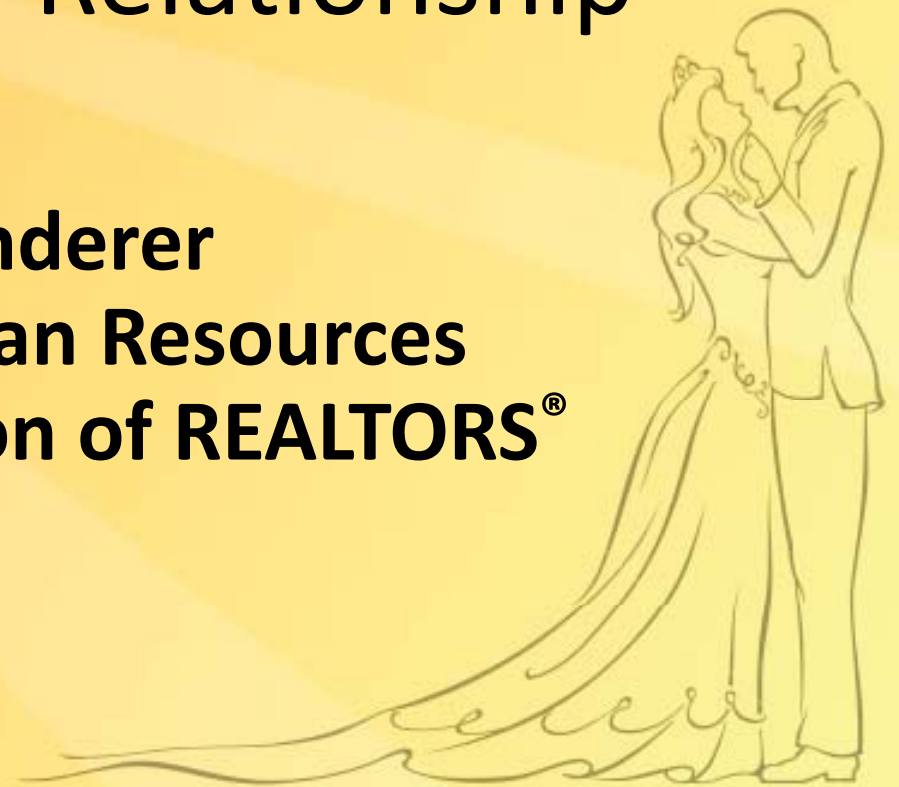


“The Leadership Relationship”

Doug Hinderer
Senior VP, Human Resources
National Association of REALTORS®



Top 4 Reasons for Disharmony in a Marriage

- Communication Problems
- Change in Priorities
- Outside Stressors
- Incompatibility



Communication Issues

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



Communication Issues

- Effective email communication
 - Subject lines are headlines
 - Convey facts not emotions
 - Specify the response you want
 - Don't send the "courtesy" emails
 - Control "reply all" and "cc"
 - Once you send it – it never goes away



Communication Issues

- Dealing with Problem Performance
 - Performance Improvement Communication
 - Statement of Problem
 - Statement of Solution
 - Statement of Time Frame
 - Statement of Consequences



Change in Priorities

- Managing in a Crisis
 - Stabilization phase
 - Adaptation phase

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



Change in Priorities

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



Change in Priorities

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



Change in Priorities

- 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*?



Change in Priorities

- First you have to know what your priorities are.
 - Hierarchy of Importance
 - Urgent vs. Important
 - If you could do just one thing today...



Outside Stressors

Market conditions

Financial pressures

Too many demands on our time.

Emails, text messages etc.



Outside Stressors

- Know when to say no



Outside Stressors

- Know when to say no
 - Pareto Principle



Outside Stressors

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



Outside Stressors

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



Outside Stressors

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



Outside Stressors

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



Outside Stressors

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



Outside Stressors

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



Outside Stressors

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



Outside Stressors

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



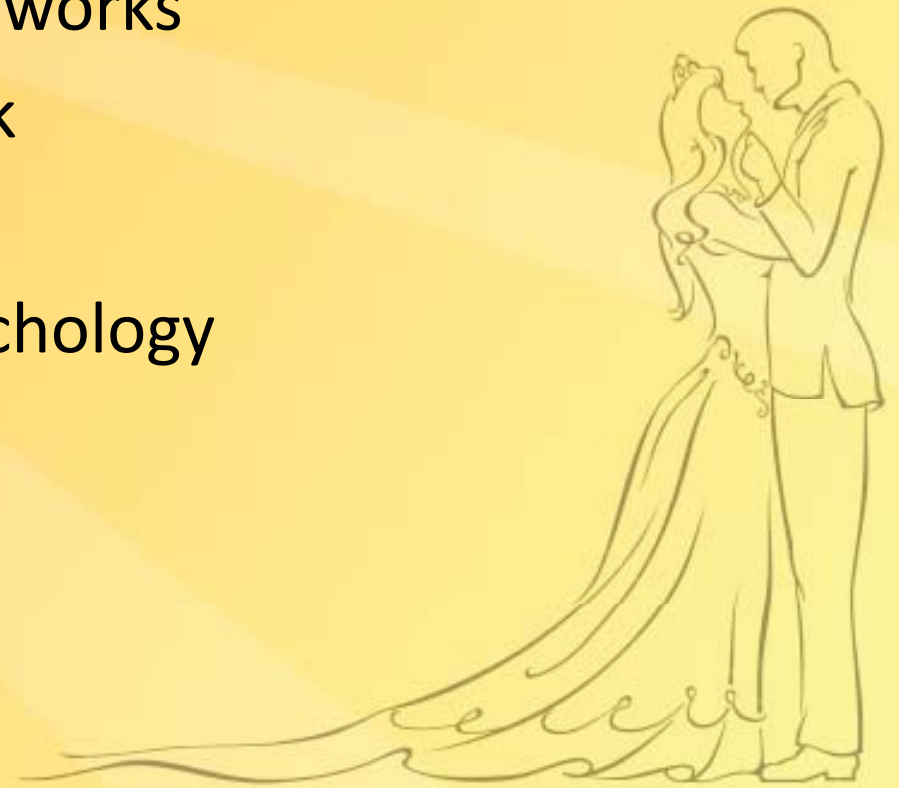
Outside Stressors

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



Incompatibility

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



Incompatibility

- Beliefs
 - Formed
 - Words
 - Pictures
 - Emotions
 - Repetition



Incompatibility

- 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



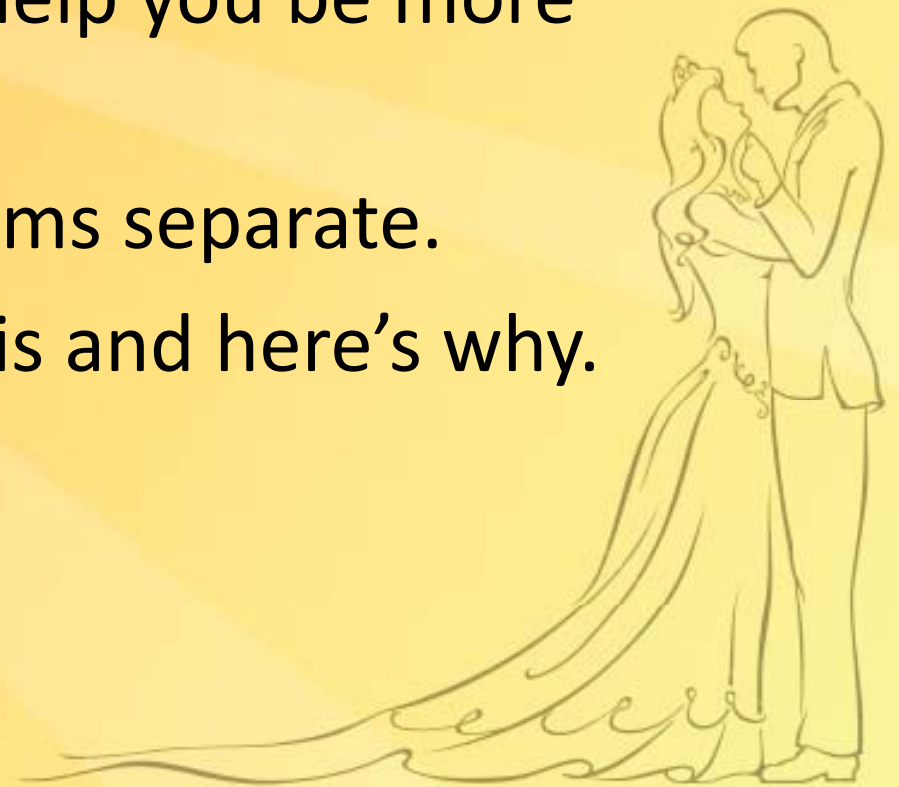
Incompatibility

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



Marriage Advice

- Make sure that good relationships are the 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 ...



Marriage Advice

- President leads the Association – the AE runs the Association
- AE's make the personnel decisions
- Micro management vs. absentee management



HR Services

- HR Connection
- HR Online Toolkit
 - Contact Donna Garcia (312/329-8311)
 - dgarcia@realtors.org



Thank You

- Hanlon's Razor



Thank You

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

