



Tennessee Managing Economic Development Organizations Course
Chattanooga Marriott Downtown, Chattanooga TN
July 25-26, 2017

This course will focus on the key principles and practices of professional management in economic development. It will demonstrate how economic development organizations can achieve high levels of both performance and professionalism. The emphasis will be on the “how to’s” of managing for results, outcome-based performance, organizational assessment, stakeholder identification, vision and mission scope, organizational culture and more.

Participants also will learn how to engage their board or council, staff, community stakeholders, constituents and customers to achieve results in job creation and community growth and development. Since EDOs differ from one another depending upon available resources, location and mission, this course is designed to equip a leader and/or staff of any organization with the tools to make the right decisions.

July 25, 2017

9:15 am Registration

10:00 am Welcome & Introductions

10:15 am *Managing for Results: An Introduction to Managing Economic Development Organizations*

The increased complexity of the field of economic development is placing new and rapidly changing demands on development organizations. The management and staff of these organizations need to be more competitive, as well as responsive, to the needs and expectations of local leadership in order to be effective and sustainable. This requires a commitment to continuous improvement of the management of the organization, so that it can achieve the expected results of the community and its leaders. This involves:

- The importance of managing for “results” and the use of outcome-based performance
- Managing expectations
- Clarifying the purpose of the organization and its culture
- Organizational assessment
- The organization’s vision

12:00 pm Hot Lunch on-site

1:00 pm *Outcome-Based Performance: Moving from Desired Results to Measurable Outcomes*

EDOs are facing increasing pressure to be accountable and transparent. The most effective means for accomplishing this and demonstrating achievement is through measuring outcomes desired by local stakeholders, as well as measuring the performance of the organization in progressing toward the desired outcomes.

- Achieving desired outcomes and improving accountability
- Effective organizational planning and strategic thinking
- Setting organizational priorities
- Action planning
- Budget considerations
- Performance metrics
- The Balanced Scorecard

- 3:00 pm Break
- 3:15 pm *From Plan to Achievement:* Effective management is the basis for moving from desired results to measurable achievement. The best laid plans mean little if the implementation of them is inadequate or misdirected.
- The impact of change on productivity improvement
 - Continuous performance improvement
 - Organization meetings and productivity
 - The knowledge-based organization
 - Improving performance through improved customer service
- 5:30 pm Wrap-up and Adjourn
- 6:00 pm Optional Dinner Gathering

July 26, 2017

- 7:30-8:00 am Full Breakfast on-site
- 8:00 am Day 1 Review
- 8:15 am *Creating Effective Organizational Leadership through Teamwork:*
- The economic development organization is comprised of staff, management, Board members, stakeholders and volunteers. The EDO's ability to carry out its mission and achieve its vision depends to a great extent on how well this "team" functions. Effective approaches to enhanced teamwork and leadership to be discussed include:
- The importance and building of teamwork
 - The role of the Board
 - Fostering collaboration
 - Top management as leader and manager
 - Organizational communication
- 10:00 am Break
- 10:15 am *Measuring and Evaluating the Performance and Progress of the Organization:*
- Unless a systematic effort is made to assess the performance and progress of the management improvements previously discussed, it is difficult to demonstrate the "excellence" of the organization. This session will look at:
- The value of evaluation
 - The monitoring of progress
 - Performance assessment
- 11:00 am *The Economic Development Practitioner and Professionalism:*
- The demands on economic development organizations can take their toll on management and staff. This final session of the seminar will focus on such relevant topics as:
- Striving toward excellence
 - Professional ethics
 - Promoting a professional image for the organization
- 12:00 pm Wrap-up and Final Comments