



How to retain top talent at your organization



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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,

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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.”

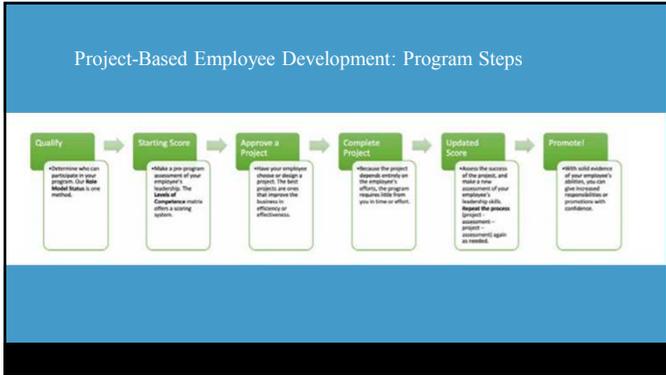


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What requirements does leadership training need to meet?

- 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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- 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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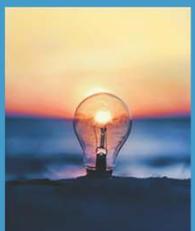
LEVELS OF COMPETENCE

We evaluate competencies in three categories of eight behavioral competencies. Listed on this list are behavioral competencies in three categories: 1) Leadership, 2) Business, and 3) Technical. We have found that four levels of competency are most useful for performance and development purposes. How do managers rate progress? Below each competency are five levels to be assigned as 1-5.

	1	2	3	4	5
RESULTS ORIENTATION	Completes assignments	Meets to create things to do	Addresses needs	Exceeds goals	Improves both processes and performance
STRATEGIC THINKING	Understands business	Defines plan within budget	Sets customer priorities	Defines business strategy for success	Changes business strategy to meet market needs
COLLABORATION AND INFLUENCE	Requests to meet	Requests information	Actively engages with colleagues	Manages others to work with self	Facilitates work among multiple areas
TEAM LEADERSHIP	Follows work	Explains what to do and why	Sets clear team goals	Manages team commitment	Manages team energy and motivation
DEVELOPING OTHERS	Requests help	Encourages others to do more	Actively engages peers	Communicates clearly with others	Acts as a role model for others
CHANGE LEADERSHIP	Accepts change	Requests change	Identifies need for change	Makes suggestions for change	Manages others to make change
MARKET SENSITIVITY	Follows market	Tracks general market activity	Identifies market and customer segments	Identifies market needs	Changes strategy to meet market needs
INNOVATION	Accepts others' ideas	Understands others' ideas	Integrates others' points of view	Facilitates ideas from others	Integrates ideas from multiple sources

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Project Brainstorming



What are your company's goals this coming year?

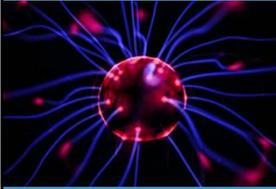
- What kinds of initiatives do you think would help it meet those goals?
- What are the biggest threats to your company this coming year?
- What process, procedure or change could you make at your company that would help mitigate that threat?

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?

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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							
We evaluate executives on their mastery of eight leadership competencies listed in the far left column, assessing where they fall on a spectrum from 1 (beginning) to 7 (advanced). We have found that four skills — clarity, insight, engagement, and administration — predict how far managers will progress. Master each competency and the skills below to reach level 7.							
	1	2	3	4	5	6	7
RESULTS ORIENTATION • Communicates • Collaborates • Committed	Completes assignments	Meets to create strategic plan	Achieves goals	Exceeds goals	Improves both process and performance	Builds team's capability through coaching	Transforms business model
STRATEGIC VISION • Communicates • Collaborates • Committed	Understands immediate business	Defines plan within larger strategy	Sets individual priorities	Defines individual strategy for mid-term	Identifies business strategy in mid-term	Creates high impact initiatives	Develops breakthrough strategy
COLLABORATION AND INFLUENCE • Communicates • Collaborates • Committed	Responds to requests	Supports colleagues	Actively engages with colleagues	Encourages others to work with self	Facilitates team goals and success	Establishes relationships across the organization	Forges transformation partnerships
TEAM LEADERSHIP • Communicates • Collaborates • Committed	Manages team	Establishes plan to lead team	Sets vision from team	Empowers team	Encourages team to work independently	Establishes shared ownership of success	Builds high performance culture
DEVELOPING CAPABILITIES • Communicates • Collaborates • Committed	Requests development advice	Encourages others to develop	Actively requests high-level advice	Systematically seeks team's capability	Actively develops individual team	Builds organizational capability	Builds culture of shared ownership
CHANGING LEADERSHIP • Communicates • Collaborates • Committed	Resists change	Supports change	Provides advice for change	Makes transitioning easier for change	Initiates change to create change	Creates business environment for change	Embeds culture of change
MARKET UNDERSTANDING • Communicates • Collaborates • Committed	Knows customer segments	Knows general market and industry	Investigates market and industry	Identifies market and industry trends	Identifies market and industry trends	Identifies market and industry trends	Sees how to win in the market
INCLUSIVENESS • Communicates • Collaborates • Committed	Understands individual needs	Understands other points of view	Understands and appreciates diverse perspectives	Facilitates management across diverse groups	Establishes management across diverse groups	Establishes management across diverse groups	Creates inclusive culture

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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">• Implement Rent Manager Call Center to take 24/7 Calls- make sure information in the system is correct and in there• Automate Signable documents• Systematize and Automate Rent Collections• Implement RM App Suite Pro• Create procedures and policies for Text Broadcast readiness• Implement Wizards• Make Ready Board implementation• Create your own training material on Rent Manager University
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<h2>Get the E-Book!</h2> <p>Go to Anequim.net > Library > 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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