

The Pace of Property Management ...Does It Matter? ©
by Ernest F. Oriente, *The Coach* {Article #109}

If you were a farmer, would the spring season be more important than fall? For your crops to grow strong, will the sunshine or the rain make them grow faster? Does it matter if some crops are ready to be harvested in one month and other crops are ready in six months? Like a farmer, realize that each person on your property management team will grow and thrive best if you match the pace and structure of their work responsibilities with their unique behavioral styles. This article will address how a person's steadiness impacts performance and future articles will discuss interaction, drive, and compliance...all key components of the behavioral styles of those on your team.

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Defining steadiness: As a leader within your property management company, you certainly have recognized the diversity of behavioral styles of those on your team and you know how this impacts your bottom line. Steadiness can best be described as the way a person responds to the pace of change in their property management environment. For instance, their response to structure, change or multi-tasking will be a good indicator of their level of steadiness. A person's level of steadiness, whether it is lower or higher, can be an asset to your company. Your level of steadiness as a leader is a combination of your inherent nature and the nurturing of your upbringing. In addition, your steadiness was formed by the time you were ten or twelve years old and will not be likely to change over the course of your lifetime.

Tip from The Coach: Time for you to be the coach! On a scale of 1-100, what level of steadiness does Tom Brokaw have? Does it matter? Based on his level of steadiness, does it matter how he prepares for each evening's newscast? As a leader within your property management company, does it matter how you prepare for important decisions or complete projects? Can a person with a steady pace work in a pressured, hurried environment?

Looking for clues: When working with those on your property management team, a person's level of steadiness can be easily determined by looking for some observable clues. For instance, a person with a higher level of steadiness will be patient, empathetic, a team player and loyal to their co-workers. In addition, the physical clues of a person with a higher level of steadiness include good listening skills, good planning abilities, a gift for calming others, and an ability to mask their emotions. On the other hand, a person with a lower level of steadiness will prefer an unstructured environment, may act without planning and will be happy to take on many tasks/projects simultaneously. The physical clues of a person with a lower level of steadiness will be someone who is visibly emotional, restless, intense and very animated. A person with a lower level of steadiness is passionate about their multi-tasking skills, which are invaluable to all teams.

Tip from The Coach: To quickly determine whether a person has a lower or higher level of steadiness ask yourself these two questions about each person on your team: "Is this person more introverted or extroverted?" "Is this person more people oriented or task oriented?" Remember, a person's level of steadiness will offer visual, verbal and non-verbal clues.

Coaching a person with a higher/lower level of steadiness: Ready for the next step? Once you have determined whether a person on your property management team has a higher or lower level of steadiness...the rest is easy! When communicating with a person who has a higher level of steadiness, here are some specific ways to maximize your effectiveness: be patient when discussing their goals and ideas • show sincere interest in them personally • present information logically and in a non-threatening fashion • ask specific "how" questions. To coach a person with a lower level of steadiness, here are some tips: set energetic goals • provide a high level of activity • keep this person involved in lots of new projects or ideas • pair this person with a person that has a higher level of steadiness so projects/tasks are completed.

Tip from the Coach: As the leader within your property management company, your teams will deliver peak performance when you have carefully selected a team with a range of lower and higher levels

of steadiness. In addition, when hiring a new employee it is critical to match a person's level of steadiness with a compatible work environment.

Would you like to know how your level of steadiness measures on a scale of 1-100? Would you like to know the level of those on your property management team or be able to measure the level of steadiness of people you are interviewing for a position within your company? **Fax a note on your letterhead to 435-615-8670 or send an E-mail to ernest@powerhour.com** and *The Coach* will fax you a one page behavior assessment form which can be completed in ten minutes or less. Fax your assessment form back to our office at 435-615-8670 and in return, you will be confidentially mailed an 11-page assessment* (a \$75 value) outlining your unique steadiness and behavioral style. In addition, once you receive your assessment we will schedule a 45-minute call (a \$250 value) to review your results. [* A small processing/analysis fee of \$25 will be assessed, limit one per company]

Ernest F. Oriente, The Coach, is the founder of PowerHour® a professional business coaching/recruiting service and the author of SmartMatch Alliances™. He has spent 17,000 hours [since 1988] delivering customized training, by telephone, in leadership, tradition/Internet marketing and sales for property management companies, apartment locator/corporate housing services and multi-housing sales/service companies worldwide. PowerHour® specializes in global distance learning by telephone, using their state-of-the-art conference call system for interactive and dynamic TeleForums. Twice-monthly TeleForums link 10-100 executives/professionals/individuals who are geographically dispersed, in a time efficient and profitable format. PowerHour® is based in Olympic-town...Park City, Utah, at 435-615-8486, by E-mail ernest@powerhour.com or visit their TeleForum website: www.powerhour.com. To receive a FREE property management success newsletter, with subscribers throughout North America, send an E-mail to: ernest@powerhour.com. Recent PowerHour® articles have appeared in 4000+ business/trade publications and websites.