


# How to retain top talent at your organization



Rewarding Careers,  
Amazing Opportunities

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Anequim helps property management companies be more efficient and successful through a variety of service offerings. From sourcing and managing professional remote labor from Mexico, to Rent Manager Call Center and Anequim Office Services,

She is co-host of the Bootstrappers Show which releases weekly episodes on Apple Podcasts, Spotify and Youtube.

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## "Hey do you have a sec?"



- How do I make more money?
- What kind of leadership training do you have here?
- How do I gain more experience?
- How do I get a raise or promotion?

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**Major issue**

- A-players will leave the company if they are not growing professionally
- Continue to have major gaps between entry level employees and managers in skill level
- Lose engagement with staff
- Stop seeing their potential when they are checked out
- Business stagnates
- Managers do the heavy lifting and get burned out
- Have to pay a premium for managers from outside the org to come in
- Businesses are not as valuable at sale if they are overly dependent on owners



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According to research from the Corporate Executive Board (CEB),

“66% of companies invest in programs that aim to identify high-potential employees and help them advance, but only 24% of senior executives at those firms consider the programs to be a success. A mere 13% have confidence in the rising leaders at their firms, down from an already low 17% just three years ago.”



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What requirements does leadership training need to meet?

- Can't be too time intensive for managers
- Quantifies success
- Cost effective
- Employee directed / driven
- Aligned with company goals and initiatives
- Simple and easy to follow
- Research based

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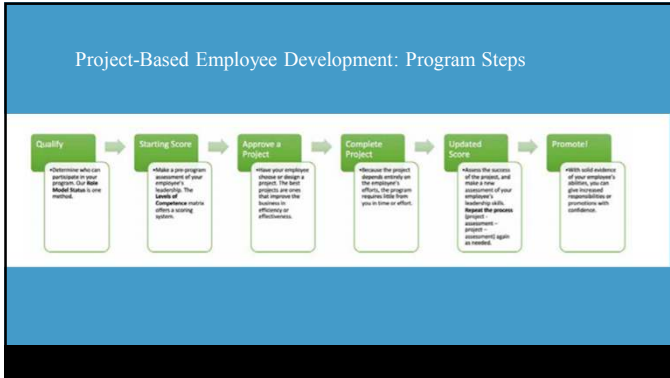
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- Role Model Status is defined as having the following characteristics and abilities:
  - Trustworthy
  - Reliable source for key institutional knowledge •
  - Capable of training other employees for the position he or she currently holds
  - Embraces company values by incorporating them into daily work, articulating them to others and leading with them in the encouragement of colleagues
  - Positive, forward-thinking attitude
  - Willing and able to fill in whenever necessary
  - Can tactfully point out systemic issues and propose ways to fix them (does not stay silent when things are not working)

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- Role Model Status continue:
  - Handles feedback well and is coachable
  - Kind and pleasant to work with
  - Must get work done without having to be asked
  - Must meet deadlines
  - Must meet Key Performance Indicators (KPIs)
  - Must respond promptly to emails and phone calls, and be punctual to meetings
  - Have clear, easy-to-understand communication
  - Know how to do your operational role completely without needing help

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**LEVELS OF COMPETENCE**

We evaluate competencies in three categories of eight leadership competencies. Listed on this list are 148 behaviors (numbered) that define the full set of a competency from 1 (baseline) to 7 (excellence). We have found that four to six behaviors strongly distinguish and differentiate levels. Use the behaviors that best describe the behaviors you are looking for in each competency on the table below to design an L&D program.

	1	2	3	4	5	6	7
<b>RESULTS ORIENTATION</b>	Completes assignments	Meets to create things to do	Addresses needs	Exceeds goals	Improves both processes and performance	Manages resources for high-impact results	Transforms how we work
<b>STRATEGIC THINKING</b>	Understands business	Defines plan and strategy	Sets performance priorities	Defines business strategy for success	Changes business strategy to meet market needs	Creates high-impact programs and projects	Drives business transformation through change
<b>COLLABORATION AND INFLUENCE</b>	Requests to meet	Engages colleagues	Actively engages with colleagues	Motivates others to work with self	Persuades others to join	Establishes influence	Engage high-impact partnerships
<b>TEAM LEADERSHIP</b>	Gets work done	Explains what to do and why	Sets clear team norms	Ensures team commitment	Engages others to help	Motivates others to perform	Builds high-performing teams
<b>DEVELOPING OTHERS</b>	Supports growth	Encourages others to develop	Actively engages others to grow	Communicates others' value	Acts as a role model	Builds others' capability	Builds others' capacity to lead
<b>CHANGE LEADERSHIP</b>	Accepts change	Supports change	Models and leads for change	Makes decisions to lead change	Motivates others to lead change	Creates business case for change	Enacts culture of change
<b>MARKET ORIENTATION</b>	Keeps track	Understands others' needs	Identifies market and customer segments	Understands market needs	Identifies market and customer segments	Identifies market and customer segments	Creates new market segments
<b>INNOVATION</b>	Aspires to create	Understands others' needs	Identifies market and customer segments	Understands market needs	Identifies market and customer segments	Identifies market and customer segments	Creates new market segments

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## Project Brainstorming



What are your company's goals this coming year?

- What kinds of initiatives do you think would help it meet those goals?
- What are the biggest threats to your company this coming year?
- What process, procedure or change could you make at your company that would help mitigate that threat?

What blind spots does your company have? In other words, can you identify deficiencies that you think are not discussed enough?

- What action can you take that would help your company work through that blind spot?

What is the competition doing that your

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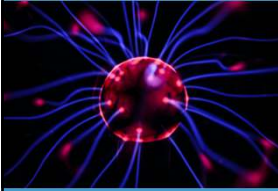
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## Project Brainstorming



- What is the competition doing that your company is not doing that could give your competitor an advantage in the future?
- What actions could you take that would prevent them from being competitive in that way?
- What is something great the company is working on that you think you could build upon or contribute to?
- What action can you take that you think would help that project get done faster or with even more quality?
- Write down three potential projects that you could commit to working on.

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Guide them on the project selection



- What projects do you think they can succeed at delivering? (scope, ability, sophistication, time allotment)
- Based on the leadership matrix is there a skill set you would like them to develop more? Does this project align with a growth goal of the individual?
- Is there a company goal or initiative that this person can further through a project?

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The Most Important Part! Project Design



- Clear scope, deadline, expense, time allocation, tools needed, buy in from people who will need to participate
- Clarity on what success looks like, when project is completed KPIs, or quantifiable deliverables
- Project milestones (three intermediate deliverables) . Be Specific!
- What problems are you likely to run into during the project? How are you going to overcome them?
- How will completing this project help you personally, or help you grow?

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Weekly Bi-weekly Check-ins



- Status update
- On budget?
- What problems are you facing?
- What milestone are you working on? What was the estimated completion date? What is the actual completion date?
- Do you think you need to change the project from the original idea? If so, how?

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## Project Closing Reflections



- Original due date/done date
- Proposed cost/actual cost (including time allocation)
- Goal KPIs, deliverables/actual KPIs and deliverables
- Was the project successful or unsuccessful?
- What factors contributed to its successful or unsuccessful outcome?
- What was the best/worst parts of the project?
- What would you do differently if you could do the project over again?
- What did you learn from the project?

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LEVELS OF COMPETENCE						
	1	2	3	4	5	6
<b>RESULTS ORIENTATION</b> - Accomplishes - Consistent - Customer	Completes assignments	Meets to create strategic goals	Achieves goals	Exceeds goals	Improves both process and performance	Facilitates continuous improvement through results
<b>STRATEGIC VISION</b> - Anticipates - Considers - Inspires	Anticipates immediate needs	Defines plan within larger strategy	Sets individual priorities	Defines individual strategy for mid-term goals	Develops business strategy to realize long-term goals	Creates high impact initiatives to realize strategy
<b>COLLABORATION AND INFLUENCE</b> - Collaborates - Coordinates - Coordinates	Responds to requests	Supports colleagues	Actively engages with colleagues	Encourages others to work with self	Facilitates team goals and success	Establishes relationships to create partnerships
<b>TEAM LEADERSHIP</b> - Inspires - Coordinates - Coordinates	Manages team	Establishes plan to lead self	Sets goals from team	Encourages team	Encourages team to work independently	Establishes shared ownership and accountability
<b>DEVELOPING CAPABILITIES</b> - Inspires - Coordinates - Coordinates	Supports development efforts	Encourages others to develop	Actively requests high potential growth	Systematically seeks out high potential	Actively develops individual team	Builds organizational capability
<b>CHANGING LEADERSHIP</b> - Inspires - Coordinates - Coordinates	Supports change	Supports change	Identifies need for change	Makes compelling case for change	Establishes plan to realize change	Creates business environment for change
<b>MARKET UNDERSTANDING</b> - Inspires - Coordinates - Coordinates	Knows customer needs	Knows general market and industry	Investigates market and industry	Identifies market and industry trends	Identifies market and industry trends	Identifies market and industry trends
<b>INCLUSIVENESS</b> - Inspires - Coordinates - Coordinates	Identifies individual needs	Identifies individual needs	Identifies individual needs	Identifies individual needs	Identifies individual needs	Identifies individual needs

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## Best Practices



- Full buy in from current leadership
- Enforce the discipline of filling out the forms
- Make sure the employee is prepared before they meet with you. Reschedule if they are not.
- Roll into your existing culture. Do you have quarterly goals? One on One meetings? Roll this defined process into what already works
- Do it as a leadership group. Meet on where you are in the process together instead of doing one on ones.

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<h2>Rent Manager Projects</h2>	<ul style="list-style-type: none"><li>• Implement Rent Manager Call Center to take 24/7 Calls- make sure information in the system is correct and in there</li><li>• Automate Signable documents</li><li>• Systematize and Automate Rent Collections</li><li>• Implement RM App Suite Pro</li><li>• Create procedures and policies for Text Broadcast readiness</li><li>• Implement Wizards</li><li>• Make Ready Board implementation</li><li>• Create your own training material on Rent Manager University</li></ul>
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<h2>Get the E-Book!</h2> <p>Go to <a href="http://Anequim.net">Anequim.net</a> &gt; Library &gt; E-Books</p> <p>Thank you again for putting your trust in Anequim, we look forward to working with you and wish you all the best with training your new remote professional.</p> 
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