

The Fork in the Road: Where Maintenance and Management Meet

1

Welcome and Introduction



Scott F. Ployer, CPM®, MFE, CSM, CSHCO, NAHP-e, CGPM
President & CEO – National Property Management Strategies Group, LLC

- Certified Property Manager – (CPM)
- Certified Safety Manager – (CSM)
- Certified Safety Health Compliance Officer (CSHCO)
- Master Facility Executive – (MFE)
- Certified Financial Manager (CFM)
- Tax Credit Specialist (TCS)
- Senior Housing Specialist (SHS)
- National Affordable Housing Professional – Executive – (NAHP-e)
- Credential for Green Property Management (CGPM)
- OSHA, NFPA, and EPA Certified Professional
- Licensed Construction Supervisor

2

Workshop Objectives

- Evaluate what issues may be impeding your mutual collaboration and limiting success
- Develop effective communication strategies that improve productivity and build trust
- Examine current workflow, habits and routines that are constraining the team
- Importance and value for building a high-performance team
- Understanding roles and goals
- Learn to “walk a mile” in their shoes

3

Getting Started

- ❖ What are the internal challenges that you as property professionals have today?
- ❖ What would you like to see happen and why?
- ❖ Ask yourselves this question and please answer it truthfully, "Am I committed to developing myself so that I can achieve positive results?"

No one can whistle a symphony. It takes an orchestra to play it.
H. E. Luccock

4

The Management and Maintenance Struggle



5

You Just Don't Understand!



6

Possible Challenges

- No defined structure
- Not knowing each other's roles and goals
- No routine and/or effective meetings
- Feelings of not working collaboratively
- Feeling "less-than" on the team
- Feeling like your contributions and hard work do not matter
- Burnout

7

The Secret Sauce

8

Communication 101

- Entire team needs to be on the same page
- Communication needs to be consistent
- Needs to have clarity
- Needs to be focused on producing best results

9

Creating Loyalty & Satisfaction

- Improves Team Ethic
- Reduces turnover
- Enhances employee capabilities
- Instills motivation and pride
- Is beneficial to everyone



10

Optimizing Productivity

- Trust
- Efficiency
- Clarity
- Results



11

Fostering Collaboration

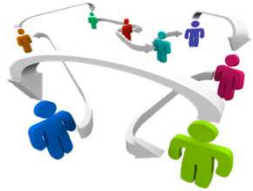
- Respect
- Encourage diversity
- Different points-of-view



12

Creating Visibility

- Who is assigned each task
- How tasks are progressing
- Expected date of completion



13

Challenges of High Performance Teams

Anyone seeking to develop a high-performance team will face the same challenges as any other team. The information being shared can be used to address a variety of issues as they appear with your teams.

Our ability to handle life's challenges is a measure of our strength of character.
Les Brown

14

Understanding the Challenges

Anyone seeking to develop a high-performance team will face the same challenges as any other team.

When creating high-performance teams, however, you will have the skills to address these challenges and move your group forward through competition, turnover, productivity, and fear.

15

Do Not Create Competition

- Address any perceived competition
- Make team member roles clear
- Treat everyone with respect
- Lead by example



16

Minimize Turnover Rate


- Be sincere
- Appreciate employees
- Open communication
- Provide constructive criticism
- Know the value of your team



17

Negative Focus on Productivity


- Overlooked: Communication
- Overlooked: Employee Satisfaction
- Employee Burnout



18

Fear of Failure

- Encourage sharing of ideas
- Do not threaten, call-out or chastise
- Foster a culture of collaboration
- Mistakes are OK



19

How to Build and Lead High Performance Teams

Now that you understand the challenges and benefits of high-performance teams, you can focus on how to build, lead, and inspire your team.

The strength of the team is each individual member... the strength of each member is the team.
Phil Jackson

20

Determining Factors



21

Promote Understanding

- Set clear goals
- Promote team member contributions
- Follow company values
- Prevent conflicts



22

Provide Adequate Knowledge


- Understand team members strengths and abilities
- Provide training
- Practice effective listening
- Take immediate action



23

Facilitate Effective Interaction

- Encourage questions
- Active listening – “Be Present.”
- Demonstrate problem solving techniques
- Be empathetic



24

Conduct Effective Meetings

- Create the agenda
- Create rules of conduct
- Do not interrupt speaker
- Set expectations
- Debrief



25


Characteristics of High Performance Teams

High-performance teams share certain characteristics. Over time, your team should be able to: understand the big picture, be transparent, share common goals, work collaboratively, and produce quality results.

Working together is success.
Henry Ford

26

Transparency



27

Understand the Big Picture

- Share the vision
- See the future together
- Easier to move forward



28

Have Common Goals

- Develop a team agreement
- Clearly define the team's purpose
- List and prioritize actions
- Everyone needs to participate and contribute



29

Work Collaboratively

- Team purpose
- Commonality
- Proactive engagement



30

Produce Quality Results

- Set the standards
- Reach goals
- Deliver results
- Celebrate success



31

Roles of Effective Team Leaders

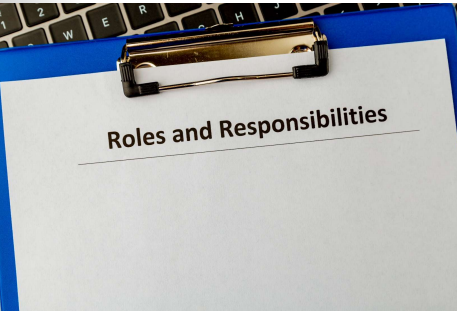
High-performance teams require effective team leaders and participants.

An effective team leader will provide adequate training and constructive feedback. He or she will also need to create an environment of problem-solving and understanding mistakes are inevitable and are learning opportunities to create positive change.

Successful leaders see opportunities in every difficulty rather than difficulties in every opportunities.
Reed Markham

32

Understand Who Does What



33

What Are The Roles?

- It is important for everyone on the team, from the team leader right down the line to understand each person's roles and what is collectively expected
- Everyone needs to feel comfortable with these roles and how, by carrying them out consistently, helps to move the needle and elevate the team towards its group success
- Understanding how and why each person contributes to the goals, develops synergy, which translates into higher degrees of team success.
- TEAM: Together Everyone Achieves More!

34

Provide Adequate Training

- Ensure that you schedule regular check-ins with your team
- Memorialize in writing, an employee work plan to identify areas of need
- Meet at least monthly to review the plan, what's been accomplished to date and ensure that the employee is on track and on target
- When performing annual employee reviews, do not rush this process
- Allow a cushion for organizational changes

35

Timely, Constructive Feedback

- Give feedback in person
- Be specific and direct
- Focus on facts
- Manage the tone
- Be appreciative
- Hear their side
- Ask how things can be improved going forward



36

View Mistakes as Opportunities


- Share mistakes with team members
- Discuss what we learn from mistakes
- Set clear boundaries
- Encourage experimentation – within reason



37

Environment of Problem-Solving

- Requires effective leadership
- Address any problems immediately
- View problems realistically
- Always be fair – treat everyone equally
- Choose the best problem-solving approach



38

Traits of Great Leaders Leading High Performance Teams

There are several traits that benefit the leaders of high performing teams.


By learning to take on these characteristics, you have an opportunity to improve not only your team, but your own leadership style as well.

Leadership is the capacity to translate vision into reality.
Warren Bennis

39

Vision


- Compelling narrative
- Contains compelling imagery
- Can be achieved
- Meets with company goals
- Ensure that it is timely



40

Cultivating Patience


- Accept responsibility for personal shortcomings
- Appreciate another's point-of-view
- Avoid bias in evaluation
- Remain positive
- Encourage consensus



41

Humility

- Admit mistakes and shortcomings
- Engage in self-reflection
- Do not micromanage
- Be open to new ideas
- Show care for your team members



Humility is not thinking less of yourself, it's thinking of yourself less.

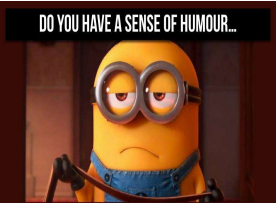
— C. S. Lewis —

AZ QUOTES

42

Benefits of Humor

- Can defuse tense situations
- Improves energy and mood
- Creates some perspective
- Encourages team bonding
- Keep it appropriate



43

Traits of Effective Leaders and High-Performance Teams


The other traits that leaders exhibit include; courage, compliance, tolerance, and gratitude. With the addition of these traits, you will find it easier to lead high performance teams.

*To lead people, walk behind them.
Lao Tzu*

44

Courage

- Request feedback from your team
- Face reality head-on
- Encourage healthy debate
- Be succinct and say what is needed, even when it is difficult
- Take action when necessary
- Be accountable



45

Compliance

- Company and owner goals
- Comply with company ethics
- Follow company rules



46

Tolerance

- Be an example
- Be respectful
- Be sensitive
- Speak carefully



47

Gratitude

- Daily - 3 things to be thankful for
- Appreciate every individual
- Listen to your team



48

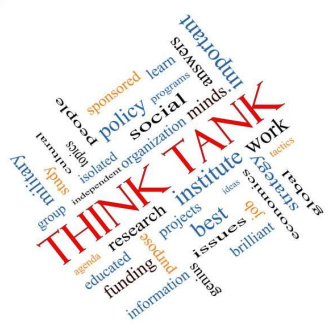
Ideas to Motivate High-Performance Teams

Motivation is essential to the success of every team. Common methods of motivation include avoiding negative criticism, giving praise, and meeting one-on-one with individual employees.

An employee's motivation is a direct result of the sum of interactions with his or her manager.
Bob Nelson

49

Visit The Think Tank



50

Let Employees Be Idealists

- Who?
- What?
- When?
- Where?
- Why?
- How?



51

No Negative Criticism


- Understanding tone
- Provide solutions
- Focus on employee strengths



52

Give Ample Praise


- Give sincere praise
- Focus on specific accomplishment
- Praise actions instead of innate strengths



53

Have Lunch with Each Employee

- Time consuming, but is always worth it
- Do not exclude anyone
- Can be done at office or at a local eatery
- Ask the employees where they would like to go or what kind of food they'd like



54



55

Steps to Becoming a Top-Rate Team

There are basic steps that anyone can undergo to become a better team player/leader.

Everyone needs to be pulling in the same direction, be visible, collaborative, respectful, and empathetic. Before you criticize, walk a mile in their shoes.

The employer generally gets the employees he deserves.
J. Paul Getty

56

Give Them Visibility

- Recognize employees
- Assign tasks that will promote visibility
- Acknowledge employees hard work
- Champion the results

57

Keep Them Entertained

- Pizza Parties
- Employee activities
- Employee / Family Field days
- Work needs to be fun too
- Build esprit-de-corps



58

Reward Them


- Gift cards
- Extra time off
- Free lunch



59

Provide Them with Mentors

- Consider compatibility
- Provide the support
- Check in



60

Augmenting Team Performance

Leaders need to understand when and how to augment their team performance.


The key to augmenting team performance is encouraging questions, resolving differences, and practicing unanimity.

Less authority and more autonomy.

If you're any good at all, you know you can be better.
Lindsay Buckingham

61

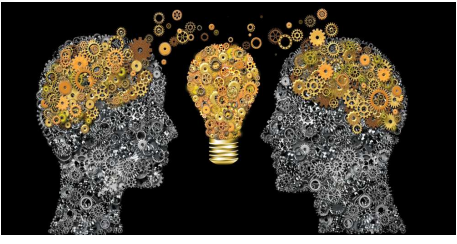
Now We're Getting Somewhere



62

Authority


- To make decisions
- Should be limited
- No carte blanche



63

Ask Questions

- Choose scenarios and analyze them
- Ask about the people
- Ask about the context
- Ask about the action plan
- Ask about the intended results
- Focus on the outcome



64

Quickly Resolve Differences

Recognize that conflict exists


- All parties need to agree to be respectful, communicate and cooperate

Clarify the situation

- Allow for different facts, opinions and thoughts to be expressed then
- Separated, so that they can be analyzed

Ensure that an agreement is reached


- This part may take a few rounds, be patient
- Be non-judgmental and supportive



65

Practice Unanimity

- Agree to take action
- Unanimity is not conformity
- Be willing to keep an open mind
- Accept opposing views
- Agree to disagree but keep the common goal in mind.
- It's not all or nothing



66

Wrapping Up

Although this workshop is coming to an end, we hope that your journey to cultivating and promoting high-performance teams is just beginning.

Strive to become a better leader, collaborator, mentor, partner and employee now and into the future.

Alone we can do so little; together we can do so much.
Helen Keller

67

Words from the Wise

Chris Bradford: *Only by binding together as a single force will we remain strong and unconquerable*

Ryunosuke Satoro: *Individually, we are but one drop. Together, we are an ocean*

Althea Gibson: *No matter what accomplishments you make, somebody helped you*

68

Additional Resources

- Dr. Brene' Brown – *Dare to Lead*
- Mark Samuel – *Reimagine Teams*
- John C. Maxwell – *Leader Shift*
- Simon Sinek – *Leaders Eat Last*
- Ken Blanchard – *The One Minute Manager Builds High Performing Teams*
- Mark Miller – *The Secret of Teams*
- John C. Maxwell – *The 17 Indisputable Laws of Teamwork*

Strong Relationships are the foundation for high-performing teams. And all high-performing teams start with trust.

Simon Sinek



69



70



71
