STANDING ON SOLID GROUND
Oklahoma Main Street New Directors Training

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THE NEED FOR STRATEGY-DRIVEN LEADERSHIP

Strategy without Leadership goes nowhere;

Leadership without Strategy has nowhere to go.

C. L. Harshman

LEAD

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.

The **7** Habits of Highly Effective People
1. Be proactive
2. Begin with the end in mind
3. Put first things first
4. Think win-win
5. Seek first to understand, and then to be understood
6. Synergize
7. Sharpen the saw

Stephen Covey

BEYOND MANAGING PROJECTS… MANAGING THE MAIN STREET PROGRAM…

MANAGE

❑ *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

COMMUNITY VISION

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

MEASURABLE OUTCOMES

MARKET UNDERSTANDING

ECONOMIC VITALITY | DESIGN
COMMUNITY TRANSFORMATION
ORGANIZATION | PROMOTION

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

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

WORK PLAN IMPLEMENTATION

TRANSFORMATION STRATEGIES

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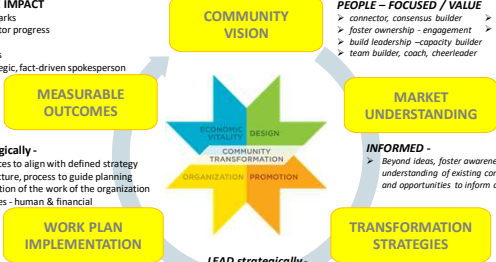

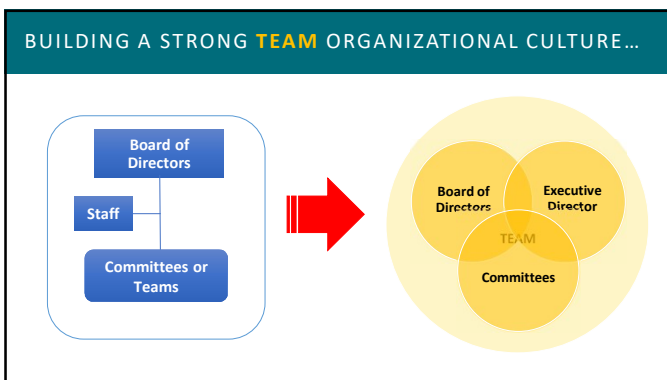Facilitated by Norma Ramirez de Miess, National Main Street Center
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PEOPLE: OUR MOST IMPORTANT RESOURCE!

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…

Board of Directors
Staff
Committees or Teams

Board of Directors
Executive Director
TEAM
Committees

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

Board of Directors   STAFF

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THE MAIN STREET DIRECTOR'S MULTIFACETED ROLES

A. Elevating our roles to **LEAD**

B. Project versus **PROGRAM MANAGER**

C. When to take the "**DO**er" role?

LEAD

MANAGE   EXECUTE

"The key is not to prioritize what's on your schedule, but to schedule your priorities."
- Dr. Stephen R. Covey

MANAGING EXPECTATIONS:

What we want to achieve

SUSTAINABLE DISTRICT TRANSFORMATION

EFFECTIVE REVITALIZATION PROGRAM

So how do we make it happen?

Forward Together

Share the Vision

Main Street Resource Center

Be Involved.
of volunteering can create 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
❑ Communications	❑ Historic Preservation	❑ Small Business / Entrepreneurship Dev	❑ Marketing
❑ Public Relations	❑ Planning, Design,	❑ Business planning / financing	❑ advertising
❑ Education	❑ Architecture, Construction	❑ Interior Design, Visual Merchandising	❑ Branding
❑ Volunteer dev.	❑ Landscaping, gardening	❑ Real estate development	❑ Event coordination
❑ Organizational branding	❑ Arts		❑ Logistical Management
❑ Financial management			
❑ Fund-development			

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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 |

PROFESSIONAL DEVELOPMENT: NEVER STOP LEARNING

| ECON/VITALITY | DESIGN | PROMOTION | ORGANIZATION |

Your Strengths

. _____ . _____ . _____ . _____

Areas for Professional Development

. _____ . _____ . _____ . _____

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

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.*

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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

Key Professional Values Important to YOU

Our Values

Conflicts & Solutions

Conflict ResolutionRules
1. Agree to resolve the conflict.
2. Take turns talking and do not interrupt.
3. No name calling.
4. Be truthful about what is bothering you, and state it clearly.
5. Listen to the other person, and be sure you understand, how they understand the problem.
6. Be willing to compromise.

Conflict Resolution

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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……….

MAIN STREET AMERICA
Nationally recognized.
Locally powered.™

OKLAHOMA MAIN STREET

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

Questions Answers

Thank You

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