EXCELLENCE IN VISIONARY LEADERSHIP AWARD

Background and Objectives

Airports are complex and dynamic commercial enterprises serving the broad and diverse needs of 21st century communities in a globally connected world. Collectively, as curators of a commercial airport ecosystem, North America's Airport [Executive] Directors/Chief Executive Officers are leading organizations responsible for millions of jobs and trillions of dollars of economic impact within their communities. To achieve maximum organizational effectiveness and impact, these executives require excellence in visionary leadership to lead their organization's diverse and varied stakeholder groups, coordinating complex commercial activities for the collective good.

Recognizing the exceptional level of skill required to lead a successful 21st century airport, the Airports Council International – North America (ACI-NA) Human Resources Committee is excited to announce the annual Excellence in Visionary Leadership Award. Each year, this award will recognize the extraordinary leadership of an Airport Director, Executive Director, or President/CEO who best exemplifies the following competencies: relationship management, consultation, leadership & navigation, communication, global and cultural effectiveness, ethical practice, critical evaluation, people practice and business acumen. It will be presented at ACI-NA's annual conference to the airport leader who is judged best at leveraging the talents of an organization's stakeholders to achieve the airport's strategic goals. Leading an airport requires an unwavering commitment to bringing a vision to life coupled with excellence in each functional area of a 21st century commercial airport. The Committee believes it is appropriate to recognize this commitment.

Through ACI-NA's collaboration with the Society of Human Resources Management (SHRM), an extensive review of professional and academic literature was undertaken to identify existing models and best practices. To develop the competencies and the overall model, SHRM followed best practices, as delineated by the Society for Industrial and Organizational Psychology (SIOP) taskforce on competency modeling, as well as by relevant academic and professional literature about competency modeling. More than 100 focus groups were conducted with HR professionals around the world to gather input about the content of the model. The model was validated through extensive surveys and interviews with executive leaders of global companies.

ACI-NA is the oldest international airport owners and operators organization in the world, and the largest of the five worldwide regions of Airports Council International (ACI) and is a key leader of innovation to the industry.

The SHRM is a preeminent and globally recognized authority whose leadership, perspective, resources and expertise are sought and utilized to address the most pressing, current and emerging people management issues. SHRM represents more than 275,000 professionals within Fortune 500 companies in 160 countries.

The nine (9) competencies listed throughout this document will be described in detail in the "Recognition Criteria" section of this document.

Recognition

Only the applicant with the highest score based on the above criteria will be awarded the Excellence in Visionary Leadership Award.

Application

Any ACI-NA airport member, in good standing, is eligible to nominate and apply by submitting one (1) written report and five (5) collateral pieces of information, that demonstrate relevant competencies (i.e. collateral pieces may include press releases, magazines, newspapers, published articles, social media communication/information, interviews, podcasts, web-site analytics, audio or video clips, etc.).

Written Report

The written report submitted must detail how the Airport Director, Executive Director, or President/CEO exemplifies the competencies listed in this document. The written report should be insightful and contain structural analysis with examples on how the Airport Director, Executive Director, or President/CEO demonstrates the nine competencies.

Collateral Pieces

A characteristic of a strong and effective leader is to lead by example. Along with a written report, and five (5) collateral pieces of information may be submitted that demonstrates how the Airport Director, Executive Director, or President/CEO exemplifies the competencies listed in this document.

Please note that video submissions will be used for future ACI-NA marketing purposes.

Scoring

The award will be based on a **total percentage of 100%** *(Written Report = 75% and Collateral Materials= 25%)*

Selection Committee

The Selection Committee will consist of the representatives from each ACI-NA Committee operating as a judge so that the award represents all facets of an airport's business model *(15 committees represented)*. In no event will there be more than one representative selected from a committee representing the same airport. The intention is that no airport has more than one vote in the selection process.

Judges are given submissions as-is and the identical category criteria that airport participants are given to score each entry.

Entry Fee

There is no fee for each entry.

Submission Deadlines and Guidelines

The deadline for submission will be **5 p.m.ET, May 26st, 2023**. All submissions must be in English.

The written report should be *no more than 1800 words.* References and appendices can be included and will not count towards the 1800 words maximum limit. All submissions must be in PDF file.

The collateral pieces of information must not be greater than two (2) years of age, and the total number of any form of collateral pieces shall not exceed five (5). If any video/audio clips are submitted these pieces shall not exceed five (5) minutes collectively. In addition, one collateral piece of information may be used to demonstrate more than one (1) competency. All collateral pieces of information must demonstrate project/initiatives within the nominee's current organization.

If submitting video/audio clips, applicants must upload their video on a host server e.g. YouTube and Vimeo and submit the hyperlink to ACI-NA during submission. The video hyperlink can be private so that the video is only available to ACI-NA and the judging committee.

Receipt of the written report and supporting materials by the said deadline will be considered a formal submission.

All applicants must create an account to submit required materials. Please email Nancy Zimini at nzimini@airportscouncil.org or Zarina Manapova at zmanapova@airportscouncil.org if airports encounters any difficulties completing the submissions.

Recognition Criteria

Applicants should submit their written report and video addressing all the competencies listed below. There are nine (9) competencies:

1. People Practice Expertise
2. Relationship Management
3. Consultation
4. Leadership and Navigation
5. Communication
6. Global and Cultural Effectiveness
7. Ethical Practice
8. Critical Evaluation
9. Business Acumen

Each competency consists of five distinct elements, title, definition, sub-competencies, behaviors, and proficiency standards. These elements are discussed in the key below.

KEY	
TITLE	• This is the title of the competency
DEFINITION	• This is the overall definition of the competency
SUB-COMPETENCIES	• These are competencies related to and/or subsumed by the relevant competency
BEHAVIORS	• These are behaviors demonstrated by individuals at the highest level of proficiency on the indicated competency
PROFICIENCY STANDARDS	• These are standards for proficiency at executive level of career stages. Each proficiency standard represents a behavioral standards in which a professional at the executive level should engage to be successful.

EXCELLENCE IN VISIONARY LEADERSHIP AWARD

COMPETENCY 1: PEOPLE PRACTICE EXPERTISE

Definition: The knowledge of principles, practices, and functions of effective people management.

Sub Competencies:	Behaviors:	Executive Level Application
• Strategic Business Management • Workforce Planning and Employment • Learning & Development • Compensation and Benefits • Risk Management • Employee & Labor Relations • Technology • Global and International People Capabilities • Talent Management • Change Management	• Remains current on relevant laws, legal rulings, and regulations • Maintains up-to-date knowledge of general HR practices, strategy, and technology • Ensures that the organization's people practices are aligned with, and supportive, of organizational strategy to drive outcomes • Prioritizes work duties for maximum efficiency • Develops and utilizes best-practices • Delivers customized human resource solutions for organizational challenges • Seeks professional development in contemporary people practices • Seeks process improvement through numerous resources • Utilizes core business and technologies to solve business challenges	• Ensures establishment of criteria for compliance responsibilities • Assumes responsibility for business outcomes • Assesses strategic organizational people practice or workforce needs • Requires executive team to be fully engaged in strategic issues as a factor in decision-making • Demonstrates, through actions, awareness of broad-based knowledge to business needs in a proactive manner • Requires alignment of policies and procedures with organizational values and goals • Demonstrates exemplary vision for the organization's people practices • Ensures that the organization's people functions are proactively involved with establishing and executing organizational initiatives • Assesses business situations and develops strategies to improve organizational performance • Provides balanced long-term and short-term strategic vision • Anticipates potential people issues or service needs and proactively develops strategic response • Engages all stakeholders in the design of proactive strategic people practice initiatives •

Sub Competencies:	Behaviors:	Executive Level Application: (*continued)*
		• Remains aware of, and as necessary, involved in managing issues involving legal and financial risk to the organization • Provides vision for achieving mission objectives through human capital strategy • Evaluates strategic position in relation to internal and external forces • Supports the establishment and maintenance of an effective people practice technology strategy

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VISIONARY LEADERSHIP AWARD**

COMPETENCY 2: RELATIONSHIP MANAGEMENT

Definition: The ability to manage interactions to provide service and to support the organization.

Sub Competencies:	Behaviors:	Executive Level Application:
• Business Networking Expertise • Visibility • Customer Service (internal and external) • People Management • Advocacy • Negotiation and Conflict Management • Credibility • Community Relations • Transparency • Proactivity • Responsiveness • Mentorship • Influence • Employee Engagement • Teamwork • Mutual Respect	• Establishes credibility in all interactions • Treats all stakeholders with respect and dignity • Builds engaging relationships with all organizational stakeholders through trust, collaboration, and direct communication • Demonstrates approachability and openness • Ensures alignment with HR when delivering services and information to the organization • Guarantees customer service to organizational stakeholders • Promotes successful relationships with stakeholders • Manages internal and external relationships in ways that promote the best interests of all parties • Champions the view that organizational effectiveness benefits all stakeholders • Serves as an advocate when appropriate •	• Encourages the continual improvement of relationship management performance metrics • Promotes networking with, and influencing of, legislative bodies, and external business leaders • Champions the development of organizational customer service strategies and models • Requires being apprised of negotiations with internal and external stakeholders to advance the interests of the organization • Provides strategies to ensure a strong customer service culture • Ensures the creation of conflict resolution strategies and processes throughout the organization • Remains aware of decision-making process to ensure consistency with organization's people practices and business strategy • Promotes strategic relationships with internal and external stakeholders • Leads a culture that supports intra-organizational relationships throughout the organization (e.g., silo busting) • Encourages strategic opportunities and venues for employee networking and relationship building

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VISIONARY LEADERSHIP AWARD

Sub Competencies:	Behaviors: (*continued)*	Executive Level Application: (*continued)*
	• Fosters effective collaboration among stakeholders • • Demonstrates ability to effectively build a network of contacts at all levels within the organization and in the community, both internally and externally	• Proactively develops relationships with peers, clients, suppliers, board members, and senior leaders

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COMPETENCY 3: CONSULTATION

Definition: The ability to provide guidance to organizational stakeholders.

Sub Competencies:	Behaviors:	Executive Level Application:
• Demonstrated ability to integrate all organizational functions into business strategy • Relationships with all functional leaders • Promulgates to executives the functional capabilities expected to demonstrate support of business strategy • Documented identification of organizational success metrics associated with business strategy • Requires alignment of business strategy calendar with functional calendars • Creates dialogue to support all function's understanding of business strategy • Requires a customized employee communications plan for all stakeholders • Requires all functions to annually adapt their strategies to business conditions • Requires that data is used to inform business strategy • Requires all functional leaders to understand business leader's points of view and working styles	• Develops consultative and coaching skills • Focuses investments on capability improvements • Maintains capabilities funding • Ensures a unified employee experience with business outcomes • Prepares staff and executives for change and ambiguity	• Listens to business leaders' challenges • Encourages strategic HR and business solutions • Tailors high level communication to high influence stakeholder groups • Proactively communicates business strategy updates to influence decision making • Provides context in all organizational communications • Uses appropriate analytic tools to provide leaders input on strategic decisions • Supports opportunities to provide business solutions that provide return-on-investment for the organization • Supports vision for critical solutions to organizational human capital challenges • Supports leadership coaching on people-management issues • Defines and supports what success looks like

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COMPETENCY 4: LEADERSHIP AND NAVIGATION

Definition: The ability to develop, direct and influence initiatives and processes within the organization to achieve sustained organizational success.

Sub Competencies:	Behaviors:	Executive Level Application:
• Transformational and Functional Leadership • Results and Goal-Oriented • Resource Management • Succession Planning • Project Management • Mission Driven • Change Management • Political Savvy • Influence • Consensus Builder	• Exhibits behaviors consistent with and conforming to organizational culture • Fosters collaboration amongst stakeholders • Understands the most effective and efficient way to accomplish organizational objectives within the parameters of organizational governance, processes, systems, and policies • Develops solutions to overcome potential obstacles to successful implementation of initiatives • Demonstrates agility and expertise when leading organizational initiatives or when supporting the initiatives of others • Sets the vision for organizational initiatives and builds buy-in from internal and external stakeholders • Leads the organization through adversity with resilience and tenacity • Engages and inspires organizational stakeholders (e.g., employees, business unit leaders, informal leaders) when proposing new initiatives • Serves as a transformational leader for the organization by leading change	• Leads staff in maintaining or adapting organizational culture to be aligned with business strategy • Works with other executives to design, maintain, and champion the mission, vision, and strategy of the organization • Identifies the need for and facilitates strategic organizational change • Ensures alignment between the various business units' vision, mission, and organizational business strategy • Serves as the influential voice of the organization's strategies, philosophies, and initiatives with external stakeholders • Effectively manages risk, opportunities, and gaps in business strategy • Oversees critical large-scale organizational changes, with agility engaging and aligning the support of business unit leaders • Ensures appropriate accountability for the implementation of plans and change initiatives • Sets tone for maintaining or changing organizational culture • Champions the organizational mission and vision within the broader community • Gains and maintains buy-in for, and commitment to, organizational change across senior leadership

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VISIONARY LEADERSHIP AWARD

COMPETENCY 5: COMMUNICATION

Definition: The ability to effectively exchange information with stakeholders.

Sub Competencies:	Behaviors:	Executive Level Application:
• Relatable presentation skills • Verbal communication skill set through storytelling • Persuasion • Diplomacy • Active listening • Social technology and social media savvy • Public relations • Written communication skill set • Ability to tailor stories to specific audiences • Ability to target audience's feelings • Ability to tailor the story for specific objectives	• Listens actively and empathetically to the views of others • Considers how stories can be used to persuade and teach various lessons • Tailors stories to specific audiences • Assesses listeners' overall reactions to stories • Leads effective and productive meetings • Supports communication technology and social media • Supports and acknowledges new perspectives • Supports opportunities to debate and discuss competing points of view • Reflective • Ensures and provides proactive communication • Delivers critical information to all stakeholders • Provides thoughtful feedback in appropriate situations • Encourages managers to communicate	• Solicits feedback and buy in from executive-level/senior leader stakeholders • Comfortably communicates with all size audiences • Continually communicates organization mission and vision to all external stakeholders • Inspires confidence through clear and honest communication • Communicates consistently and regularly with senior leaders • Ensures that senior leaders support the effectiveness of organizational communication • Ensures that senior leaders' behavior and conduct are aligned with, and promote, organizational culture and strategy • Ensures that senior leaders adopt communication with their immediate team as a daily practice • Ensures timely executive communication on all high-visible organizational issues

**EXCELLENCE IN
VISIONARY LEADERSHIP AWARD**

COMPETENCY 6: GLOBAL AND CULTURAL EFFECTIVENESS

Definition: The ability to value and consider the perspectives and backgrounds of all parties.

Sub Competencies:	Behaviors:	Executive Level Application:
• Global Perspective • Diversity Perspective • Openness to Various Perspectives • Empathy • Openness to Experience • Tolerance for Ambiguity • Adaptability • Cultural Awareness and Respect	• Maintains a strong set of core values while operating with adaptability to particular conditions, situations, and people • Maintains openness to others' ideas and makes decisions based upon experience, data, facts and reasoned judgment • Demonstrates nonjudgmental respect for other perspectives • Works effectively with diverse cultures and populations • Conducts business with an understanding and respect for the differences in rules, customs, laws, regulations, and business operations between own culture and all cultures • Appreciates the commonalities, values, and individual uniqueness of all human beings • Possesses self-awareness and humility to learn from others • Embraces diversity and inclusion as a business value • Adapts perspective and behavior to meet the cultural context • Navigates the differences between commonly-accepted practice and law when conducting business in other nations • Operates with a global, open mindset while being sensitive to local cultural issues and needs	• Establishes the strategy to leverage global competencies for competitive business advantages • Uses global economic outlook to determine the impact on the organization's business strategy • Maintains expert global and cultural knowledge/experience, as appropriate • Maintains expert knowledge of global economic trends and how they may impact the organization • Understands global markets and associated legal complexities, as applicable • Fosters the organization's cultural norms and evaluates the stakeholders experience, to ensure an inclusionary environment • Demonstrates an understanding of the return-on-investment of a diverse and inclusive workforce • Manages contradictory or paradoxical practices, policies, and cultural norms to ensure multi-cultural harmony and organizational success • Integrates perspectives on multi-cultural differences and their impact on the success of the organization • Sets the vision that defines the strategic connection between diversity and inclusiveness practices for stakeholders and organizational success • Builds multi-cultural relationships and partnerships

EXCELLENCE IN
VISIONARY LEADERSHIP AWARD

Sub Competencies:	Behaviors *(continued)*:	Executive Level Application:
	• Operates with a fundamental trust in other human beings • Takes responsibility to educate others about the differences and benefits that multiple cultures bring to the organization to ensure inclusion • Incorporates global business and economic trends into business decisions • Maintains awareness of new frontiers and horizons when it comes to diversity and inclusionary practices (i.e., generational diversity, etc.)	

EXCELLENCE IN VISIONARY LEADERSHIP AWARD

COMPETENCY 7: ETHICAL PRACTICE

Definition: The ability to integrate core values, integrity, and accountability throughout all organizational and business practices.

Sub Competencies:	Behaviors:	Executive Level Application:
• Rapport Building • Trust Building • Personal, Professional, and Behavioral Integrity • Professionalism • Credibility • Personal and Professional Courage	• Maintains confidentiality • Acts with personal, professional, and behavioral integrity • Responds immediately to all reports of unethical behavior or conflicts of interest • Empowers all employees to report unethical behavior or conflicts of interest without fear of reprisal • Shows consistency between espoused and enacted values • Acknowledges mistakes • Drives the corporate ethical environment • Applies power or authority appropriately • Recognizes personal bias and others' tendency toward bias, and takes measures to mitigate the influence of bias in business decisions • Maintains appropriate levels of transparency in organizational practices • Ensures that all stakeholder voices are heard • Manages political and social pressures when making decisions	• Empowers senior leaders to maintain internal controls and create an ethical environment to prevent conflicts of interest • Maintains contemporary knowledge of ethics, laws, standards, legislation, and emerging trends that may affect organizational practices • Establishes one's self as a credible and trustworthy source for people to voice concerns • Challenges other executives and senior leaders when potential conflicts of interest arise • Withstands politically motivated pressure when developing strategy • Demonstrates, through actions, the standard for being a role model of ethical behavior by consistently conforming to the highest ethical standards and practices • Ensures the balance of organizational success and people advocacy when creating strategy • Requires policies and internal controls to minimize organizational risk from unethical practice • Provides an approach that holds employees accountable for their actions • Encourages decision making that is aligned with organizational strategies and values • Communicates the vision for an organizational culture where espoused and enacted values align • Leads a culture that requires all employees to report unethical practices and behavior • Requires that all business practices be aligned with ethics and standards and compliant with laws

EXCELLENCE IN VISIONARY LEADERSHIP AWARD

COMPETENCY 8: CRITICAL EVALUATION

Definition: The ability to interpret information to make business decisions and recommendations.

Sub Competencies:	Behaviors:	Executive Level Application:
• Measurement and Assessment Skills • Objectivity • Critical Thinking • Problem Solving • Curiosity and Inquisitiveness • Research Methodology • Decision-making • Auditing Skills • Knowledge Management	• Makes sound decisions based on evaluation of available information • Assesses the impact of changes within the regulatory and legislative environment on organizational human resource management functions • Transfers knowledge and best practices from one situation to the next • Applies critical thinking to information received from organizational stakeholders and evaluates what can be used for organizational success • Gathers critical information • Analyzes data with a keen sense for what is useful • Delineates a clear set of best practices based on experience, evidence from industry literature, published peer-reviewed research, publicly available web-based sources of information, and other sources • Analyzes information to identify evidence-based best practices • Identifies leading indicators of outcomes • Analyzes large quantities of information from research and practice	• Maintains expert knowledge in the use of data, evidence-based research and benchmarks business metrics to make critical decisions • Maintains expert knowledge and ability to interpret data and make recommendations • Makes decisions with confidence based on analysis of available information to drive business success • Sets the direction of the organization through evaluation of risks, economic and environmental factors within the business • Seeks information in a strategic, systematic manner to use in decision-making • Analyzes information needed to direct, evaluate, and use data and other information to make effective decisions • Sponsors process improvement initiatives using evidence-based solutions • Communicates the impact on organizational strategy of relevant and important findings from data analysis • Applies, translates, and interprets findings from evaluations towards building effective and creative policies within organizational context • Utilizes external/environmental awareness and experience in decision-making • Challenges assumptions and critically examines all initiatives and programs • Provides strategic view to direct and prioritize decision-making

COMPETENCY 9: BUSINESS ACUMEN

Definition: The ability to understand and apply information to contribute to the organization's strategic plan.

Sub Competencies:	Behaviors:	Executive Level Application:
• Strategic Agility • Business Knowledge • Systems Thinking • Economic Awareness • Effective Administration • Knowledge of Finance and Accounting • Knowledge of Sales and Marketing • Knowledge of Technology • Knowledge of Labor Markets • Knowledge of Business Operations/Logistics • Knowledge of Government and Regulatory Guidelines • Organizational Metrics/Analytics/Business Indicators	• Demonstrates an understanding of the strategic relationship between effective human resource management and core business functions • Demonstrates a capacity for understanding the business operations and functions within the organization • Understands the industry and business/competitive environment within which the organization operates • Considers the business case for management (e.g., Return on Investment/ROI) as it relates to efficient and effective organizational functioning • Understands organizational metrics and their correlation to business success • Optimizes organizational resources to learn the business and operational functions • Uses organizational metrics to make decisions • Champions the value of HR to the business, both internally (i.e., ROI of HR initiatives) and externally (e.g., employment branding) • Leverages technology to solve business problems	• Establishes airport-wide considerations in all proposed business cases for projects and initiatives • Benchmarks the competition and other relevant comparison groups • Communicates direction on local and global market forces and their relation to organizational success • Maintains expert knowledge of business lines and products/services, as well as the competitive market • Develops and supports business strategies to drive key business results • Maintains expert knowledge of economic factors and the economic environmental impact on industry and organization operations • Evaluates critical activities in terms of value added, impact, and utility derived from a cost-benefit analysis • Maintains expert knowledge of key industry and organization metrics – 'knows the business' • Includes all functions within broader business technology strategies to solve business problems and needs • Serves as strategic contributor to organizational decision-making regarding fiscal, product/service lines, operations, human capital, and technological areas

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Sub Competencies:	Behaviors:	Executive Level Application: *(Continued)*
		• Influences government policy and proposed regulations • Develops business strategy with top leaders of the organization • Defines strategy for managing talent within the confines of the labor market • Ensures all business initiatives have ROI that adds to value • Ensures alignment of HR strategy, goals, and objectives to overall business strategy and objectives • Demonstrates fluency in the language of business administration with senior leaders • Assesses and develops solutions with analysis of impact on ROI, utility, revenue, profit and loss estimates, and other business indicators • Examines organizational challenges and opportunities with a sense for integrating solutions designed to maximize ROI, profit, revenue, and strategic effectiveness

EXCELLENCE IN
VISIONARY LEADERSHIP AWARD

Questions?

If you have any questions, please contact Nancy Zimini at nzimini@airportscouncil.org or Zarina Manapova at zmanapova@airportscouncil.org