



# EMERGING LEADER FELLOWSHIP



Preliminary Program Outline

*This program is preliminary and subject to change.*

Day 1: Monday

**Module: Adaptive Downtown Leadership & Urban District Management**

*8:00am-8:30am:* This first breakfast session begins with an opening ice-breaker where participants will get to know fellow classmates, their respective organizations and their professional goals.

*8:30am-12:30pm:* Interpersonal Leadership Styles (Presented by Coro New York Leadership Center) The ILS training\* allows each participant to better understand his/her own leadership style and its impact on others. Participants also gain an understanding of other leadership styles, allowing them to consider how to build more collaborative relationships with their colleagues. Participants receive a personalized booklet with a detailed assessment of their own style; they also learn specific strategies focusing on how to "flex" in order work most effectively with others on their team.

\*Prior to attendees arriving, each participant will participate in an ILS Survey.

*12:30pm to 5pm:* Lunch and Fieldwork in NYC BIDs (TBD)

*6pm-8pm:* Dinner and Debrief

Day 2: Tuesday

**Module: Adaptive Downtown Leadership & Finance b**

*8:00am-12:30pm:* Practicing Effective Inquiry (Presented By Coro New York Leadership Center) This training introduces a series of frameworks to help participants observe and interpret what happens around them more accurately, and when needed, intervene to create change more effectively. Participants also learn strategies for asking effective questions and common pitfalls to avoid. This work equips participants with strategies for gathering information about what is really going on, and aims to increase their ability to assess the landscape accurately, gather information effectively through inquiry, consider and leverage multiple perspectives, and ultimately make better and more strategic decisions.

*Noon-1pm:* Lunch and Keynote Speaker

*1:15pm-2:45pm:* This session focuses on the funding mechanisms of business district organizations and how they are used to manage and market a downtown district or neighborhood district. This session will also include discussion around other fundraising opportunities and incorporating foundations and grants in your organizational strategy.

*3:00pm-4:30pm:* Taking what we learned in the previous session attendees will learn best practices of writing a budget, cash flow analysis, and the fiscal responsibilities of managing the budget. Case studies will be presented to the class for group participation and discussion.

*7pm:* Dinner and debrief

Day 3: Wednesday

### **Module: Adaptive Downtown Leadership & Governance**

*8am-10:30am:* The Art of Feedback (Presented by Coro New York Leadership Center) Participants learn a protocol to assist them in giving and receiving feedback more effectively and develop strategies for having difficult conversations as part of their work. They engage in experiential activities to practice giving feedback in order to prepare to implement this protocol back in their workplaces. This module includes training on active listening and managing challenging relationships.

*10:45am-Noon:* In today's world, private public partnerships are the key to the success of any downtown organization and/or business district and its leader. This session will focus on organizational structures and the importance of public private partnerships. Attendees will gain a deeper understanding of who their potential partners are and what role each partner can play through real world examples between downtown leaders and social service agencies, corporate sponsors and city staff and elected officials.

*12:30pm-5pm:* Lunch and fieldwork in NYC BIDs (TBD)

*6pm-9pm:* Dinner and evening activity: This evening topic will focused around creating a vibrant nightlife and the management issues that go along with this.

Day 4: Thursday

### **Module: Economic Development Strategies**

*8:30am-12:00pm:* The health of a vibrant business district relies heavily on the mix of retail, restaurant and office tenants along with a good mix of residential. This session will focus on attracting commercial investment and identifying the right retail and office mix.

*12:00pm-1:30pm:* Lunch and Keynote speaker

*2pm-5pm:* Fieldwork in NYC BIDs

*7pm-9pm:* Dinner and debrief

Day 5: Friday

### **Module: Adaptive Downtown Leadership**

*9:00am-12:30pm:* How to Communicate Up, Down, and Across Silos to Achieve Organizational Community Goals (Presented by Don Waisenan, Baruch College) This leadership session will focus on how to communicate in various ways to achieve institutional and community objectives for livable urban centers. Focusing on the needs of urban place management professionals, this session will present the very latest research findings on organizational communication, the science of negotiation, how to present your case with impact and tell a leadership story that can build bridges with elected officials, businesses and other community stakeholders.

*11:30pm-1:30pm:* Lunch and recap the week

Afternoon: Departure