

IMPORTANCE OF PARTNERSHIPS

Doug Hinderer,
Senior VP, Human Resources
NATIONAL ASSOCIATION OF REALTORS®

Managing in a Crisis

- Stabilization phase
- Adaptation phase

- HBR July-August Leadership in a (Permanent) Crisis
Heifetz, Grashow and Linsky

Managing in a Crisis

- Stabilization phase
 - Eliminate costs
 - Restructure
 - Staff reductions
- Adaptation phase

Managing in a Crisis

- ▣ Stabilization phase
- ▣ Adaptation phase
 - No more business as usual
 - Separate the essential from the expendable
 - Mobilize everyone to generate solutions

Peter Drucker

- ▣ Exceptional leaders know how to ask the *right questions*.
 - What needs to be done?
 - What can I do to make a difference?
 - What are my organizations *mission and goals*?
 - What constitutes *performance and results*?

Working Relationships

- ▣ Communication Style
 - Reader or Listener or Talker
 - Email or Phone or In Person
 - Detail or Big Picture
 - Text or Bullet Points
 - Mornings or Afternoons

Working Relationships

- ▣ 7 Habits of Highly Effective Dialogue
 - Be Proactive
 - Begin with the End in Mind
 - Put First Things First
 - Think Win/Win
 - Seek First to Understand then to be Understood
 - Synergize
 - Sharpen the Saw

Working Relationships

- ▣ Effective email communication.
 - Subject lines are headlines.
 - Make 1 point per email.
 - Convey facts not emotions.
 - Specify the response you want.
 - Once you send it - it never goes away

How to Get it All Done

- ▣ Rule #1

**NEVER EVER RELY
ON YOUR MEMORY**

How to Get it All Done

- ▣ Binder
 - To Do List
 - Calendar
 - Communication Tracker

How to Get it All Done

- To Do List
 - ▣ Everything starts here
 - Things to do
 - People to talk to
 - Shopping lists
 - ▣ Nothing stays here

How to Get it All Done

- ▣ Calendar
 - Appointments
 - Everything on your To Do list
 - Quiet time
 - Email reading
 - Phone call returning

Communication Record

Date	I Said	She Said

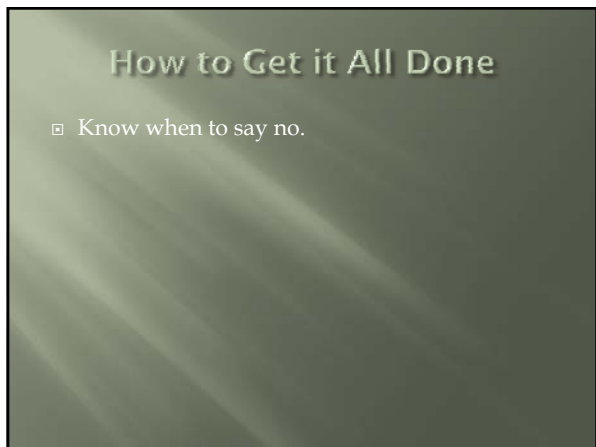
Communication Record

Date	I Said	She Said
2/18/10		
	Monthly financials – positive variance \$50k	
	Decrease weekday office hours	
	Elevator failed inspection	

Communication Record

Date	I Said	She Said
2/18/10		
X	Monthly financials – positive variance \$50k	
X	Decrease weekday office hours	No
X	Elevator failed inspection	Fix elevator – check warrantee







How to Get it All Done

- Know when to say no
 - Pareto Principle
 - 80% of the results come from 20% of the effort.

How to Get it All Done

- Know when to say no
 - Pareto Principle
 - Sturgeon's Revelation

How to Get it All Done

- Know when to say no
 - Pareto Principle
 - Sturgeon's Revelation
 - 90% of everything is crap

How to Get it All Done

- Know when to say no
 - Pareto Principle
 - Sturgeon's Revelation
 - Parkinson's Law

How to Get it All Done

- Know when to say no
 - Pareto Principle
 - Sturgeon's Revelation
 - Parkinson's Law
 - Work always expands to fit the time available

How to Get it All Done

- Know when to say no
 - Pareto Principle
 - Sturgeon's Revelation
 - Parkinson's Law
 - Hofstadter's Law

How to Get it All Done

- Know when to say no
 - Pareto Principle
 - Sturgeon's Revelation
 - Parkinson's Law
 - Hofstadter's Law
 - It always takes longer than you plan.

How to Get it All Done

- Know when to say no
 - Pareto Principle
 - Sturgeon's Revelation
 - Parkinson's Law
 - Hofstadter's Law
 - Sutton's Law

How to Get it All Done

- Know when to say no
 - Pareto Principle
 - Sturgeon's Revelation
 - Parkinson's Law
 - Hofstadter's Law
 - Sutton's Law
 - Go where the money is.

How to Get it All Done

- Know when to say no
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 - Parkinson's Law
 - Hofstadter's Law
 - Sutton's Law
 - Hinderer's Law

How to Get it All Done

- Know when to say no
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 - Sutton's Law
 - Hinderer's Law
 - 10 - 80 - 10

How to Get it All Done

- It all starts with goal setting
- Work when you have the energy
- Only do the things you are good at.

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Leadership Maxims

- ❑ Make sure that good relationships are your first priority.
- ❑ Ask: "What can I do to help you be more successful".
- ❑ Keep people and problems separate.
- ❑ Say: I need you to do this and here's why.
- ❑ Say: Thank you for ...

How to Avoid Going Crazy

- Be optimistic and realistic
- Find sanctuaries
- Reach out to confidants
- Bring more of your emotional self
- Don't loose yourself in the role

Culture: The Pacific Institute

- ❑ Lou Tice
- ❑ Investment in Excellence
 - Study of how your mind works
 - Control the way we think
 - Increase self-efficacy
 - Cognitive and Social Psychology

Beliefs

- Formed
 - Words
 - Pictures
 - Emotions
 - Repetition

Behavior

- We behave in accordance with the truth as we believe it to be
- We must behave consistently with our beliefs about our self
- We stay within our comfort zone

Lessons

- Self-talk - Self-image - Behavior
 - Catch the positive
 - Create the vision
 - "I see you as..."
 - "The next time..."

Lessons

- ❑ Drive out negative talk
- ❑ Move towards that which we think about
- ❑ Efficacious people are positive
- ❑ Public compliments

Quote of the Day

❑ We must not, in trying to think about how we can make a big difference, ignore the small daily differences we can make which, over time, add up to big differences that we often cannot foresee.

Marian Wright Edelman

Thank You

- ❑ Hanlon's Razor

Thank You

- Hanlon's Razor
 - Never attribute to malice that which can be adequately explained by stupidity.
