath Technologies, Houle Electric, Lupus Canada, McGill University, Mitel Corporation, Molson Inc., Natural Resources Canada, Ogilvy Renault, Proceco, Province of Ontario Ministry of Public Safety and Security: Correctional Services, Rio Tinto Alcan, The Bottle Depot, Transcontinental Media, United Nations, University of the West Indies, Vancouver Island Construction Association, Via Rail, Winnipeg Health Sciences Center and York Support Services Network.

She is co-author of the book *Triple Impact Coaching: Use of Self in the Coaching Process* and the following articles: *Discovering the Magic of Culture Shifts*, *An Innovative Approach to Fostering A Culture of Service Excellence in The City of Ottawa* and *Leadership Sustainability: A Framework to Sustain Culture Shifts*. She is also a partner and author with *Coaching Ourselves*.

Prior to working as a consultant and lecturer, she was the Director of the Aerospace Enterprise Resource Planning Change Management Programmes and the Manager of Global Organizational Development at Bombardier Aerospace. She also worked at the City of Ottawa in Social Services.

Gregory A. Dale: Instructor – Leadership and Change Management



Gregory A. Dale, Ph.D. is a Professor of Sport Psychology and Sport Ethics at Duke University. He is also Director of the Sport Psychology and Leadership Programmes for Duke Athletics. In addition to his work with Duke athletes and coaches, Greg consults with numerous college and professional athletes and teams. He also consults with corporations around the world including The World Bank, Habitat for Humanity International, AELP, Pfizer and SKANSKA International.

Greg has written four books related to leadership and performance. In addition, he has written scripts and served as the “expert” on a series of thirteen videos on performance and leadership. Greg has been featured on Good Morning America, ESPN, MSNBC, Court TV and numerous national radio programmes. He is also a member of the Sport Psychology Staff for USA Track and Field.

James C. Cherry: FCPA, FCA – Stakeholder Management



James Cherry is a Montréal native and graduate of McGill University. He is a Chartered Professional Accountant who has over 40 years of experience in general management, project management and financial management in the International Aerospace, Defence and Rail sectors. Over this period he has worked in senior executive positions with Bombardier Inc., Oerlikon Aerospace Inc., CAE Inc. and ALSTOM Canada. He joined Aéroports de Montréal as President and Chief Executive Officer in June 2001 and retired from that position on 31 December 2016.

He currently acts as a Strategic Aviation Advisor to Arup and holds directorships in the following organizations: Logistec Corporation, Cogeco Inc., PSP AviAlliance GmbH, the Canada Infrastructure Bank, the McGill University Health Centre and Centraide United Way Canada and is the co-chair of the Centraide (United Way) of Greater Montréal 2017 campaign. In addition to the above, he has extensive past board involvement in the public sector (St Mary’s Hospital Centre, Concordia University), private not-for-profit sector (various industry associations, Conference Board, Aéroports de Montréal) and private, for-profit, publicly traded companies (Mitec Telecom and Talisman Energy).

Kevin Caron: ACI Briefing



Kevin joined Airports Council International (ACI) in March 2010 and currently holds the position of Head, Global Training and Developing Nations Airport Assistance Programme. In this capacity he leads ACI’s Global Training department in providing airport education programmes to members worldwide. Additionally, he leads the strategic direction of ACI programmes that are offered to least developing nation airports.

His airport career began in 1995 with Aéroports de Montréal and in over 8 years with the authority he held positions with increasing responsibilities in Terminal Operations, Safety/ Security and Public Affairs. His final position was as the Airport Communications Officer.

In 2003 he was recruited by the International Air Transport Association (IATA). As Product Manager, Airport Training he led the global expansion of airport management, operations and safety courses.

His university education is in geography from Concordia University and he holds certificates in strategic planning and product life-cycle from McGill University’s Executive Institute and a certificate from Concordia University’s John Molson School of Business in Airport Executive Leadership. He holds an Associates Diploma from the ACI – ICAO Airport Management Professional Accreditation Programme (AMPAP).

In 2014 he completed a post graduate certificate in Strategic Human Resources Management from the Industrial Labour Relations School at Cornell University.

He is an Ex-Officio Board Member of the International Airport Professional (IAP) Community of Practice. Lastly he is a Senior Advisor on the Advisory Board of CIFAL Atlanta - United Nations Institute for Training and Research (UNITAR) which aims to assist least developing nations with education programmes.

Laurent Simon: Instructor – Leadership for Innovation



Laurent Simon is Associate Professor in Management, Management Department at HEC Montréal since 2000. He conducts research projects on the management of creativity and innovation, with qualitative approaches (ethnography and case studies), in different fields: management of creative projects in the video-game industry, multimedia, software, high tech firms, advertising and communication, performing arts and cultural organizations, and banking and financial services. His present projects focus on the development of technocreative products, creative contexts and creative practices and processes, with analyses of creative communities, ideas development, collaborative innovation, co-design, creative cities and territories, policy design, and public policies for creativity and innovation. His work aims at developing a better understanding of the determinants of creativity in the management of innovation. He is presently coaching and consulting for many different organizations, including Ubisoft, Cirque du soleil, Desjardins, Bombardier, Hydro Québec research center, City of Montreal, Chanel Parfums et Cosmétiques, Adeo Leroy-Merlin, or the Ministry of Economic development of Wallonia..., in order to help them develop their creative capabilities for innovation. He published or co-published several scientific papers on that matter.

His teaching focuses on the management of creativity for innovation, new models and processes for value creation, the strategic management of cultural organizations, design thinking for innovation and entrepreneurship, and on the integration of social sciences in management.

With Patrick Cohendet, economist and full Professor in international business at HEC Montréal, they co-lead Mosaic, a research hub and partnership (Ubisoft, Bell, Ingenio / Loto-Québec, IREQ / Hydro-Québec, Aimia - Aéroplan, Desjardins, Dynamite-Garage, Conférence Régionale des Élus, Ville de Montréal, Chanel Parfums et Cosmétiques, Communauté d'innovation Renault, C2Mtl, Salomon, etc.) dedicated to the study of the creative economy and of the management of creativity for innovation (<http://mosaic.hec.ca/>).

They created the Summer School in management of creativity and innovation, Montreal-Barcelona (<http://ecole-ete.hec.ca/>). They regularly develop local and international research projects, action-research, transfer and training activities on idea management, knowledge management, and innovation management.