From One C.E.O. to Another
Working effectively with your Chapter Leadership

Ginger Downs, RCE, CAE, CIPS, IOM
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Who the heck is Ginger Downs?
REALTOR® AE since 1983
CEO for Chicago AOR since Oct 2005
Managed 6 local Associations
250 - 18,000 members

Agenda
Understand Leadership Culture
Working with Difficult Leaders
AE Landmines
Avoid Stupid Behaviors

Bonus:
Train, Train and Train
Leadership Communications
Conduct a Value Audit

Understand the Culture of your Leadership

What is culture?
Definition: The behaviors and beliefs characteristic of a particular social, ethnic, or age group.

Why should I care about culture?
It can cause you major grief, if you don’t figure it out.

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Leadership culture is fluid

Some years it changes a lot

The Leadership Bell Curve

Scores in Percentiles

Below average

Average

Above average

It’s not fair!

You need to become adept at assessing leadership culture & modifying your behaviors annually.

So...how do I understand the culture of my Leadership?

Have you ever said...?

This is how things

We don’t do things this way

Can you identify some of your Chapter’s “Cultural Norms”?

Such as:

• We invest in RPAC
• We all serve on at least one committee
• We encourage involvement with IREM
• We seek out diversity on our Executive Council
• We are expected to keep up on industry issues
• We will help recruit new Chapter Leaders

What is one of your Leadership’s Cultural Norms?

3 great Cultural Norms to emulate

1. We all shake hands before we go into court.
2. When we deliberate, no one gets to speak a 2nd time until we have all spoken
3. Tomorrow is a new day

Justice Breyer U.S. Supreme Court
How else can you identify Cultural Norms?

What do your approved policies say?
(formalized culture)

Don’t Forget Operational Culture

How does your Board address:
1. Governance and Organizational Operations
2. Physical and Financial Resources
3. Staff Competencies
4. Member Services
5. Internal and External Relations

Not always easy to assess!

Can I positively influence Leadership Culture?

Build Relationships  Build a New Culture

Yes, as you build trust over time

The 7 pieces to a positive Leadership Culture

Communication
Understanding
Listening
Teamwork
Unified
Respect
Encouragement

Build rapport with your #1 Team

Gather once or twice a year – socially
• Breakfast, lunch, dinner or cocktails
• Attend special events
• Do a charity activity together
• Potluck with staff
• Team building activities
• Hold an activity at your home

Working with difficult leaders

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Not all leaders are created equal

The Leadership Bell Curve

Some years are longer than others

The good news is...
The majority of leaders are pretty great folks who want to do a good job. They need your encouragement, support and guidance.

Rise to the top
Disruptive Behaviors sometimes get worse as volunteers rise in their leadership positions

DISRUPTIVE BEHAVIORS
- Missing In Action
- Micro Manager
- Drama King or Queen
- I've got a Great Idea
- Politician
- Harasser

The Missing in Action Leader

Traits:
- Doesn't respond
- Doesn't show up
- Doesn't participate

Actions:
- Have a frank discussion
- What can I do to help you?
- Engage other leaders

The Micro Manager

Traits:
- Calls constantly
- Camps out in office
- Knows how to run an association

Actions:
- Have a frank discussion about disruption for staff
- Review your roles
- Engage other leaders

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2017 IREM Global Summit
From One CEO to Another

**The Drama King or Queen**

Traits:
- Gossipy
- Passive/aggressive
- Stirs up trouble

Actions:
- Get other leaders involved
- Set boundaries
- Disengage and walk away

**I’ve Got a Great Idea Leader**

Traits:
- Very creative
- Wants to do 17 new things
- Dumps it in your lap

Actions:
- Acknowledge creativity
- Review plans and budget
- Must get Leadership buy-in
- Make them responsible

**The Politician**

Traits:
- Fairly astute leader
- Loves the internal politics
- Politics others between meetings so they adopt his/her view

Actions:
- Have a frank discussion
- Remind him/her about fiduciary duties
- Engage other leaders

**The Harassing Leader**

Traits:
- A bully
- Lie and Manipulate
- Threatens you, staff and other leaders

Actions:
- You have to intervene
- Engage your other leaders
- Bring in your attorney

**One BIG piece of advice**

Plans, Policies and budgets are your friends. Use them!

Nothing says a good Leadership can’t be stupid on occasion!
They fall prey to “Group Think”

*the practice of thinking or making decisions as a group in a way that discourages creativity or individual responsibility*

If “Group Think” happens regularly or with a significant decision you should explore with them why that is happening.

Lastly, develop a group of **Trusted Advisors** to talk to about difficult leadership situations.

**What is an CEO Landmine?**

A situation you face that is volatile:  
- It may be a complicated situation  
- There are several “players” involved  
- It could blow up at any time  
- Some elements are within your control and some are not  
- You are involved in resolving any issues  
- The potential is there for you to be blamed for any unexpected or unresolved issues

**Considerations to avoid risk with an CEO Landmine**

1. **Follow the law and governing documents**
2. **Financial Risk**  
   - Adhere to budget  
   - Don’t sign contracts unless authorized
3. **Legal Risk**  
   - Antitrust  
   - Discrimination
What are some CEO Landmines?

**Operational**
- Database Conversion
- Moving/Building
- Financial Matters

**Leadership Politics**
- Leadership cliques
- Disruptive behaviors
- Leadership favoritism

**Staff**
- Disruptive behaviors
- Hires and fires
- Life Intrudes

**Other**
- Politics
- Mergers & Shared Services
- Media meltdown
- Social Media faux pas

**What would you do?**
1. Director is arrested for shoplifting and media picked it up.
2. An officer is having an affair and everyone knows it.
3. The President is using the Leadership credit card for personal expenses.
4. President’s license is unsponsored during the last month of term.
5. Senior staffer complains about an action you took to an officer. You hear about it.

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What would you do?

6. Board members want to know individual salaries.
7. You are strongly opposed to an action the Leadership is taking.
8. A Director gets drunk at an association function and harasses another Director, who wants to file a formal complaint.
9. After 6 months, the member database conversion is still not working.
10. New headquarters building is over budget and behind schedule.

Top 10 Stupid Mistakes

1. Socializing with the Leadership or Membership
   • It does happen, but you are taking a chance...
   • Membership and drinking DO NOT MIX!
   • Social Media is NOT your friend
   • No inappropriate actions with members
2. Believing others can keep secrets
   • There are NO secrets
   • Nothing is “Off the Record”
   • Do NOT trash others – members, leadership, staff or other CEOs

3. Steal
   • DUMBEST IDEA! You will get caught.
4. Take criticism personally
   • Not every recommendation will be adopted
   • Reflect on constructive criticism
5. Get involved with Leadership Disputes
   • That always works in your favor – NOT!
   • Internal politics always will bite you in the butt if you get involved.

6. Don’t address conflicts
   • Between staff members
   • Between Leadership members
   • Between Leadership and staff
7. Purposefully aggravate your fellow CEOs
   • National vs Chapter
   • Chapter vs Chapter
8. Bring your job home with you
   • Your family really doesn’t want all the drama and details
   • Develop an CEO Peer Network
9. Fight every fight
   • Pick your battles with leadership
   • Enough said
Top 10 Stupid Mistakes

10. Break Trust
   • With your Board
   • With staff
   • With your members
   • With your fellow CEOs...

Be Aware!

Trust can be significantly impacted with a single action!

Once it is lost, it can take months or years to rebuild it.

Be Transparent!

The Directors should know everything you know and vice versa!

Keep no secrets!

The BIG Secret

It's okay to be overwhelmed from time-to-time
Be honest about it with your leadership.

Agenda

Understand Leadership Culture
Working with Difficult Leaders
CEO Landmines
Avoid Stupid Behaviors

Extra:
Train, Train and Train
Leadership Communications
Conduct a Value Audit
Why bother with Leadership Training?
- To make their experience more rewarding
- To improve their ability to take responsibility
- To reduce gaps in their skills
- To promote their ideas more successfully
- To improve their decisions
- To improve relations to staff

Leadership orientation session
1. Chapter Basics
   - IREM organization – National and Chapter
   - Your local Chapter
   - policies, plans, initiatives, committees
   - Legal issues (review of fiduciary duties)
   - Parliamentary procedures
   - Roles of staff vs. Leadership
   - Meeting protocols
2. Team Building Exercises
3. Communication Styles

Train on fiduciary duties and other responsibilities
- Be prepared
- Avoid Risk
- Be an advocate
- Business judgment
- Be loyal
- Connect

Other Training
1. Spokesperson training
2. Finances & budgeting
3. Advocacy training
4. Leadership skills
   - Chair/Vice Chair training
   - Working with difficult people

Other Training
- What other training do they need?
From One CEO to Another

Communications

Develop a targeted Leadership Communication Plan

- Initial communication (in person)
  - Outline regular communication methods and protocols
  - Outline critical communication methods and protocols
  - Review basics:
    - Role & responsibilities/ expectations
    - Meeting protocols
    - Culture
    - Update on current or planned activities
    - Policies, plans and budget

Develop a targeted Leadership Communication Plan

Thereafter
- Stay in regular contact
- Call periodically
- Meet one-on-one
- Engage at meetings
- Inform them of key issues

Ask about their business
Ask about what they are seeing in the field
Listen and respond

Communications on Challenging Issues

No Surprises!

Try to anticipate what are the most likely questions or concerns on challenging issues:
- Listen (remember – perception is reality)
- Be prepared to respond in a neutral manner
- Inform and educate when there is an info gap
- Offer options
- Offer your professional advice
- Do not dwell on the negative

Officer/Executive Communications

1. Determine their preferred methods and frequency of communications
   - Utilize whenever possible
   - Explain it is “tailored” to them
2. Meet between meetings
3. Create short written reports on Chapter business or activities
4. Discuss challenges and opportunities

CAUTION - Hazards Ahead

EMAIL COMMUNICATIONS
- Misinterpretation
- Blind cc's & forwarding
- Reply to all
- Send to wrong person
- Email wars

WHISPER GAME
- You comment on something to a director
- Your comment gets completely distorted

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Conduct a Value Audit

Why members belong
1. Shared interest or cause
2. Influence, access and prestige
3. Image, knowledge and credibility
4. Business opportunities
5. Tangible services

5 Types of Members

Collegial Members
- Shared cause

Power Members
- Personal and/or Professional influence

Resume Members
- Image, credibility, designations

Checkbook Members
- Referrals or business opportunities

Benefits members
- Want tangible services
  - Education
  - Networking
  - Advocacy
  - Information & Publications
  - Discounts

So, what do they VALUE?

VALUE IS A MOVING TARGET!

What do they VALUE?

Target & Use Resources Strategically

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The Value Proposition

You need to know 3 things:
1. What motivates each type of member?
2. What do they value?
3. Can we hit the mark?

Value Proposition

<table>
<thead>
<tr>
<th>FEATURES</th>
<th>BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A description of what your organization does.</td>
<td>Members DON’T CARE!</td>
</tr>
<tr>
<td>Members DON’T CARE!</td>
<td>An account of “how” and “what” the service will do for the member or prospect.</td>
</tr>
<tr>
<td>Members DO CARE!</td>
<td></td>
</tr>
</tbody>
</table>

Features ➞ Benefits ➞ Value

<table>
<thead>
<tr>
<th>FEATURE</th>
<th>BENEFIT</th>
<th>VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>More knowledge on topics which I want to know about.</td>
<td>I will provide more value to my customers</td>
</tr>
<tr>
<td>Networking</td>
<td>Meet and connect with other real estate professionals.</td>
<td>Establish and enhance relationships. Increases my opportunity for more business.</td>
</tr>
<tr>
<td>Information &amp; Publications</td>
<td>Provides me with knowledge I can pass on to clients.</td>
<td>I will provide more value to my clients than my competitors.</td>
</tr>
<tr>
<td>Discounts</td>
<td>Savings to members on services or items they value</td>
<td>I can use the savings for other things that I value or need.</td>
</tr>
</tbody>
</table>

Steps to Conduct a Value Audit

- Analyze what services members purchase.
- Interview Leaders on trends (active or not)
- Create a feature and benefit matrix
- Conduct a member value audit

Critical Question #1

Indicate how much value you place on the following items:

<table>
<thead>
<tr>
<th>FEATURE</th>
<th>Very Low Value</th>
<th>Very High Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increases my knowledge on selected topics</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Networking</td>
<td></td>
<td></td>
</tr>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
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<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Get new business ideas to grow my business</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Advocacy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protects my business interests</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Protects my clients’ real estate</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Discounts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Savings on services and items I need or want</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
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</table>
Critical Question #2
Indicate how helpful XXX is in helping you reach these goals:

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</tr>
</thead>
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<td>1 2 3 4 5</td>
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What action should you take?

<table>
<thead>
<tr>
<th></th>
<th>Member Value</th>
<th>Organization Helps Achieve</th>
<th>Alignment</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strength</td>
<td>High score</td>
<td>High score</td>
<td>Aligned</td>
<td>None Needed</td>
</tr>
<tr>
<td>Weakness</td>
<td>Low score</td>
<td>Low score</td>
<td>Aligned</td>
<td>Stop this service</td>
</tr>
<tr>
<td>Opportunity</td>
<td>High score</td>
<td>Low score</td>
<td>Misaligned</td>
<td>Examine how to offer more of this service</td>
</tr>
<tr>
<td>Threat</td>
<td>Low score</td>
<td>High score</td>
<td>Misaligned</td>
<td>Work to eliminate this service</td>
</tr>
</tbody>
</table>

One final tip

Dare to be Brave

Be innovative
Take risks
Make mistakes and then learn from them!

Dare to be brave

Sometimes you have to make unpopular decisions...

You will survive!

What did we miss?
Anything else you want to talk about?