Leadership 101

April 22, 2025

Happy Earth Day!

Tremendous Thanks!

MAIN STREET AMERICA™
Coordinating Program

OREGON MAIN STREET

IDAHO MAIN STREET

WASHINGTON STATE MAIN STREET PROGRAM

THE Ford Family FOUNDATION

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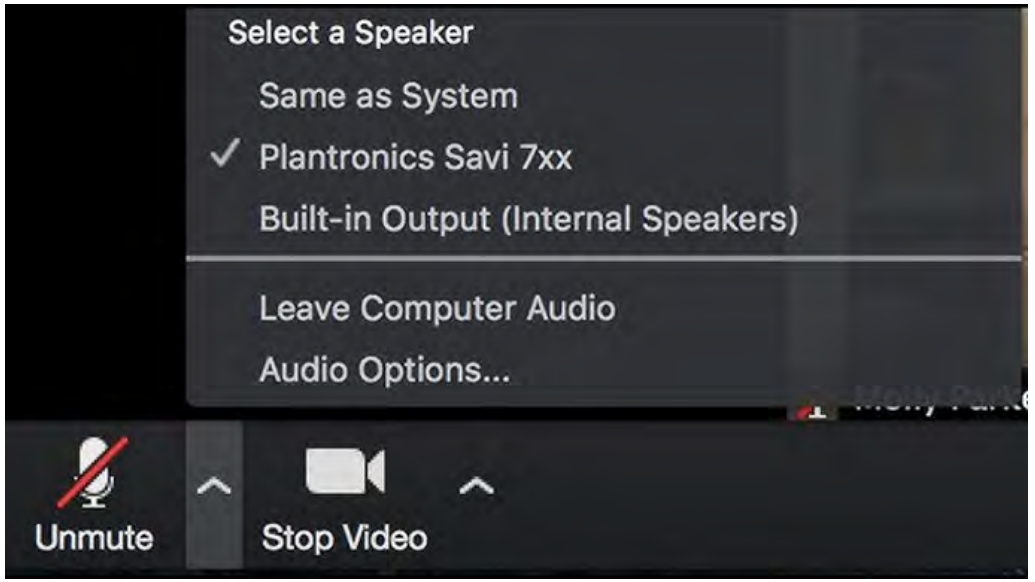
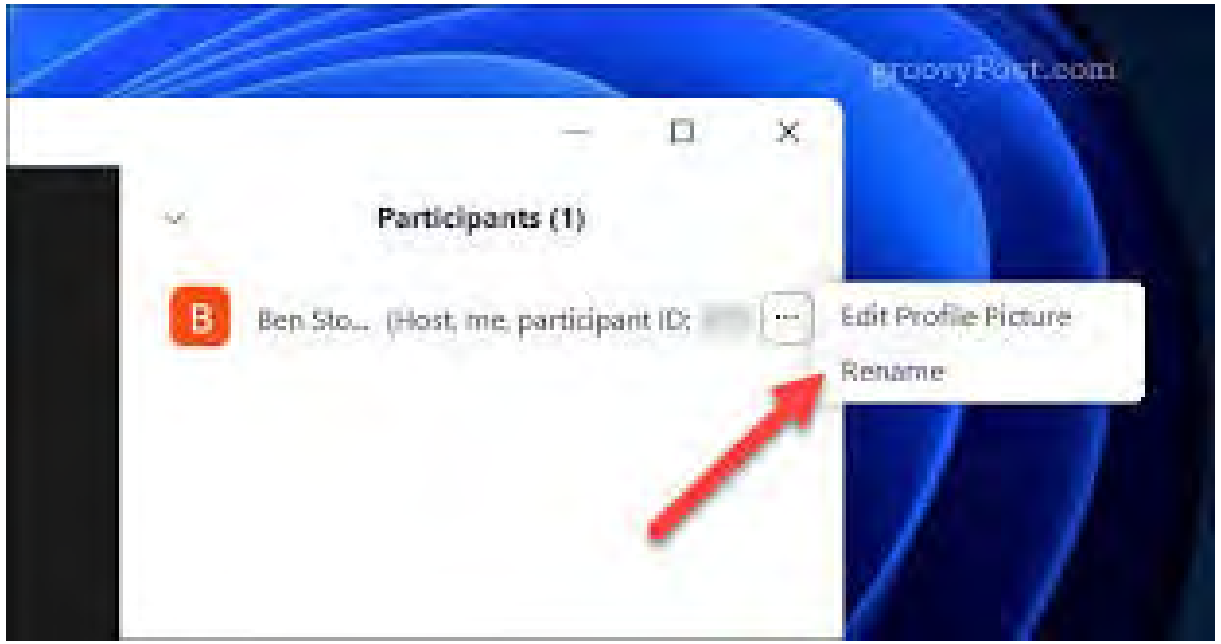
Zoom Tips

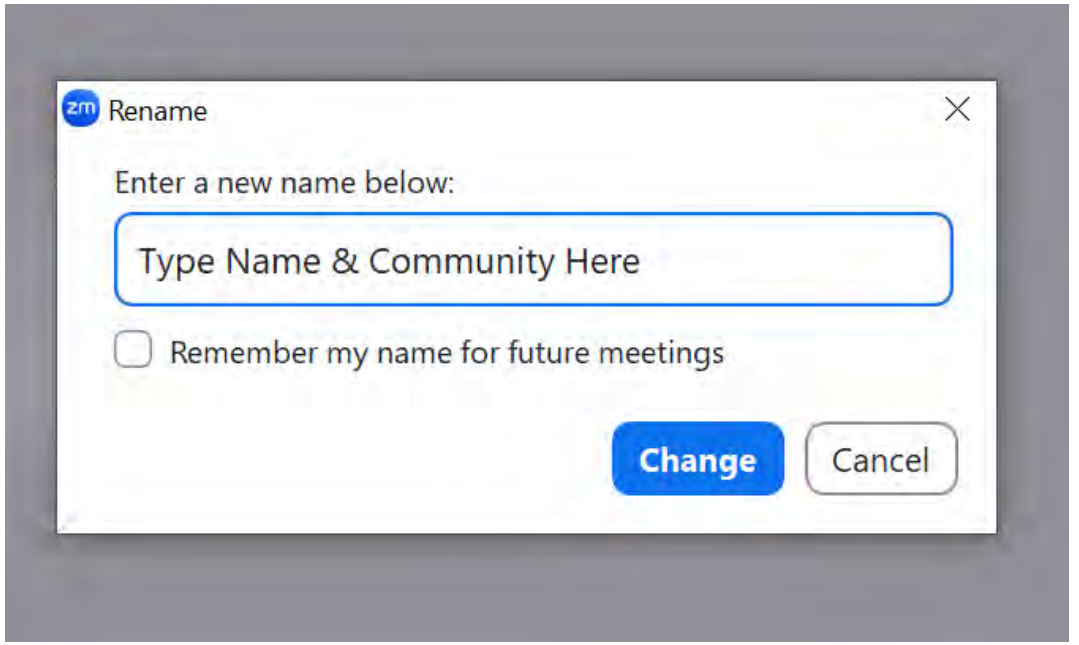
- Please keep muted when not speaking
- Turn on your camera if you're able
- Use chat feature for questions and comments



Zoom Tips

Change your display name
First Last, Location (pronouns if you like)





PLEASE DO NOT SHARE THE ZOOM LINK OR SEND IT OUT
Only send names and e-mails to Alison to add to distribution list

Land & Community Stewardship

Strengthens Rural People, Places, & Economies in the Pacific Northwest

Develop Networks of Rural Leaders

Revitalize Rural Economies

Elevate Rural Voices and Priorities

Improve Access to Resources

Meet the RDI Team

Cayla Catino
Community & Economic Development Consultant

Hannah Lewis
Impact & Engagement Manager, RDI

Kevin Teater
Main Street Consultant, Streetview Planning

Alison Cassin
Program Coordinator RDI

Meet Your Main Street Team

Jenny Hemly
Rural Services Specialist
Idaho Commerce

Jonelle McCoy
Main Street Specialist
Washington Trust for Historic Preservation

Sheri Stuart
State Coordinator
Oregon Main Street

Workshop Series Overview

- Economic Vitality 101
- **Leadership 101**
- Business & Property Owner Engagement
- Key Mindsets for Inclusive Engagement
- Place-Based Economy Building
- Innovation & Entrepreneurship in Rural
- Energy on Main
- Resilience
- Leadership in Action
- Funder Panel

Purpose: How to work together as a team and with your community

- Welcome & Overview
- Collaboration & Complexity
- Interests vs. Positions
- Partnership Development
- Team Development
- Effective Meetings
- Wrap Up

Group Norms

- Take care of your own needs
- Participate fully and respectfully
- Check assumptions and ask questions
- Lead with **curiosity** *in yourself and interactions with others*
- Confidentiality

Collaboration and Complexity

“Not all collaborators are leaders, but all leaders are collaborators.”

~Doug Griffiths

Understanding Collaborative Relationships

Network	Coordinate	Cooperate	Partner	Collaborate
Exchange information	Align work	Share resources	Share resources and control for a fixed duration	Enhance capacity through shared responsibility and accountability

Involving Others: Collaborators

Ain’t it Awesome?

Ain’t it Awful?

Setting Up Collaborations Right

1. What are the shared interests and values?
2. What can we do for each other? What is the strategy to approach them?
3. What type of relationship would be beneficial for everyone?
4. What questions might come up?

Community Issues Are Complex

Simple	Complicated	Complex
Sending a Newsletter	Building Restoration	Downtown Revitalization
• Process is essential. • No expertise or skill increases the probability of success. • Produces standard products and results.	• Specifications are critical. • Tests and successful launches increase certainty of positive results. • High level, specialized expertise is necessary. • Iterative changes create improvements	• There are few specifications or recipes that work for all. • One success does not assure the next. • Expertise helps but isn't enough. You must constantly learn while doing. • The parts are not separate from the whole.

Collaboration Adds Complexity

Intentional Collaboration

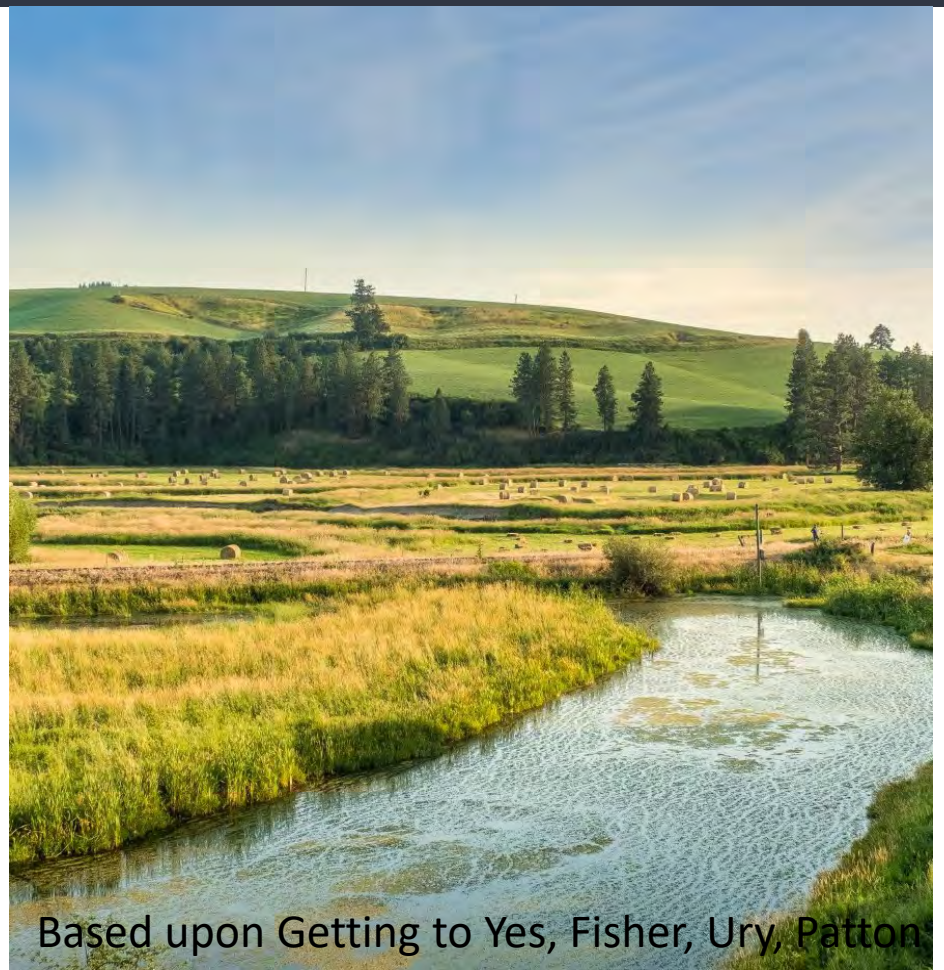
Focus on Interests Not Positions

Move people beyond polarized positions | Get to the heart of the issue

Set the stage for interest-based resolution

POSITIONS ARE

- Something one has decided as a way to settle a conflict or a difference
- A pre-determined solution



Based upon Getting to Yes, Fisher, Ury, Patton

INTERESTS ARE

- The needs, beliefs, uses, values, and underlying positions
- Why something is important

Please go to the store and get me an orange.

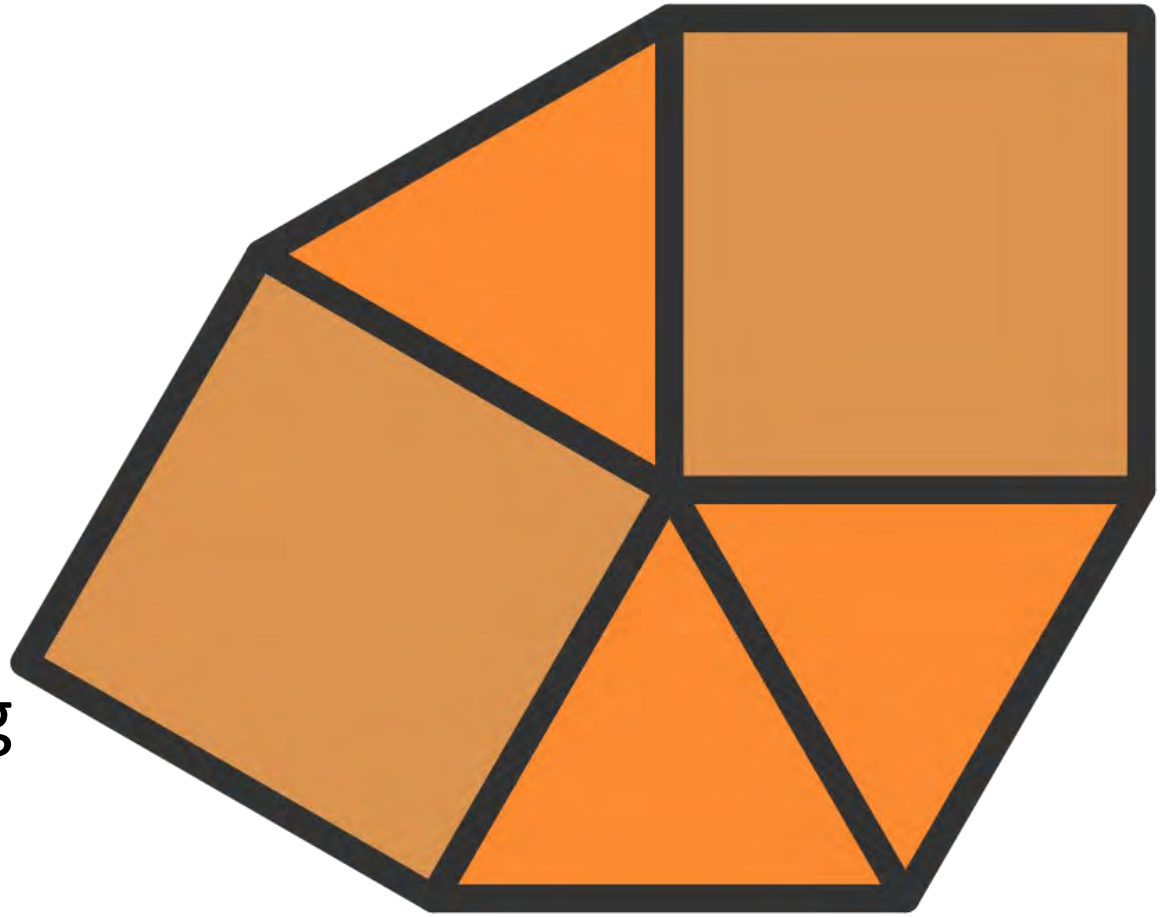
You've been asked to run to the store and get an orange.

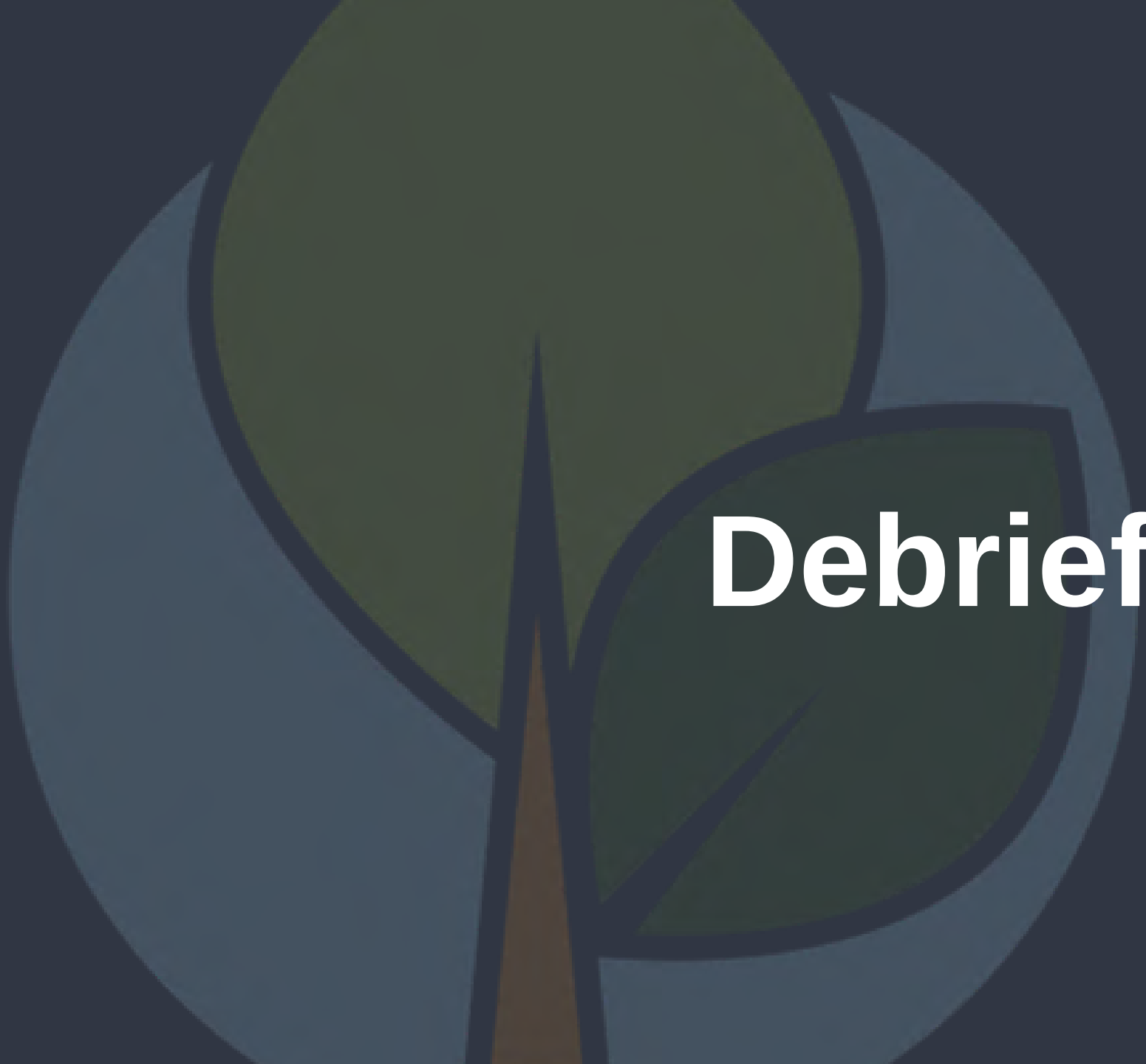
You've got just enough money for the orange.

When you get there, there is only one left.

3 People, 5 Things

1. Cook for a Year
2. Trip Anywhere in the World
3. Great Tailored Jacket
4. Someone to Deep Clean Your House
5. Tickets and Trip to an Amazing Concert/Event of Your Choice





Debrief

Community Partners

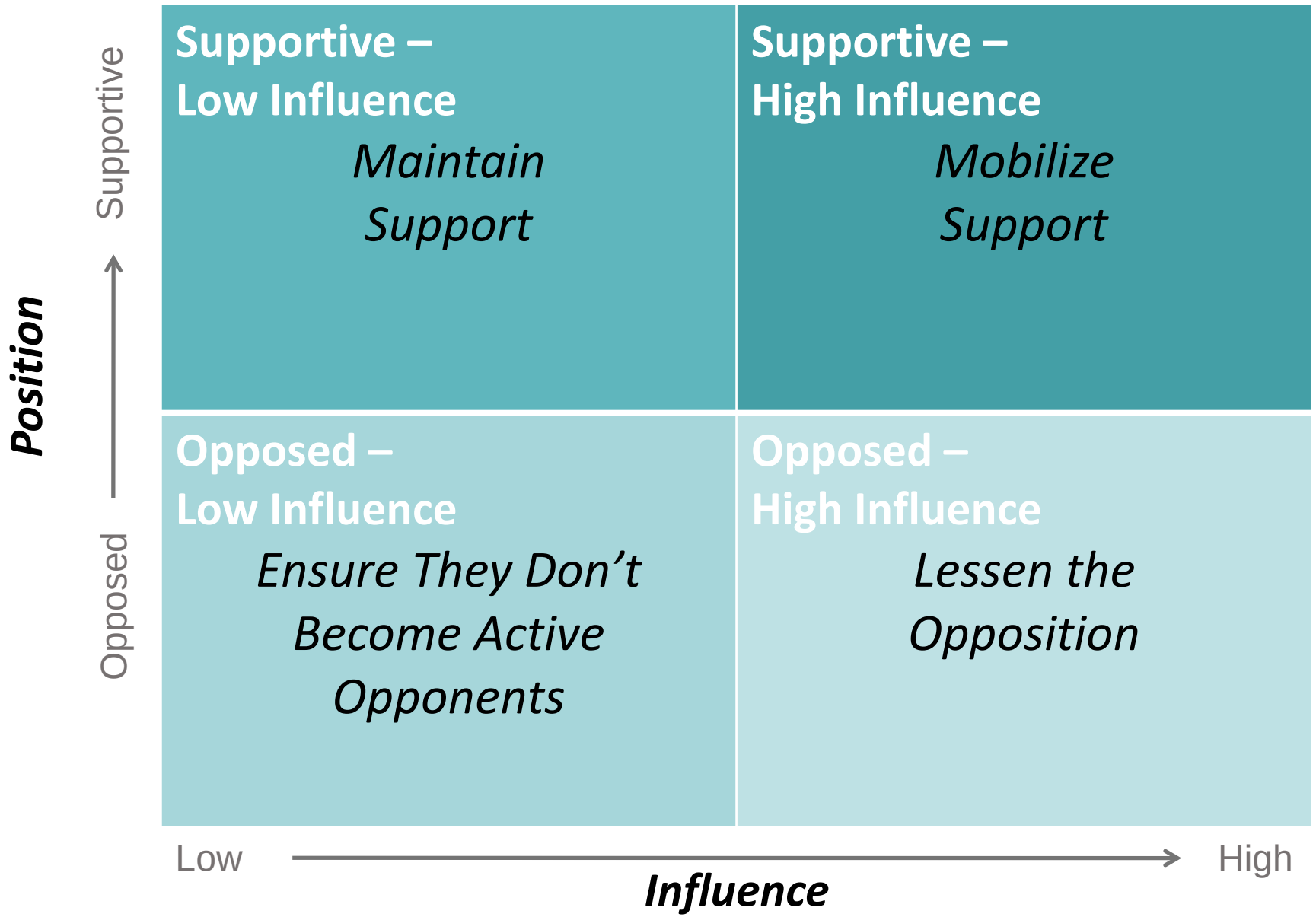
Partners

Partners = *A person or group with a direct interest, involvement, or investment in something.*

Partners Analysis is used to plan how to work with different partners:

- ✓ to identify and categorize partners
- ✓ to identify different interests of partners
- ✓ to design actions to develop relationships

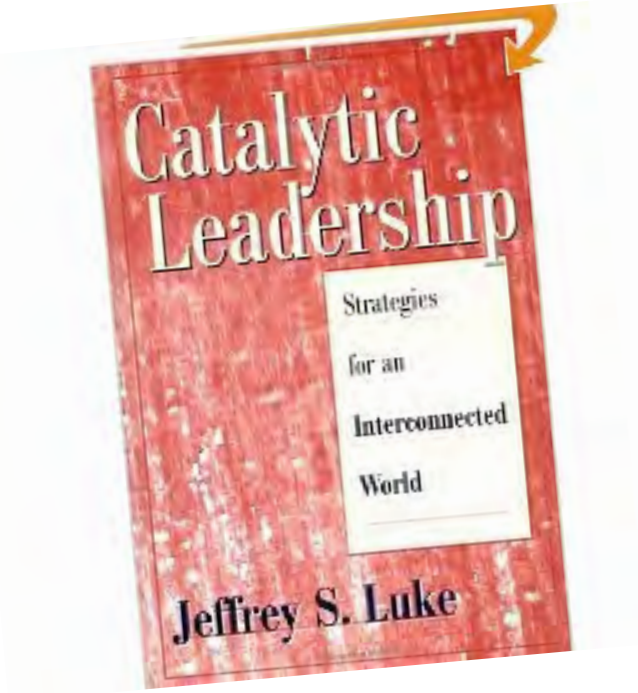
Partner Exploration



Break

Catalytic Leadership

Some communities are able to solve difficult problems, while others are not.



- The term comes from the work of Dr. Jeff Luke, of the University of Oregon.
- His research aimed to understand why that happens.

Catalytic Leaders are people that engage and motivate others to take leadership roles and work towards a goal

Catalytic Leadership Roles:

You don't have to do it ALL

Choose the breakout room based on your natural role. Share:

A time when you were successful in this role.

When were you not in the right role or someone on your team wasn't in the right role, what happened?

Discuss ways to include others.

ISSUE ADVOCATE

Focuses attention on the issue

CONVENER

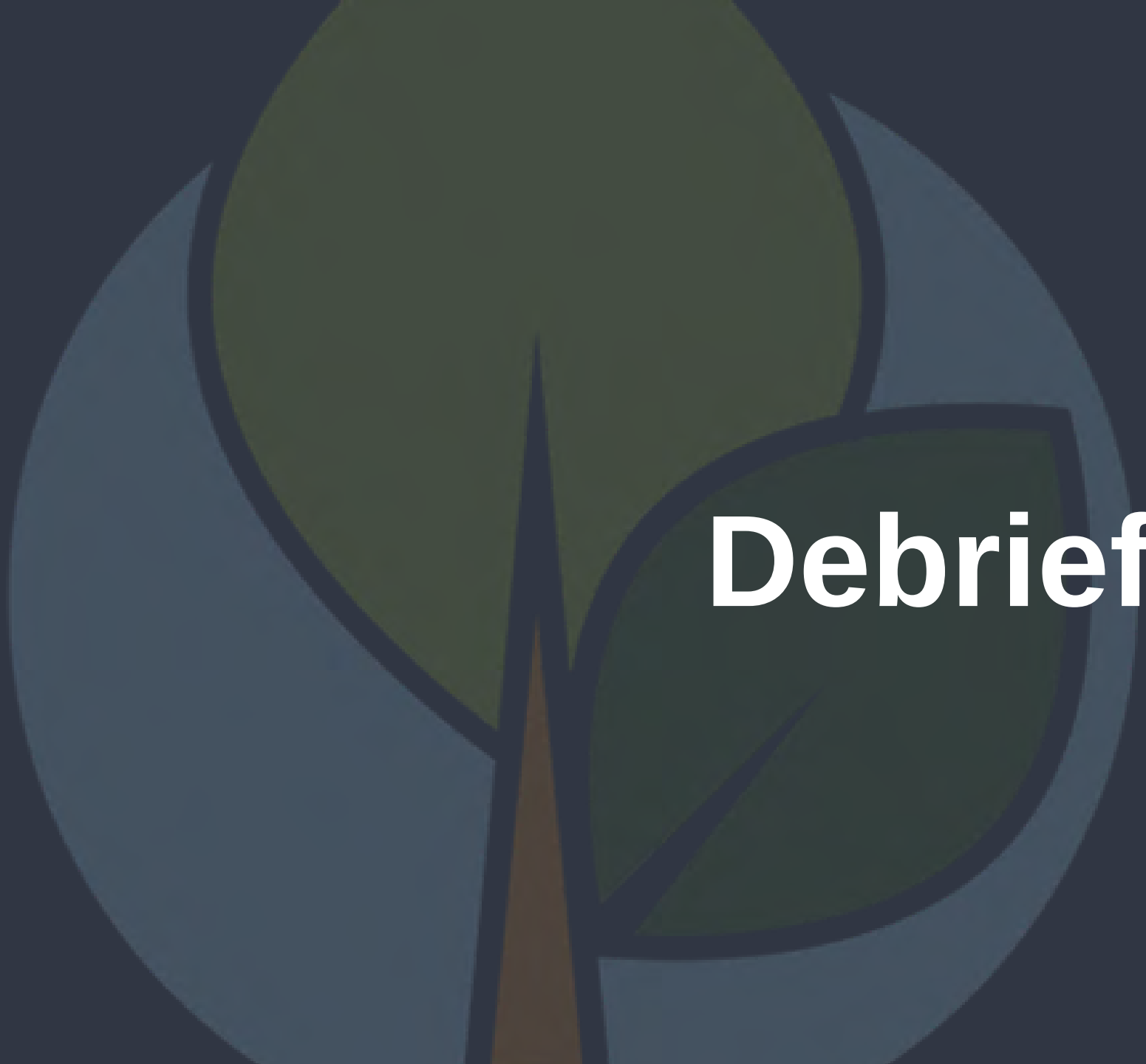
Organizes partners

FACILITATOR/NEGOTIATOR

Forges agreement on between partners

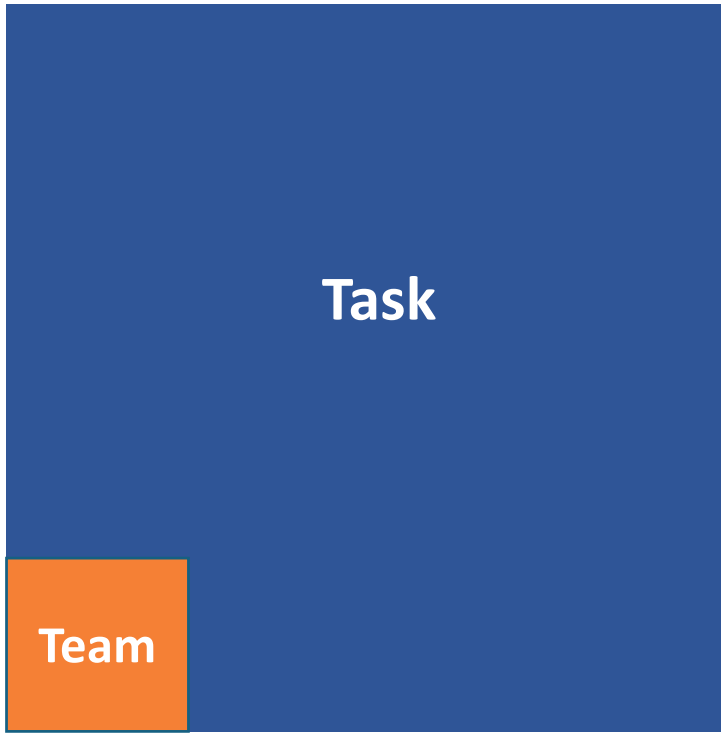
IMPLEMENTATION CHAMPION

Sustains momentum during implementation

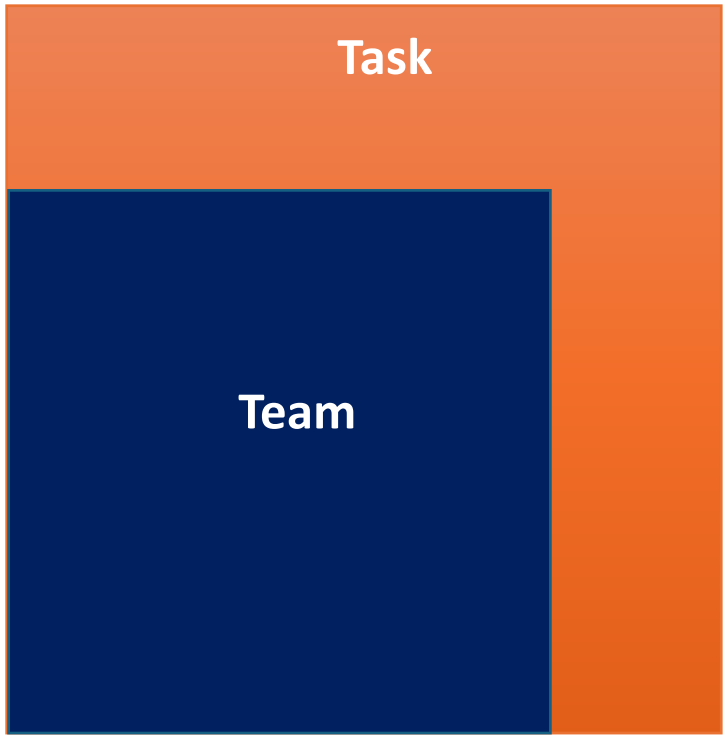


Debrief

Balanced & Successful Teams



Unbalanced Focus on the Project



Unbalanced Focus on the Team

Balanced – Appropriate Focus Team and Project

Team Work
Takes Work

Task Work

- Organizing Team & Class Meetings
- Monitoring Progress of Action Teams
- Tracking Milestones & Key Decisions
- Planning & Ideation Sessions
- Communication Among & Across Teams

Relationship Work

- Check-ins with Team Members to Identify Threats to Participation and Longevity
- Fun & Activities to Get to Know Each Other
- Recognizing, Understanding, Expressing and Reconciling Group Feelings & Needs
- Encouragement & Celebration

Stages of Group Development

FORM

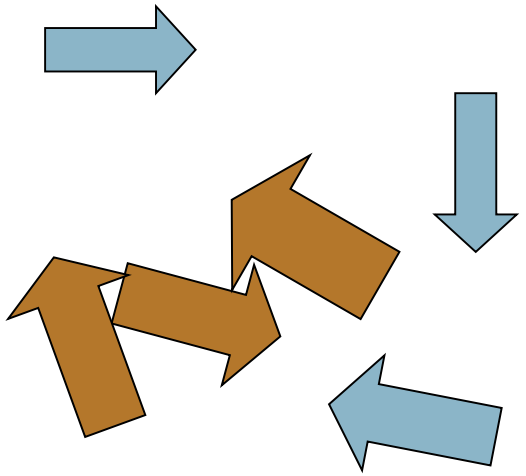
STORM

NORM

PERFORM

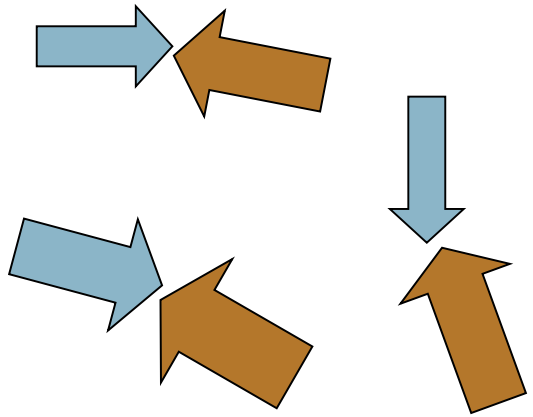
Form

- Getting to know each other
- Individuals form identity within group
- Group starts to shape identity
- Testing each other out, hesitant participation
- Not much work actually done



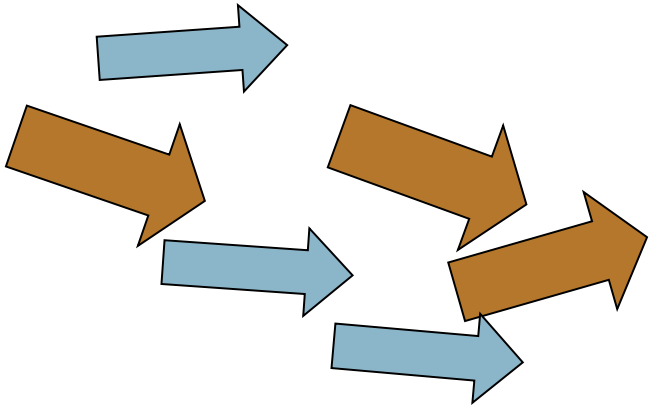
Storm

- Members test ability of leaders and each other
- Marked by passion and emotions
- Enough confidence for conflict
- Unrealistic goals and expectations
- Not much work actually done



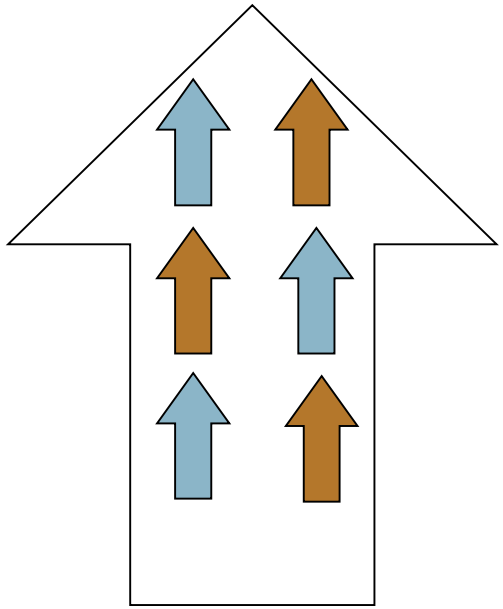
Norm

- Conflicts are getting resolved
- Group unites
- Order and direction emerges
- Intimacy and personal sharing
- Moderate work accomplished



Perform

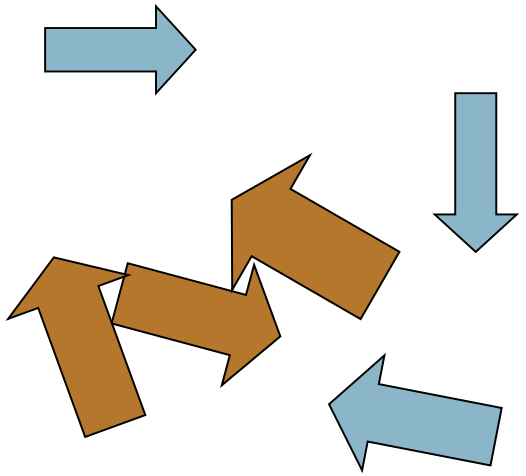
- Group performs like a team
- It is easy to make group decisions and execute them
- Functional roles established
- LOTS of work done



Adjourn

Group Discussion

- What are your reactions to this?
- What stage of development do you think your group is in right now?



Effective Meetings

Meetings...Meetings...Meetings

Poll:

- How many hours per week do you spend in meetings?
- What % of time is well spent, on average?

Meeting Roles

CONVENER

Arranges for the group to get together, helps develop agenda

FACILITATOR

Helps develop agenda, conducts meeting, helps come to agreements

RECORDER

Keeps and distributes minutes and/or records decisions and action steps

TIMEKEEPER

Help keeps the facilitator informed of the time within each item and overall.

Great Meeting Basics

- Use a team approach to distribute tasks and remove blind spots
- Consider facilitation needs, be well prepared
- Send agenda and information in advance, and resend
- Be on time, greet participants, establish and uphold group norms
- Set the room up for productivity, personal safety, accessibility
- Allow for breaks and different personality and learning styles

Great Working Agendas

Time	Item	Action/Purpose	Meeting Roles
Clock Time And/or duration of item	Detailed enough that groups know what to expect • Use bullets if there are sub-items	Why is this on the agenda? Do we need an action or a decision?	Who will participate in delivering this item? Is a timekeeper or recorder needed?

Debriefing Meetings

Content/Purpose, Process, Logistics

+	Δ
What went well?	What might need to change or improve?

Technical Assistance

- Organizational Development
- Leadership Development
- Economic Vitality Support

What's Next?

1) **Evaluation!**
   - When the Zoom session ends
2) **Resource Website:**
   - rdiinc.org/main-street-2025-resources/
3) **Next Virtual Workshop**
   - Business & Property Owner Engagement: June 3, 9:30 Pacific/10:30 Mountain
4) **Teamwork:**
   - Discuss your Catalytic Leadership role and team formation
   - Complete Partner Exploration Matrix
     - Consider each key player's interest