

**STANDING ON SOLID GROUND**  
Oklahoma Main Street New Directors Training



**MAIN STREET AMERICA**  
Nationally recognized.  
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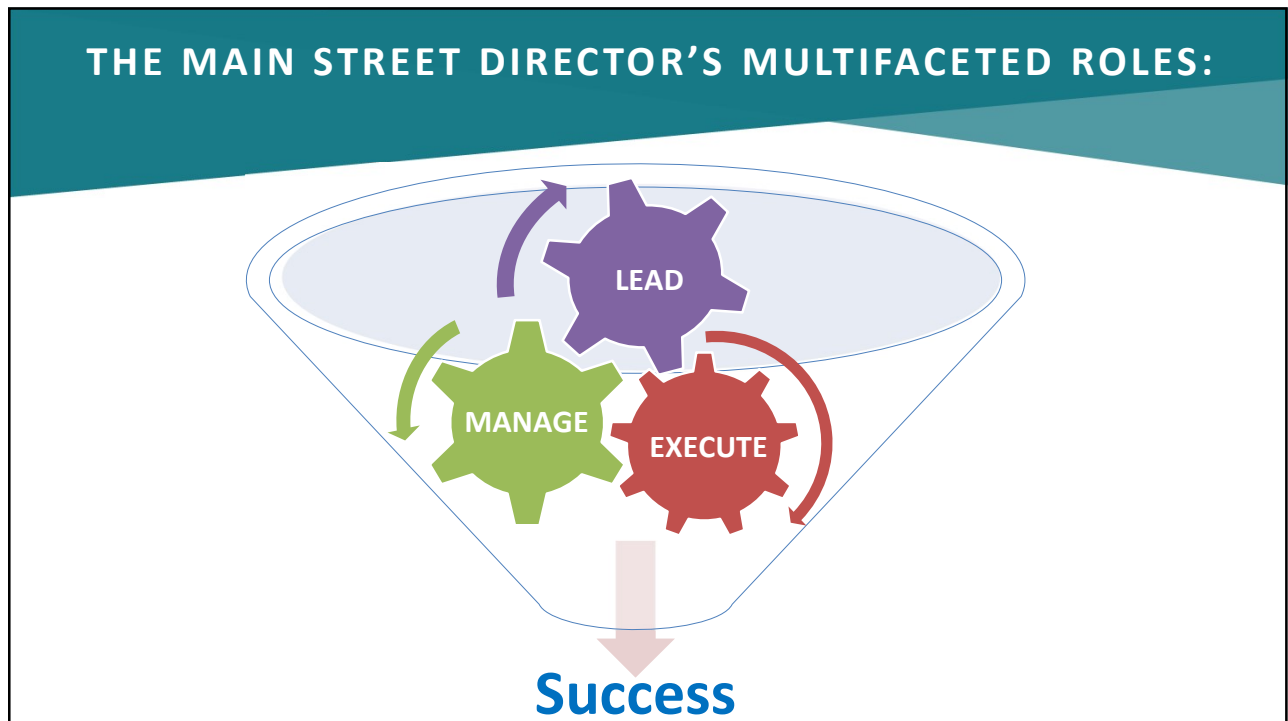
**OKLAHOMA**  
**MAIN STREET**

# STANDING ON SOLID GROUND

## NEW MAIN STREET DIRECTORS TRAINING

Offered by:  
**Oklahoma Main Street**  
October 20, 2020

Facilitated by:  
**Norma Ramirez de Miess**  
Director of Leadership Development  
**National Main Street Center**



Facilitated by Norma Ramirez de Miess, National Main Street Center  
Thursday, October 22, 2020

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## LEADING PEOPLE...

*“One does not ‘manage’ people. The task is to LEAD PEOPLE*

*And the goal is to make productive the specific strengths and knowledge of every individual.”*

PETER F. DRUCKER  
**Management Challenges for the 21<sup>st</sup> Century**


- Visioning
- Connectivity & Collaboration
- Team Building
- Leadership Development
- Guiding & Coaching
- Conflict Solutions
- Advocacy
- & More...

## THE NEED FOR STRATEGY-DRIVEN LEADERSHIP

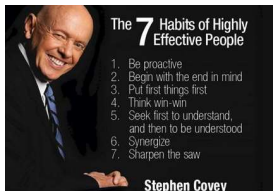
Strategy without Leadership goes nowhere;

Leadership without Strategy has nowhere to go.

C. L. Harshman



***BEGIN WITH THE END IN MIND... start with a clear understanding of your destination. ...to know where you are going so that you better understand where you are now and so that the steps you take are always in the right direction.***



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# BEYOND MANAGING PROJECTS... MANAGING THE MAIN STREET PROGRAM...

- ❑ **Manage Resources** – *what people offer!*
  - **Skill** – fostering the “right” fit, development
  - **Time** – efficient & effective (don’t waist it!)
  - **Financial** – focus on value – impact & results
  
- ❑ **Manage Structure** – *the environment to achieve success!*
  - Day-to-Day Operations
  - Processes: Development, Planning, Evaluation
  - Internal & External Communication
  
- ❑ **Manage Programming** – *what we actually DO!*
  - The Mission for MS, the Vision for the District
  - Strategy – direction, balanced focus & implementation
  - Results – packaging and promoting value



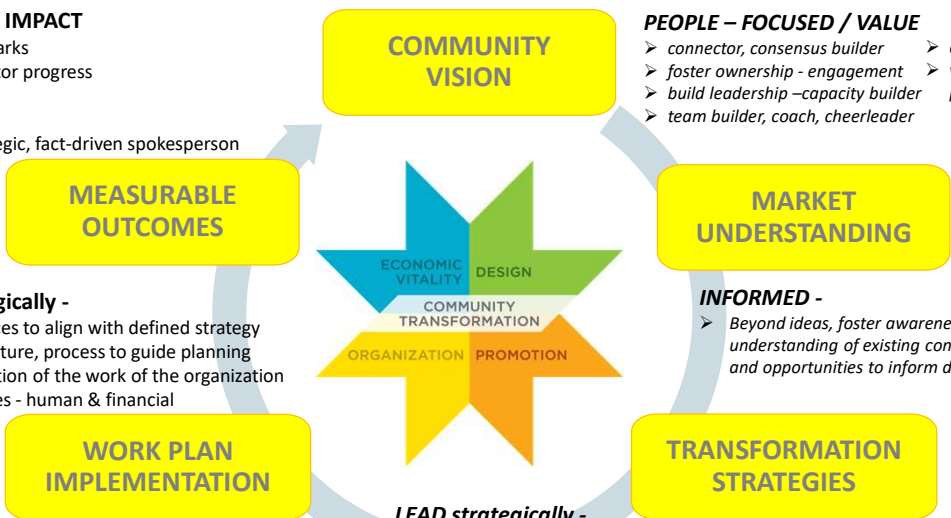
## LEADING & MANAGING MAIN STREET STRATEGICALLY

**DEMONSTRATE IMPACT**

- Define benchmarks
- Track and monitor progress
- Package value
- Promote results
- Proactive, strategic, fact-driven spokesperson

**MANAGE strategically -**

- Leverage resources to align with defined strategy
- Outline the structure, process to guide planning and implementation of the work of the organization
- manage resources - human & financial



**PEOPLE – FOCUSED / VALUE**

- connector, consensus builder
- foster ownership - engagement
- build leadership –capacity builder
- team builder, coach, cheerleader
- advocate, support
- value diverse perspectives

**INFORMED -**

- Beyond ideas, foster awareness and understanding of existing conditions, trends, and opportunities to inform decision-making

**LEAD strategically -**

- keep focus the complete picture and the desired outcomes
- Identify & define direction for the future – for programming and organization

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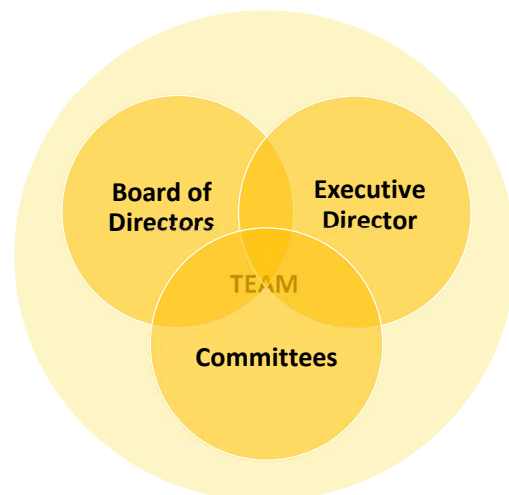
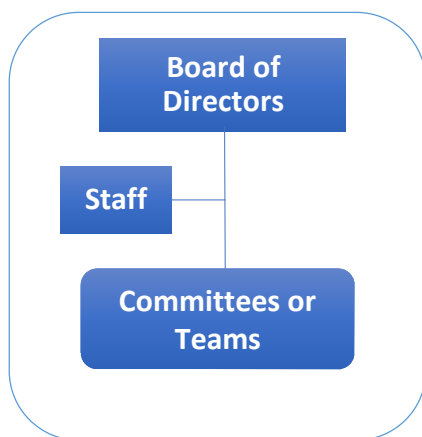
## PEOPLE: OUR MOST IMPORTANT RESOURCE!

### WITH versus FOR

- **Bring people-the community together** from the start and throughout the revitalization process...
- **Foster a strong sense of ownership** that leads to a culture of engagement and investment in downtown.
- **Empower people to lead** all aspects of revitalization to achieve results!



## BUILDING A STRONG **TEAM** ORGANIZATIONAL CULTURE...



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## WORKING WITH OUR **MAIN STREET** BOARD OF DIRECTORS

- **Confirm expectations early-on**
  - communication preferences, priorities, meeting schedules.
  - Confirm roles and accountability
- **Meet with purpose.**
  - Confirm agenda in advance
  - Highlight strategy, focus on alignment
  - Avoid routine / rubber-stamping projects
- **Regular communication – crucial!**
  - With the entire Board – monthly if possible
  - With Board Chair – more often
  - With individual board members – 1-1 recommended periodically



## THE MAIN STREET DIRECTOR'S MULTIFACETED ROLES

- Elevating our roles to **LEAD**
- Project versus **PROGRAM MANAGER**
- When to take the “**DO**er” role?



"The key is not to prioritize what's on your schedule, but to schedule your priorities."

- Dr. Stephen R. Covey

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## MANAGING EXPECTATIONS:

**SUSTAINABLE DISTRICT TRANSFORMATION**

**EFFECTIVE REVITALIZATION PROGRAM**

So how do we make it happen?

**Forward Together**

**Be Involved.**  
Hours of volunteering can create a street lined with flowers.

**Be Invested.**  
A \$25.00 investment can provide a community event under the stars.

**Be Together.**  
Together we can enhance appearances, strengthen the downtown economy, and pave the way to an exciting future.

## MANAGING EXPECTATIONS:

### The Main Street Director: A master of all trades?

ECON/VITALITY	DESIGN	PROMOTION	ORGANIZATION
<ul style="list-style-type: none"> <li><input type="checkbox"/> Communications</li> <li><input type="checkbox"/> Public Relations</li> <li><input type="checkbox"/> Education</li> <li><input type="checkbox"/> Volunteer dev.</li> <li><input type="checkbox"/> Organizational branding</li> <li><input type="checkbox"/> Financial management</li> <li><input type="checkbox"/> Fund-development</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Historic Preservation</li> <li><input type="checkbox"/> Planning, Design,</li> <li><input type="checkbox"/> Architecture, Construction</li> <li><input type="checkbox"/> Landscaping, gardening</li> <li><input type="checkbox"/> Arts</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Small Business / Entrepreneurship Dev</li> <li><input type="checkbox"/> Business planning / financing</li> <li><input type="checkbox"/> Interior Design, Visual Merchandising</li> <li><input type="checkbox"/> Real estate development</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Marketing</li> <li><input type="checkbox"/> advertising</li> <li><input type="checkbox"/> Branding</li> <li><input type="checkbox"/> Event coordination</li> <li><input type="checkbox"/> Logistical Management</li> </ul>

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**Because we don't know everything....**

We surround ourselves with people who brings additional, complimentary knowledge, expertise, and experience... (4-points)

- Volunteer leaders
- Partner organizations
- Coordinating program staff
- Consultants



ECON/VITALITY	DESIGN	PROMOTION	ORGANIZATION
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**PROFESSIONAL DEVELOPMENT: NEVER STOP LEARNING**

ECON/VITALITY	DESIGN	PROMOTION	ORGANIZATION
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*Your Strengths*

• \_\_\_\_\_ • \_\_\_\_\_ • \_\_\_\_\_ • \_\_\_\_\_

*Areas for Professional Development*

• \_\_\_\_\_ • \_\_\_\_\_ • \_\_\_\_\_ • \_\_\_\_\_



Congratulations to the first cohort of graduates who earned the Main Street America Revitalization Professional credential >



*maintain a strong commitment to professional development and encourage the people you serve with to learn alongside.*

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**PROFESSIONAL CONDUCT & ETHICAL VALUES IN MAIN STREET**



*...must have the skills and foresight to build, maintain, and convey a **unified voice for the organization***

*...and **be clear** about what the program should be involved in and how best to advance the strategy for the district.*

**PROFESSIONAL CONDUCT & ETHICAL VALUES IN MAIN STREET**

- *Main Street leaders should **keep the Main Street Approach and its principles at the forefront** to guide internal and external discussions and **build awareness and increased understanding** within the district and among community stakeholders.*



**ECON/VITALITY**



**DESIGN**



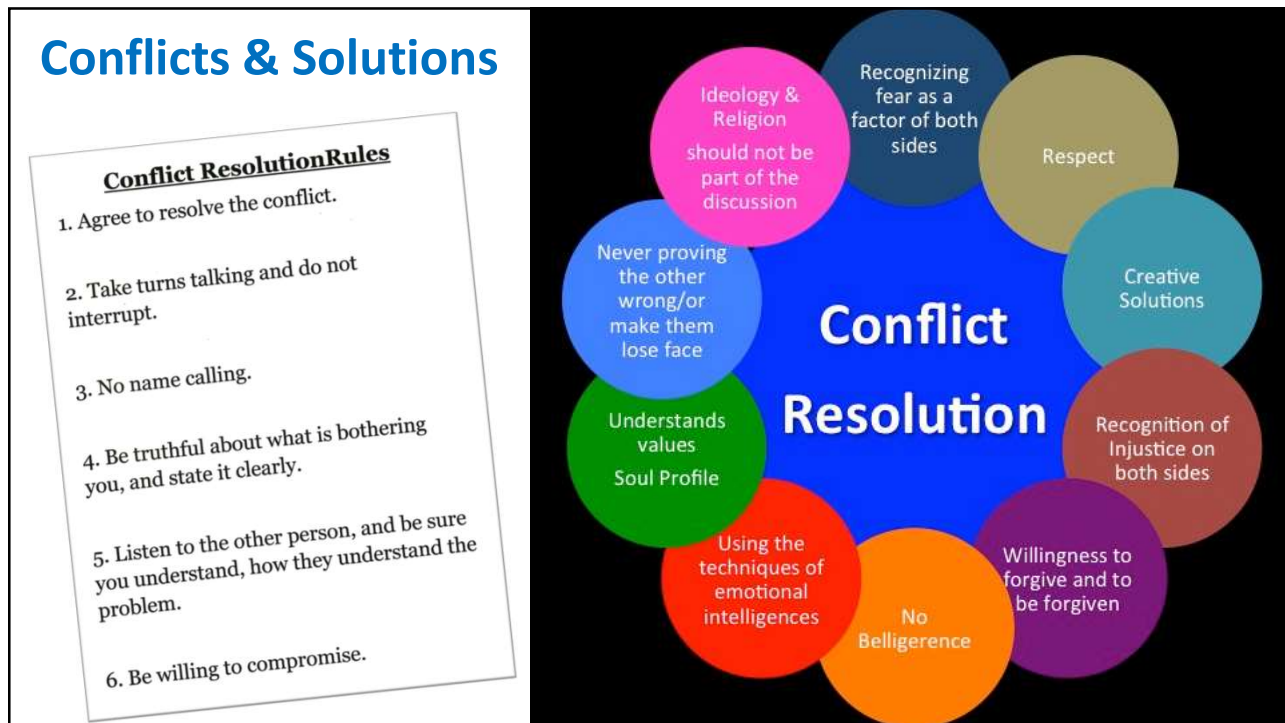
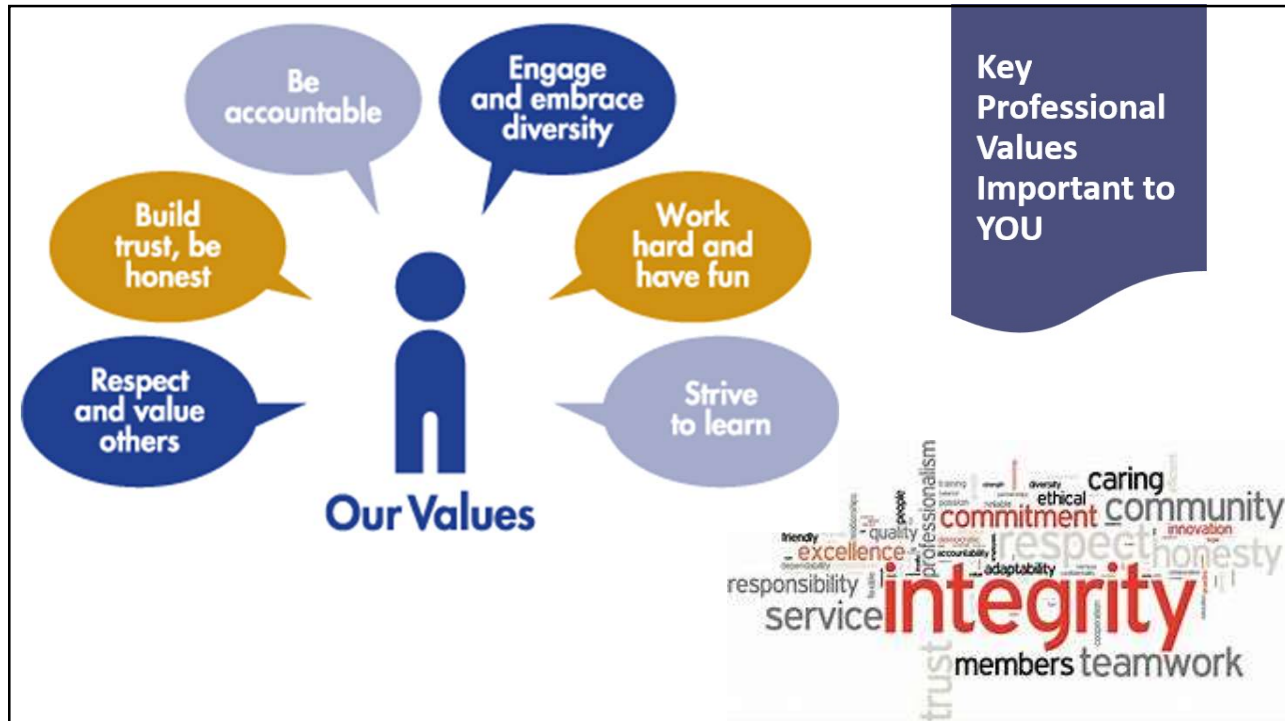
**PROMOTION**



**ORGANIZATION**



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**MAIN STREET GUIDING PRINCIPLES...**

**APPLIED TO LEADERSHIP**

1. Comprehensive.....
2. Incremental.....
3. Community-driven.....
4. Public-Private effort.....
5. Builds on existing assets.....
6. Quality.....
7. Change.....
8. Implementation-Oriented.....

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Never Stop Learning  
Stand on Solid Ground  
Lead through Strategy  
Build Capacity  
Value People

Questions  
Answers

*Thank You*