Port Executive Leadership Circle

Executive Programme by the Port of Rotterdam and Erasmus University
For world’s future strategic port leaders

Ports face major challenges within rapidly changing market dynamics. Making big long-term infrastructure investment plans in an uncertain and ever changing market climate, adjusting to the technical and operational requirements of bigger vessels and increasing cargo volumes is a challenge to face. Global trends such as energy transition & digitization require innovative solutions on how to make ports and organisations ready for the future. These challenges requires staff with a deeper and more understanding of the complex dynamics of the port industry. Rotterdam is one of world’s leading maritime capitals. The port of Rotterdam is internationally often seen as one of the best practices for efficient and sustainable port development and socially responsible port management. The knowledge and expertise captured in Rotterdam’s port ecosystem is highly valuable for (future) experts and leaders in the (international) port industry.

Our participants are therefore not only the strategic leaders of tomorrow but also the leaders of today – sharing best practices while continuing to work on their capacity to lead for tomorrow. In this respect, our programme intends to be a catalyst for actual positive change in the port industry.

Reflecting that ideal, the name and logo of this initiative is a circle representing a coming together of leaders to share and learn from each other. Indeed, through this initiative we intend to build a learning network of leadership excellence for port executives.

Erasmus University Rotterdam and Port of Rotterdam bounded their knowledge and expertise and made a unique educational programme for existing and future captains of industries: The Port Executive Leadership Circle. What makes this program unique is that rather than imposing academic views of excellence, the main goal of the programme is to collect and share the stories and best practices of people already making it happen.
Learning objectives and expected benefits

Within a week, we will:

- inspire you and each other with the latest developments within the port world, visiting hotspots within and around the Port of Rotterdam
- document, analyze and begin to solve some of the “wicked” problems you and your organization are wrestling with
- learn the use of a leadership compass tool to tackle those wicked challenges
- take you through a personal, detailed assessment of your leadership capacities and personal coaching to solve some of these personal challenges
- create a learning network around port excellence – connecting you with an international network of captains of industry
- provide you access to the documented best practices emerging out of the leadership programme for years to come
What’s at stake for a port executive?

Port planning and development is no longer a long-term game. Product life cycles become shorter and circular, while industries are confronted with less determined futures. Ports within global supply chains are digital accelerators for efficiency and enablers of timely and reliable deliveries, instead of inevitable gateways where goods pass through. A mind shift is required to look critically at existing business models, while simultaneously developing new ones. Leading transitional change requires a different type of leadership. An executive in today’s port or port logistics industry should have ambidextrous leadership capabilities. Where issues are not perceived as dilemma’s, but as ‘both and’ considerations and solutions.

The Port Executive Leadership Circle in Rotterdam allows you to be part of an ongoing cycle of learning journeys for yourselves, while enabling you to partner with other ports in a growing international network of port executives. These port executives will be the frontrunners who will drive ports towards the next level of competition.
Target group

PORT AUTHORITY
Senior management positions in:

- Strategy
- Commercial / Business development
- Investment / asset management
- Port civil engineers
- Harbour master
- External affairs / Public affairs / corporate social responsibility

BUSINESS
Senior management positions at terminal operations, shipping companies, e.g. in:

- Corporate Strategy
- Finance
- Sales / Business development
- Operations management

PORT STAKEHOLDER

- Senior directors at government institutions and NGO
- Port and Transport affairs
- Maritime affairs
- Corridor development
- Long term planning
- Public-private investments
- Education & Research
Our approach

ISSUE-DRIVEN
Our approach to a leadership programme for port executives is different than any other. We are taking an issue driven rather than a topics approach.

CASE-BASED
Our cases bring you deeper understanding of the wickedness of the dilemmas you are dealing with and thoroughly explore motives, risks and opportunities.

I WILL
Our I WILL approach places you at the center stage, sets you to get your motives right, and equips you with insights on how to mobilize your people and stakeholders to take action.
Overview of wicked problems

Move away from fossil towards renewable energy
Transitional challenge: Energy transition
Port concepts: Carbon capture utilization storage

Automation vs Jobs
Transitional challenge: Digitalisation of port
Port concepts: IoT, blockchain, transparency, remotely controlled sensors, unmanned ships

Urban vs Port developments
Transitional challenge: Transformation built environment
Port concepts: Waterfront

Competition vs Cooperation
Transitional challenge: Governance models
Port concepts: Management models, partnerships between ports

Environment vs Economy
Transitional challenge: From long term to short planning cycles
Port concepts: Adaptive port planning, harbor master functions

Waste Supply Chains
Transitional challenge: From linear to circular supply chains
Port concepts: Commodity trades, cargo forecasting, scenarios

Efficiency vs Security
Transitional challenge: From physical towards cyber resilience
Port concepts: Customs compliance, cyber resilience, geopolitics
Our leadership compass

Based on recent best practices in the port industry and academic insights, the Erasmus Center for Leadership has developed a leadership tool in the form of a nautical compass. It teaches leaders to balance and navigate between personal needs and strengths (I), needs and competences of his/her direct reports/contacts (YOU), the desires and direction of the organization as a whole (US), and the increasingly more important demands of society as a whole (THEM). In this programme the compass will be the read thread of the programme and offers a tool and guidance when working on the wicked problems that ports face nowadays as mentioned above. The structured step-by step approach will result in an I WILL statement and speech to highlight your Port Leadership and how you will contribute to bring positive change in and outside your organisation.
## Programme Overview

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*As the programme will be tailored to the specific needs and challenges of the participants, the topics and wicked problems are subject to change. The topics mentioned here are examples.

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Programme overview in detail

The programme is developed on the core principles of moving from **I WANT** to **I WILL**. This means participants walk in with specific problems to solve (**I WANT**) but walk out of the program as leaders of the port industry (**I WILL**). The trajectory is focused on moving from **I WANT** to **I WILL**, both in terms of gaining knowledge but also in gaining confidence to make that leap of faith.

**I WANT**
Preparation

To personalize this trajectory to your specific learning goals (and thus enhance its impact), we use a combination of tools, ranging from 360 feedback to in-depth coaching, to assess your strengths and challenges as a leader.

→ Each programme is customized on the learning goals of the individuals.

**INSPIRATION**
Day 1

Day one we start with inspiration in the port environment and inspire you with excellent speakers who will challenge you with important and special innovations within the port world.

→ We share innovations and work with professional speakers and forms of learning.

In the afternoon we will focus on you as a leader within a port environment. What is your personal leadership challenge? What will be your goal in the next year? And which leadership is asked to reach your goal? Under the professional guidance of leadership coaches you will find an answer on the ‘I Will’ question and which step you want to take in the next days and months.

→ Development in strategic leadership.
Programme in detail

**WICKED PROBLEMS**
Days 2-4

In these three days we work together on wicked problems within the harbor environment to learn with each other and to offer you a concrete approach on how to tackle these problems in your port.

We start these days with a theoretical framework on known harbor themes and we work together on cases around these themes. These themes will be adjusted if participants have other development goals as we will find out in the preparation phase.

→ Your wicked problem will be tackled: together we learn and make an approach.

After lunch we start with knowledge sharing: each participant shares a project or programme within its port which is an inspiration for others. In small groups we continue with personal leadership in relation to the wicked problems of each participant. With professional coaches you will work on strong leadership towards a strategic focus.

→ Develop your strategic leadership.

**I WILL**
Day 5

Day 5 is the day in which the participants bring the lessons learned over the past days together in the ‘I WILL’-speech. Building on a well-developed concept with RSM participants work on their vision to become positive change agents of the future.

→ Have your story for your board ready and inspire each other on how to deal with wicked problems.
Join our Port Leadership Circle

Global trends such as changes in international trade, energy transition & digitization require innovative solutions on how to make ports and organizations ready for the future. These challenges require staff with a deeper and more understanding of the complex dynamics of the port industry. Rotterdam is one of world’s leading maritime capitals. The port of Rotterdam is internationally often seen as one of the best practices for efficient and sustainable port development and socially responsible port management. The knowledge and expertise captured in Rotterdam’s port ecosystem is highly valuable for (future) experts and leaders in the (international) port industry.

UPT

Erasmus Centre for Urban, Port and Transport Economics is a research and education company founded by Erasmus University Rotterdam. We provide government and industry with cutting-edge knowledge, international best practice advise and workable policy recommendations. At the core of Erasmus UPT’s business are three main themes: cities and regions, ports and logistics, transport and mobility. Erasmus UPT’s staff of experts has extensive international experience and a long tradition of ‘making science work.’ Through its education programs, Erasmus UPT aims to offer its students excellent education on topics and issues relating to Urban, Port and Transport Economics.

RSM

With its mission to be a force for positive change in the world, Rotterdam School of Management, Erasmus University (RSM) has firmly established its reputation over almost 50 years as one of Europe’s most international and innovative business schools. RSM’s primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future.
RSM offers a distinct intellectual culture based on the values of being critical, creative, caring and collaborative, and is committed to the UN’s 17 Sustainable Development Goals as a framework for its mission.
LEGENDA
1 FutureLand
2 World Port Center (WPC)
3 Customs

ROTTERDAM
- Total port area: 12,713 ha
- Land area: 7,903 ha
- Of which rentable sites: 6,276 ha
- Water area: 4,810 ha
- Total length Rotterdam’s port area: 42 km
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