



Women in Leadership





REMINDER:

**PLEASE SILENCE
YOUR CELL PHONES**



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RESTRICTED

Contains Adult material – raw, unedited comments and commentary from the real world of downtown development. Some attendees may be offended by the frank, unapologetic, and thought-provoking views expressed.

Restricted – under 17 requires accompanying parent or adult guardian.



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Women in Leadership – By the Numbers

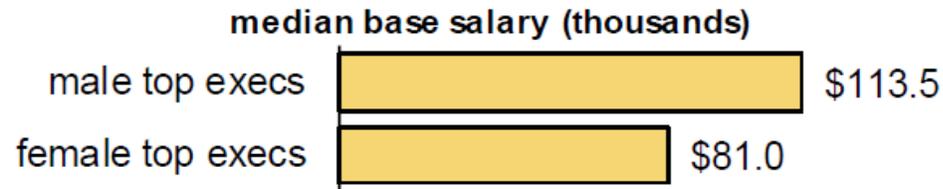
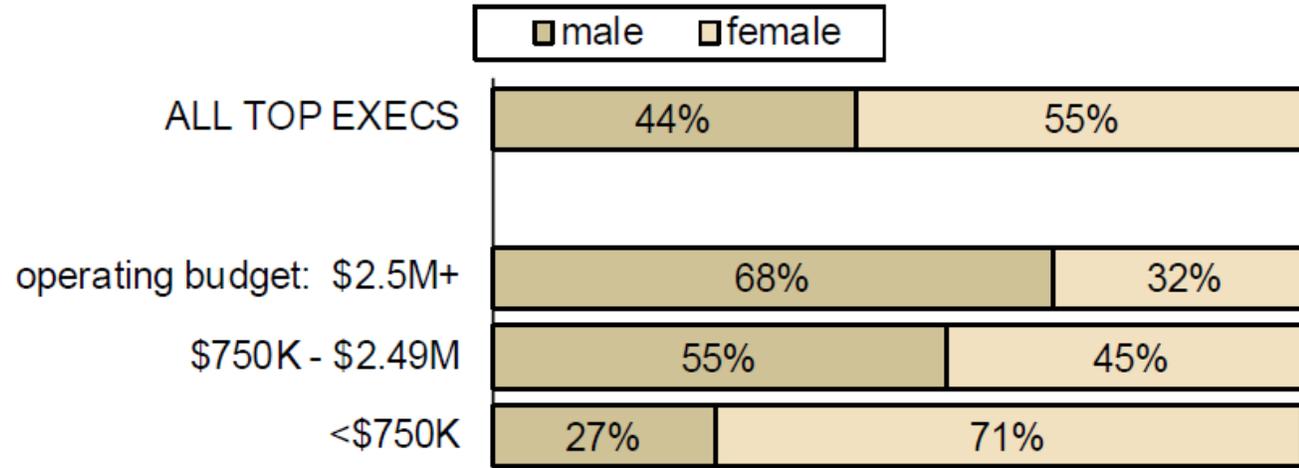
- ❖ **5%** - **Women in CEO roles in Fortune 500 companies.**
-Fortune Magazine 2018
- ❖ **30%** - **Women are Economic Development Professionals.**
-DCI 2014 (Percentage in CEO roles – Unknown)
- ❖ **55%** - **Women in CEO roles in Urban District Management Organizations.**
-IDA 2017



Gender & Salary

What is the gender of your organization's top executive?

base: all 198 responding organizations for gender; 165 responding organizations with full-time top executives; those in each segment for base salary (fill-in answers)



Women in Leadership – The Panel

Karin Flood – Executive Director, Union Square BID, San Francisco, CA

Estela Lopez – Executive Director, Downtown Industrial District BID, Los Angeles, CA

Kate Joncas – Director, Urban Strategy and Development, MIG, Seattle, WA

Tina Winner – Executive Search Consultant, HRS, St. Pete/Tampa, FL

David P. Smith – Founder and President, HRS Inc., Pittsburgh, PA (Moderator)



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Karin Flood - Executive Director, Union Square Business Improvement District, San Francisco, CA

Karin Flood, Executive Director of the Union Square Business Improvement District (USBID) in San Francisco and has served in this position for the past seven years.

The Union Square BID's (USBID) mission is to enhance the experience of Union Square through the provision of clean and safe services as well as marketing and advocacy programs to maintain Union Square's standing as San Francisco's favorite destination. Karin also recently served as the President of the California Downtown Association, a membership organization that advocates collectively for California BIDs. She is also a member of the San Francisco CBD Consortium, the Co-Chair for the Central Station Police Advisory Group and recently joined the San Francisco Police Foundation.

Karin is a fifth generation San Franciscan and resides in San Francisco where she is raising her two children Anna-Liisa (17) and James (14).



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Estela Lopez – Executive Director, Downtown Industrial District BID, Los Angeles, CA



Estela Lopez, Executive Director of the Central City East Association and Los Angeles Downtown Industrial Business Improvement District and has managed 3 Downtown LA BIDs during her career and established LA's 1st BID in 1993.

Estela's extensive experience in public affairs, government, and media relations includes over a decade as a television news writer, producer, and executive producer. She also served as assistant chief of staff to the California Lieutenant Governor. Most recently, she was a partner at a public affairs and lobbying firm developing and executing strategic engagement, advocacy, and communication campaigns for residential projects.

Estela civic service includes Mayoral appointments to the LA Convention Center Authority, LA Homeless Services Authority, and City Council Redistricting Commission. She was a founding member, and first female member, of the California Chicano News Media Association. A downtown resident since 1994, she serves in various volunteer capacities at the Cathedral of Our Lady of the Angels.



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Kate Joncas – Director, Urban Strategy and Development, MIG, Seattle, WA



Kate Joncas, Director of Urban Strategy and Development for MIG, a newly created position in February 2019 to lead efforts in providing innovative strategies for complex urban projects in downtowns, neighborhoods and urbanizing places.

MIG, founded in 1982, has focused on creative problem solving that supports human development through multidisciplinary teams of designers, planners, engineers, scientists and storytellers. MIG achieves this through embracing inclusivity and stakeholder interaction.

As Seattle Deputy Mayor, Kate managed City operations, led complex intergovernmental projects including waterfront redevelopment and Convention Center expansion, and developed a nationally recognized government performance initiative. Prior to, she was CEO of Downtown Seattle Association and led one of the most successful revitalization projects in the country, creating a vibrant Downtown with great retail, transportation and jobs, thousands of residents, a growing, diverse economy.



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Tina Winner – Executive Search Consultant, HRS, St. Pete/Tampa, FL

Tina Winner, Executive Search Consultant with HRS, Inc. has 12+ years in executive search experience.

Tina support HRS by developing candidates for leadership roles in public, private partnerships representing Regional EDO's, BIDs, Downtown Development & Redevelopment Corporations & Authorities, and other organizations devoted to community, urban, and economic development.

Actively involved in the IDA, IEDC, CREW, and other national organizations, her career includes 15+ years in the private-sector with healthcare, diagnostic, and manufacturing organizations.



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David P. Smith, President & Founder of HRS, Inc., Pittsburgh, PA

David P. Smith, President & Founder of HRS, Inc. in Pittsburgh, PA and has served as a trusted advisor to boards and CEOs for over 30 years.

HRS is a client-centric executive search firm created to identify transformational leaders. Dave has personally led an array of transformational leadership engagements for public-private partnerships including national and statewide professional associations, regional economic development organizations; urban development and placemaking entities, innovation districts; and technology-based economic development organizations.

Prior to executive search, Dave was a career Army officer and decorated combat veteran having served two years in the Republic of Vietnam with the 101st Airborne Division and, the United States Army Special Forces “Green Berets.”



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Leadership Style Indicator (LSI)

Developed by Jim Thompson, Ph.D. Based on the ***Five Factor Leadership Model***:

- ❖ Orientation to Strategy
- ❖ Orientation to Execution
- ❖ Orientation to Process and Methods
- ❖ Orientation to Information Gathering
- ❖ Orientation to Relationships

The LSI was utilized as the basis for a “ground breaking” study conducted by HRS, Inc. in collaboration with the IDA: ***High Performing Urban District CEOs – A Behavioral Competency Leadership Study***

High Performing Urban District CEOs

A BEHAVIORAL COMPETENCY LEADERSHIP STUDY

INTERNATIONAL DOWNTOWN ASSOCIATION
ONE INTERNATIONAL
SOMERVILLE PARTNERS, INC.

REVISED 5.21.17



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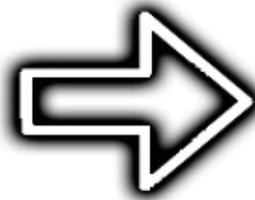
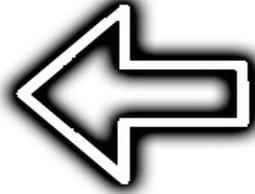


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High Performing Urban District CEOs

Information & Thinking

- Relies on others for mutual success and support.
- Prefers to listen and say only what is necessary.
- Relatively immune to criticism.
- Combines their inner reflection with other's input.



Strategy

- Balances big picture with practical implementation.
- Incorporates creative ideas into existing models of success.
- Works effectively with a wide range of personalities by quickly adjusting approaches to meet the needs of each audience and individual.
- Links specific actions to long-term goals.



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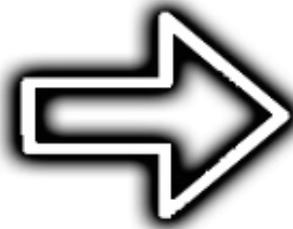
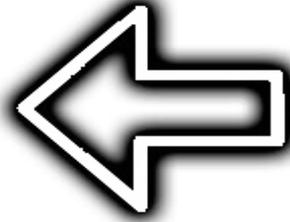


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High Performing Urban District CEOs

Relationships & Decisions

- Relies on others for mutual success and support.
- Prefers to listen and say only what is necessary.
- Relatively immune to criticism.
- Combines their inner reflection with other's input.



Systems & Processes

- Balances big-picture with practical implementation.
- Incorporates creative ideas into existing models of success.
- Works effectively with a wide range of personalities by quickly adjusting approaches to meet the needs of each audience and individual.
- Links specific actions to long-term goals.

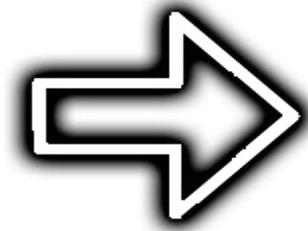


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High Performing Urban District CEOs



Implementation

- Exhibits perseverance and endurance.
- Moves relatively quickly after checking what the downsides to risk might be.
- Works behind the scenes, orchestrating people and processes to achieve a wide variety of objectives simultaneously.



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LSI Executive Summary

Overall, downtown and urban district CEOs generally fall within the center line on most indicators, indicating an ability to balance between extremes in spite of everyday challenges with balanced and flexible leadership.

When compared with CEOs from other industries, IDA leaders emerge as “jacks of all trades,” balancing between the two extremes in behavioral competencies. When compared to economic development CEO, IDA CEOs exhibit prominence with endurance, creative problem solving, initiating, participating, imagination, exploration, action, and emotional control.

IDA leaders lean towards experiential over theoretical; exploration over achievement; impulsivity over carefulness; planful over open-ended; and intimate over gregarious. They are able to balance tradition with risk taking, qualitative and analytical thinking, allowing for a steady grasp of the larger picture.



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STRATEGY

- ❖ Able to see the larger picture
- ❖ Develops frameworks
- ❖ Incorporates novel ideas with proven models of success



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IMPLEMENTATION

- ❖ Exhibits perseverance and endurance
- ❖ Focuses on progress across a broad front
- ❖ Manages time efficiently
- ❖ Orchestrates behind the scenes to achieve results



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SYSTEMS

- ❖ Demonstrates a flexible and creative approach to work
- ❖ Responds to issues in an informed, quick and spontaneous way



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INFORMATION

- ❖ Listens over pontificating
- ❖ Relies on others for mutual success



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RELATIONSHIPS AND DECISION MAKING

- ❖ Collaboration
- ❖ Calm under fire
- ❖ Builds and maintains network for success



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*Integrity
Knowledge
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Thank you for joining the conversation!



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