

Leading Forward: Recommended Traits for Next Gen ED Leadership

Breakout Session 8



Robert Hess
Vice Chairman, Newmark



Elias van Herwaarden
Head of Location Strategy,
Colliers



Sydney August
Director, CBRE



Andrew Ratchford
Director, Site Selection Group

Session Workflow – 1 Hour



- Framing the topic
- What Challenges do you face?
- Top 10 Next Gen Leadership Traits
- Site Selector Expectations
- Facilitation: What is on your mind?
- Solutioning: Where to focus
- Deliverable, follow up for you!



Why Economic Development?



Scores of times I have heard:

- I did not plan to be in economic development, I just fell into it
- This opportunity came up, it was outside my intended profession
- I knew the chamber exec, and they mentioned this position
- I want to do something for my community, didn't even know there was such a thing as economic development
- I wanted to be exposed to a lot of disciplines, this seemed to be a fit
- I started seeing some good programs in universities, and was curious?

So what's your story?

Anywhere and Everything!



Geography

- State
- Regional/Metro
- Local
- Utility
- Railroad

Type

- Economic development
- Community development
- Neighborhood development
- Real estate development

Organizational

- Non-profit
- Public
- Private
- University/Comm College
- Hybrid

Disciplines

- Business Attraction
- Business Retention
- Entrepreneurship
- Small Business



Ask Yourself: What



What does leadership mean to you? Do you want to lead? If so why and what type of leader do you want people to see you as/remember you as?

Leadership for Next Gen is not leadership of the past (or is it)? The digital world commands a different style or persona of leadership, do I fit that mold?

Cannot Be Compromised (Bob Hess Opinion):

VISION, STRATEGY, PASSION, ACTION (with risk), BUILDING, INTEGRITY,
and willing to be held ACCOUNTABLE



GRAVITAS with ENTHUSIASM and INTENTION (My Favorite Trifecta)

Top 10 Next Gen Leadership Traits



Traits: We Cheated – There are a Dozen!

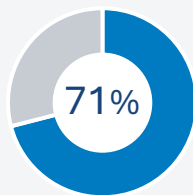


Category	Traits	Comments
Timeless Standards	Communication Skills & Networking	Without this, advancement of need and opportunity is nil
	Emotional Intelligence	Controversial, debatable, but a differentiator (can you read a room, can you feel the momentum, can you shape the conversation)
	Organization	Transcends time, less time to solution and prove
	Authenticity (even Vulnerability)	Post Covid, without it you're suspect; cultural considerations
Extreme Ownership	Entrepreneurial Spirit	Financials still the driver; innovation matters; ideation is critical to advance
	Continuous Learner	Stop learning, start dying
	Subject Matter Expertise	Personal brand, known for something, the right person for the right project / context
	Adaptability	Pace of business change; creative problem solving pillar
	Resilience	Critical these days, so much coming at us from many stakeholders and geopolitics
Key Skills	Influence Management Skills	Ideas need implementation, persuasion
	Negotiating Skills	Have to make the deal happen; put yourself in the middle and facilitate to "yes"
	Conflict Resolution	What do you do when there is unnecessary divergence in the room?

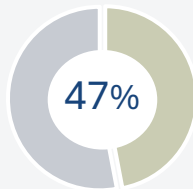
Leadership qualities for the digital era



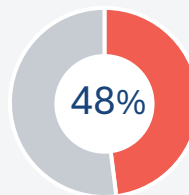
Harvard Business School asked survey respondents to identify the leadership traits most critical to success in digital transformation.



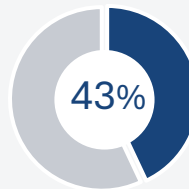
Adaptability



Creativity



Curiosity



**Comfort
with ambiguity**

Fewer than half of 1,700 participants in a Harvard Business School study think that they or other senior executives at their organizations have the right mindset and skills to lead in the digital era.

Timeless Standards



Timeless Standards



Communication:

Clear, concise & timely.
What's your average
response time?

Meet “Flash Slothmore”



Timeless Standards



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Emotional Intelligence:

Read the room! Know when
to listen & evaluate.

Timeless Standards



Communication:

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What's your average
response time?

Emotional Intelligence:

Read the room! Know when
to listen & evaluate.

Organization:

Avoid simple mistakes.
Proofread your emails.

Don't let this be you!



Colin White

@colinwhite62

Follow

Replying to @richardosman

I emailed someone and told them they were
"fart oo nice".

7:31 AM - 5 Feb 2018

76 Retweets 635 Likes



Timeless Standards



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Authenticity:

Be honest about your
community's shortcomings.
Build trust.

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Networking:

Build & enlist allies

Timeless Standards: Case Study



Extreme Ownership



Entrepreneurial Spirit:

Do not wait for opportunities to find you.

Continuous Learner:

Embrace new methods and technology. Do not avoid things like AI. Lean in.

Subject Matter Expertise:

Know your key industries. What drives them? Anticipate their concerns.

Adaptability:

Be ready to pivot. If the project specs change overnight, can you still host the site visit?

Resilience:

If you get knocked off the horse, jump back up and get saddled up!

Extreme Ownership: SME and Adaptability



Extreme Ownership: Case Study



Community: San Patricio, TX

- **Industry Sectors:** Chemicals, Energy, Metals, Shipping.
- **Select companies:** ArcelorMittal, Cheniere, Chemours, ExxonMobil/Sabir, Kiewit, OxyChem, Voestalpine, Steel Dynamics



Problem	Solution
Limited acreage near deep water berths. Increasing demand	Designed a shared conveyor system and worked with the port authority to define a route and seek funding.
Water Supply became limited. Water demand increased	Leaders actively pursued private groundwater rights which are now enabling the group to remain active for projects.

Key Skills



Influence Management Skills:

Wider need in the advent of social media and technology

Negotiating Techniques:

Needs to be re-emphasized as project approvals become more complex

Conflict Resolution:

Legislators, mayors, and changing decision making dynamics

Key Skills: All of Them



Key Skills: Case Study



Confidential

- **Industry Sectors:** EV, Battery Materials, Chemicals
- **Project Overview:** National search, cathode powder manufacturing, \$350 million CAPEX, 130 FTE; 60 MW Power; unique volume and type of effluent; 1st operation for client (1st experience with EV for the rural community)



Problem	Solution
Proof of Financing	Allowed client to come in and present details, history, timeline, not a black and white take on a non written state policy; the full picture allowed
Site Development	Utility PM interjected into the negotiations; became a facilitator with facts and perspective (investment in site) needed to keep the client from walking
Local Resistance	City Mayor not aligned with PILOT (changed after the fact in presenting offer). Conflict resolution on steroids (after the Mayor insulted Bob Hess with vigor)

Overseas Examples



Inspirational:

- **If you have but one shot, make it count** – Governing a German “Mannschaft”.
- **Reward your team and invest in them** – Lithuanian learnings.
- **The details are not the details** – Hungary’s humble hierarchies.

Less so:

- **Einstein was wrong** – An Asian apprehension.
- **Going Dutch?** – A Director’s devious decision.
- **Takt Time** – Frivolously French?

From ED Executive Search Firm



Bob- I agree with most of your dirty dozen 😊. I would say most economic development boards we do executive searches for tell us they value the entrepreneurial spirit the most (fundraising with membership).

Also, boards don't tell us they want authenticity, but I find they gravitate to it without knowing why they are choosing a candidate.

Also, one thing I would add, many have told me they want to see that a leader can take a project from Homeplate to first to second to third and score the run. Can this person drive the run in, whether that is landing a project or developing an industrial site or throwing the small business day, can they take a project from start to finish or drive their staff to do so.

Honorable Mentions: Dealing with Emerging Critical Location Factors



Diversity, Equity, And Inclusion

Be prepared to represent these factors in your community and consider how they may align with the company's values.

ESG

Understand corporate ESG requirements and be prepared to respond. Represent how your community is proactive in this category

Talent Development

Understand what your community excels at. Focus Business recruitment on these strengths.

Housing

Housing across the affordability spectrum is key. Do not simply wait for the market to solve this if it is a problem.

Infrastructure/Placemaking

Be involved with public processes and advocate for competitive improvements.

Brainstorming: Live Group Facilitation



#SSGAnnualConf

Solutioning: Live Discussion



#SSGAnnualConf



#SSGAnnualConf