IDA | EMERGING LEADER FELLOWSHIP

Preliminary Program

This program is preliminary and subject to change.

Day 1: Monday

Module: Adaptive Downtown Leadership & Financial Management

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

8:30am-11:30am: Strategic Planning and Financial Management. This session covers the basic principles of accounting (e.g. cash v accrual basis); the importance of internal controls; how the strategic plan impacts the budget preparation process; preparation for an audit and other fiscal management tools.

12:30pm-11:4:30pm: Interpersonal Leadership Styles. 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.

6pm-8pm: Dinner and Debrief

Day 2: Tuesday

Module: Adaptive Downtown Leadership & Commercial District Assessment

8:00am-12:30pm: Practicing Effective Inquiry: 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.

12:30pm-1:30pm: Lunch

1:30pm: Depart for Fieldwork in NYC BIDs (TBD)

5:30pm-8:00pm: Dinner and debrief

Day 3: Wednesday

Module: Adaptive Downtown Leadership & Urban Revitalization and Community Impacts.

8am-11:30am: The Art of Feedback: 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.

11:30am-12:30pm: Lunch

12:30pm-1:30pm: Guest Speaker from Times Square Alliance

1:30pm: Depart for Fieldwork in NYC BIDs

6:00pm-9:00pm: Dinner and debrief

Day 4: Thursday

Module: Governance, Public Space Management and Operations

8:30am-11:30pm: Board Governance and roundtable discussion

11:30am-1:00pm: Lunch

2:00pm-5:00pm: Fieldwork in NYC BIDs

7:00pm-9:00pm: Dinner (semi-formal celebratory dinner)

Day 5: Friday

Module: Adaptive Downtown Leadership, Communications

9:00am-12:30pm: How to Communicate Up, Down, and Across Silos to Achieve Organizational Community Goals. This leadership session will focus on how to communicate in several 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