

Tips and Tools For a Transformational Future

Facilitated by
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Purpose driven. Business led.

Areas of Reflection ...

The way we ...

- Think
- Communicate
- Create
- Plan
- Collaborate
- Appreciate

The Way We Think: 360-Degree Thinking

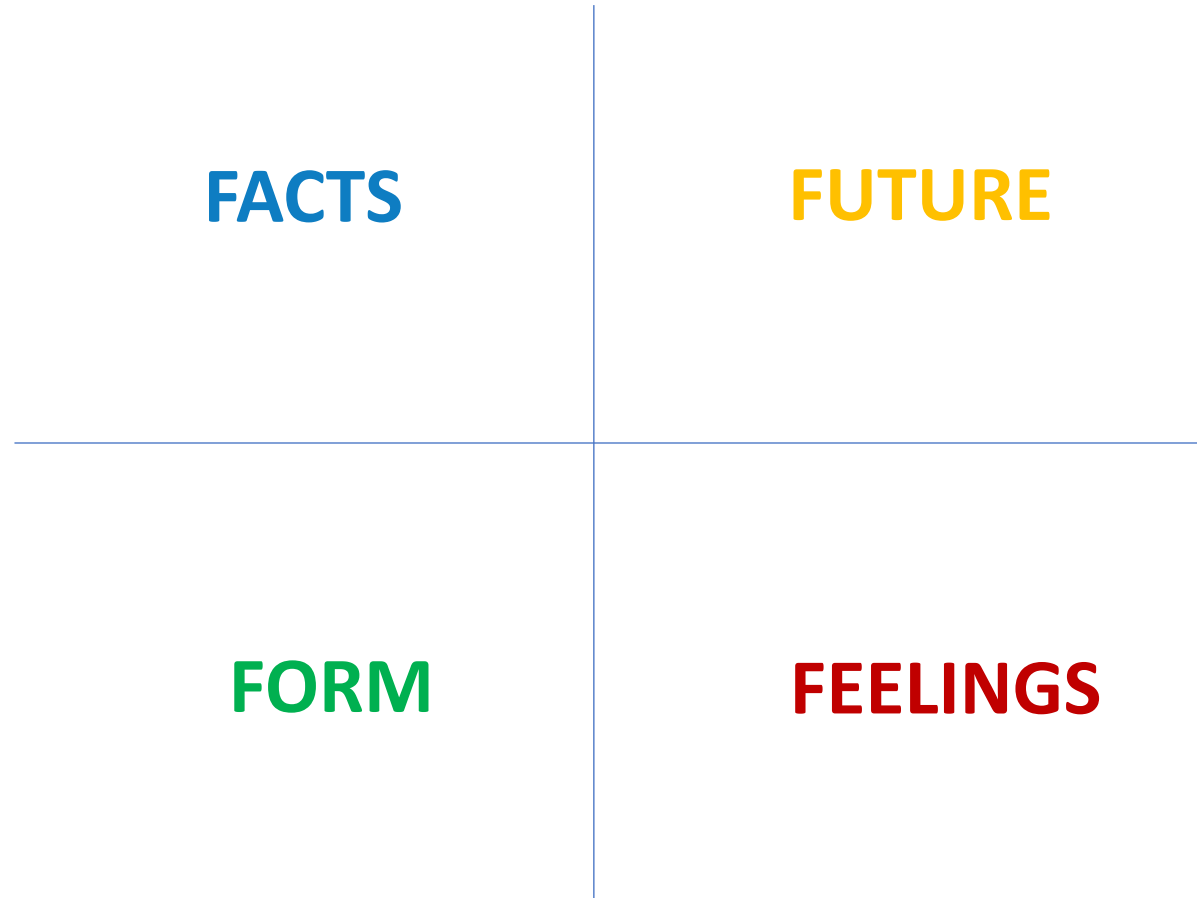
360-Degree Thinking

Circle the 9 statements that are most like you

360-Degree Thinking

- Draw line down the middle
- Draw line across, under “measure with precision” and “work with new ideas and concepts”

360-Degree Thinking



Source: Herrmann Global; Herrmann Brain Dominance Instrument (HBDI)

360-Degree Thinking

FACTS

Logical
Analytical
Fact Based
Quantitative
Data Driven

FUTURE

Holistic
Intuitive
Integrating
Synthesizing
Big Vision

Organized
Sequential
Planned
Detailed
Process

FORM

Interpersonal
Feelings Based
Kinesthetic
Emotional
Relationship Focused

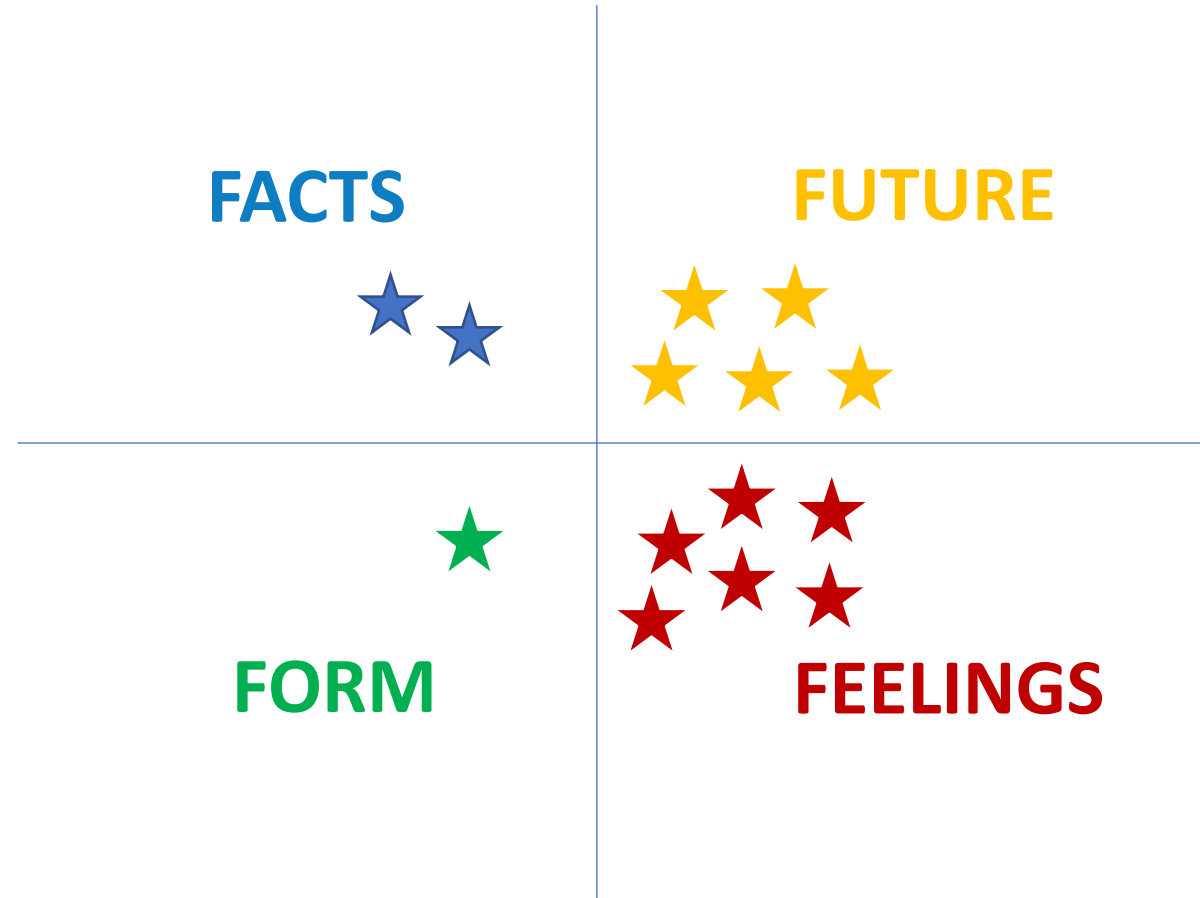
FEELINGS

Source: Herrmann Global; Herrmann Brain Dominance Instrument (HBDI)

The Way We Think:

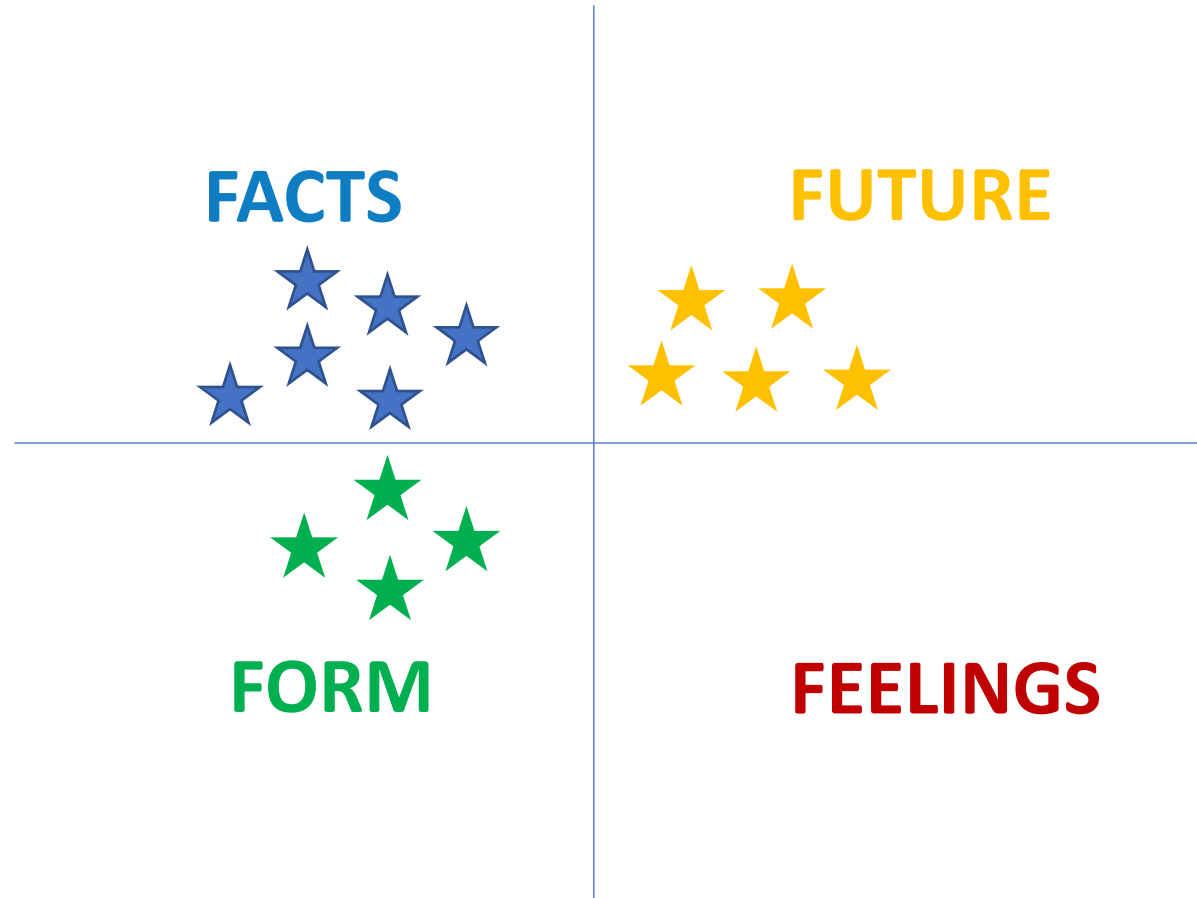
Boards, Committees, and Teams

360-Degree Thinking



Source: Herrmann Global; Herrmann Brain Dominance Instrument (HBDI)

360-Degree Thinking



Source: Herrmann Global; Herrmann Brain Dominance Instrument (HBDI)

Questions ...

- In what ways does concept apply to your organization?
- How could we use these concepts?
- What would we do differently?

360-Degree Thinking – Making Decisions

FACTS

What data do we have/need?
What are the financial implications?
What are the risks?

FUTURE

How does this fit with our mission?
What is our overall strategy?
How will members be better served?

What steps are needed?
To whom should we delegate?
What is the best timeline?

FORM

How do we feel about the decision?
How will this effect members/stakeholders?
How will we communicate the decision?

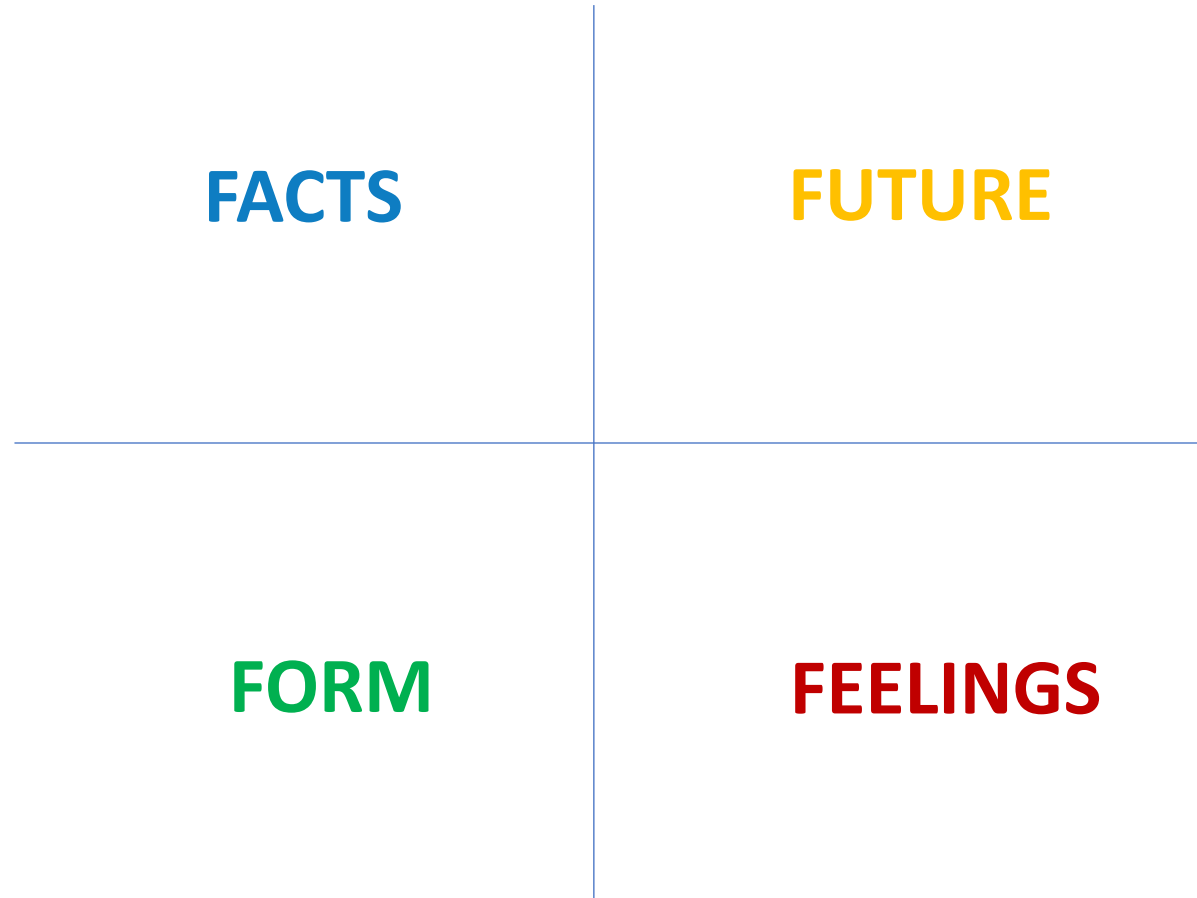
FEELINGS

Modified From: Herrmann Global; Herrmann Brain Dominance Instrument (HBDI)

The Way We Think:

Responding to Uncertainty
and Developing New Programs and Services

360-Degree Thinking



Source: Herrmann Global; Herrmann Brain Dominance Instrument (HBDI)

360-Degree Thinking

Adapted model for

- Responding to uncertainty
- Developing programs, products & services

FACTS

- What is COVID-19?
 - How does federal legislation effect real estate?
 - How does the virus spread?
 - What effect on air quality?
-
- How do I restart systems?
 - What can I do to save my building money?
 - With so much uncertainty, how do I make decisions?

FORM

FUTURE

- How will our approach to sustainability change?
- What is the new normal for real estate?
- How are tenant expectations changing in both the short and long term?
- How will future workforce needs change?

- Stressed
- Mentally drained
- Scared
- Nervous
- Anxious

FEELINGS

Source: Adapted from Herrmann Global;
Herrmann Brain Dominance Instrument (HBDI)

360-Degree Thinking

Adapted model for

- Responding to uncertainty
- Developing programs, products & services

FACTS

- Understanding COVID-19
 - CARES Act and real estate
 - Infectious disease control in the built environment
 - Indoor air quality
-
- Restarting building systems
 - Producing operational savings during low building utilization
 - Long-term uncertainty and the decision-making process

FORM

FUTURE

- COVID-19 impact on future of sustainability
 - Building reutilization: preparing for the new normal
 - Evolving tenant expectations for amenities, building common areas, and cleaning
 - Leading the workforce of the future
-
- Stress management
 - Mindfulness
 - Maintaining hope
 - Exercise and mental health

FEELINGS

Source: Adapted from Herrmann Global;
Herrmann Brain Dominance Instrument (HBDI)

360-Degree Thinking

Adapted model for

- Responding to uncertainty
- Developing programs, products & services

INDOOR AIR QUALITY WEBINAR

FACTS

FUTURE

IAQ basics and standards

What do we currently know about COVID-19 and indoor air?

What new products, practices and technology are emerging?

How do I ensure a safe work environment?

How can we best identify, understand, and respond to tenant concerns?

FORM

FEELINGS

Source: Adapted from Herrmann Global;
Herrmann Brain Dominance Instrument (HBDI)

Further Adapting this Framework ...

- In what other ways could we use this 360-Degree Thinking framework?

Further Adapting this Framework ...

- Evaluating potential new partnerships
- Examining other types of collaborations
- Understanding others' perception of our organization's value proposition
- Developing a member engagement strategy
- Creating video content
- Navigating the college enrollment cliff
- Exploring and communicating aspects of our organization's history

360-Degree Thinking

Online resources:

- Hermann Brain Dominance Indicator www.hbdi.com
- DiSC Analysis www.discprofile.com
- Keirsey (free online assessment) www.keirsey.com

The Way We Communicate:

Creative Communications

Creative Communications

- Who is someone you know who is great at telling stories?

Creative Communications

- What makes a good story?

Creative Communications: Storytelling

- What is a story?
- Qualities of an effective story
 - Attention grabbing
 - Relatable
 - Compelling
 - Action oriented

Source: Strategic Integration: Tips, Tools, and Techniques to Move Beyond Strategic Planning and Transform Your Organization

Creative Communications: Storytelling

- Creating a story
 - Character
 - Problem
 - Solution
 - Outcome
 - (Call to Action)

Source: Strategic Integration: Tips, Tools, and Techniques to Move Beyond Strategic Planning and Transform Your Organization

Creative Communications: Storytelling

Character

Problem

Solution

Outcome

(Call to Action)

Source: Strategic Integration: Tips, Tools, and Techniques to Move Beyond Strategic Planning and Transform Your Organization

Creative Communications

- What are some of the stories our volunteer leaders tell? (or should be able to tell)?

Creative Communications

- Why I volunteer
- How the organization has impacted my career
- How the organization has affected my personal life
- Why I'm excited about our strategic direction
- How the organization makes a positive difference in the world

Creative Communications

Expressing Gratitude and Building Value - BOMA Georgia



What questions are you asking about next year when it comes to budgeting?

"Whether tenants that are coming up for renewal will renew. If they do renew, how will COVID-19 play into the renewal?"

*Diane Dameron, Senior Property Manager
Regent Partners*

"What will be the effective ways to limit/control virus spread and exposure and their associated costs?"

*Terri Barret- Viteri, Senior Property Manager
Anchor Health Properties*

"I am currently questioning whether or not we need to look into adding more touch-free technology."

*Leigh Ann Gantt, Senior Property Manager
OA Management*

"We are asking our team to consider the effects of reduced occupancy for existing tenants on all controllable and non-controllable expenses. We are striving to deliver the best service with the least financial impact to tenants and ownership."

*Sandy Hilton-Jacob, Senior Property Manager
The Simpson Organization*

"Can we maintain contract prices without increases? Are we refocusing capital items on COVID-19 related signage, touchless upgrades, air purification?"

*Tiraci Porto, Senior Property Manager
The Simpson Organization*

"We are partnering with our vendors to help us survey the buildings and count fixtures that need to be upgraded. We are also looking at costs to put in ADA touchless actuators on all restroom doors."

*Amy Mesteller, Property Manager
The RMR Group*

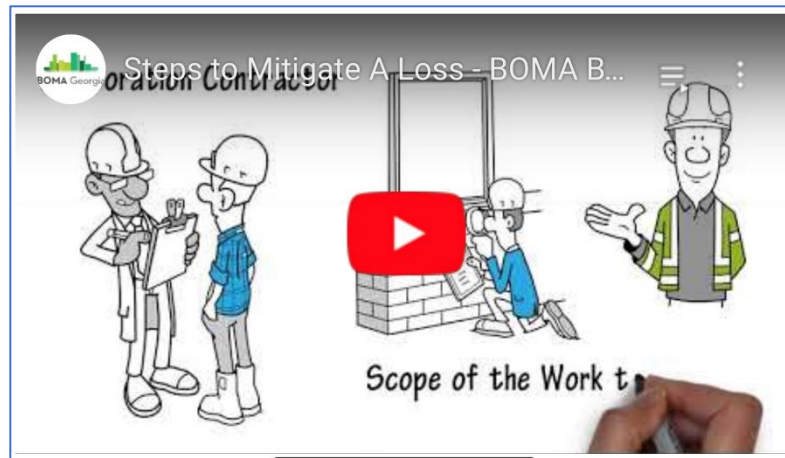
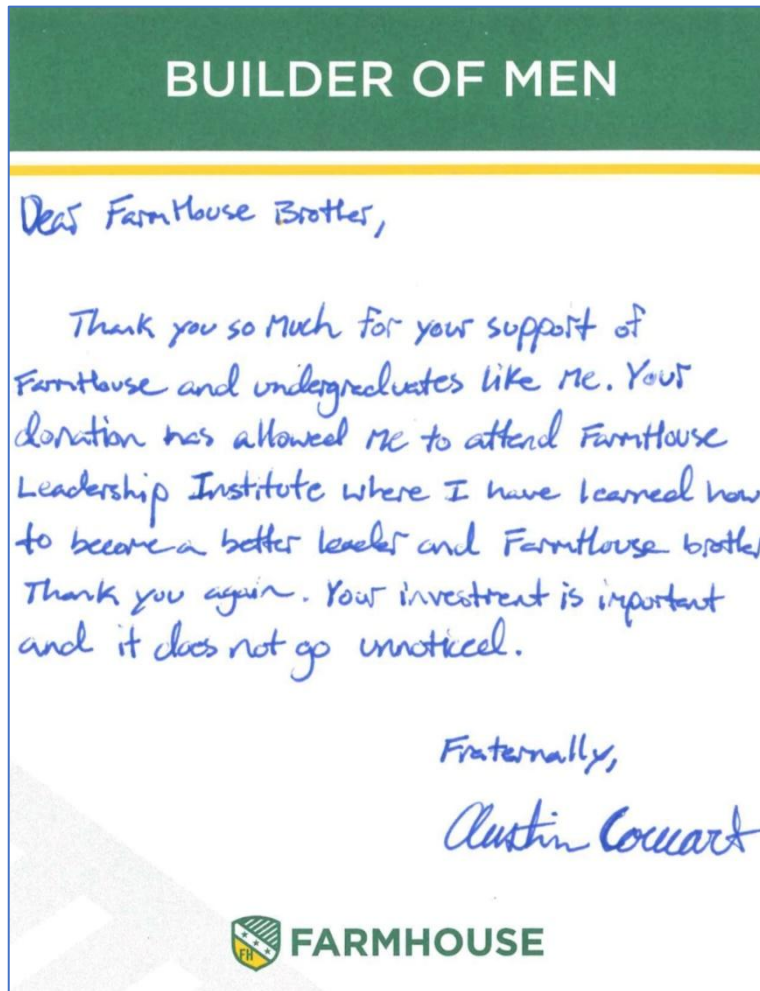
"How do we, at this point, even guess at what next year's leasing assumptions should be? Will the new normal require more or less office space?"

*Tammy Ruppel, Director of Property Management
Portman Holdings*

"The biggest question is what do we expect from leasing?"

*Chris Lelle, Portfolio Chief Engineer
Lincoln Property Company*

Creative Communications



The Way We Create: Iterative Innovation

Small Group: During the last couple years ...

- What are some of the most innovative things we've done in the few couple years?

Iterative Innovation

During the last couple years ...

- Have you launched a new program, product, or service on a shorter timeline than usual?
- Have you launched a new program, product, or service before it was fully perfected?

Iterative Innovation

- Prototyping and beta-testing

“A systems development method in which a prototype (an early approximation of a final system or product) is built, tested, and then reworked as necessary until an acceptable prototype is finally achieved from which the complete system or product can now be developed. It is an iterative, trial-and-error process that takes place between the developers and the users.”

- TechTarget

Source: “Strategic Integration: Tips, Tools, and Techniques to Move Beyond Strategic Planning and Transform Your Organization”
book published by ASAE

Iterative Innovation

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- Iterative
- Opportunity for learning
- Feedback between developers and users

Source: “Strategic Integration: Tips, Tools, and Techniques to Move Beyond Strategic Planning and Transform Your Organization”
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Iterative Innovation

- Iterative Innovation Process

1. Select a strategic priority and define key performance indicators, milestones, budget, and timeline
2. Clearly define the roles and responsibilities individuals will have throughout the process
3. Create a preliminary design of the program or service
4. Build the program or service based on step three (realizing that at this stage, it may not include all of the features envisioned in the final version)
5. Launch the program or service
6. Compare the results against initial expectations from step one and through feedback from those using the product or service
7. Modify the initial program or service based on what was learned, and create a revised, improved version
8. Repeat the previous steps as many times as necessary until the final product or service meets stakeholder expectations
9. Seek feedback continually to ensure the ongoing relevance of the program or service

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Iterative Innovation: Examples

- Art Education Leadership Program
- High-Performance Sustainable Buildings Designation
- CREInsightJournal.com
 - Blog/Video
 - ... Publications
 - ... Education
 - ... Awards
 - ... Marketplace
 - ... (Careers)

The Way We Plan: Financial Perspectives

Financial Perspectives

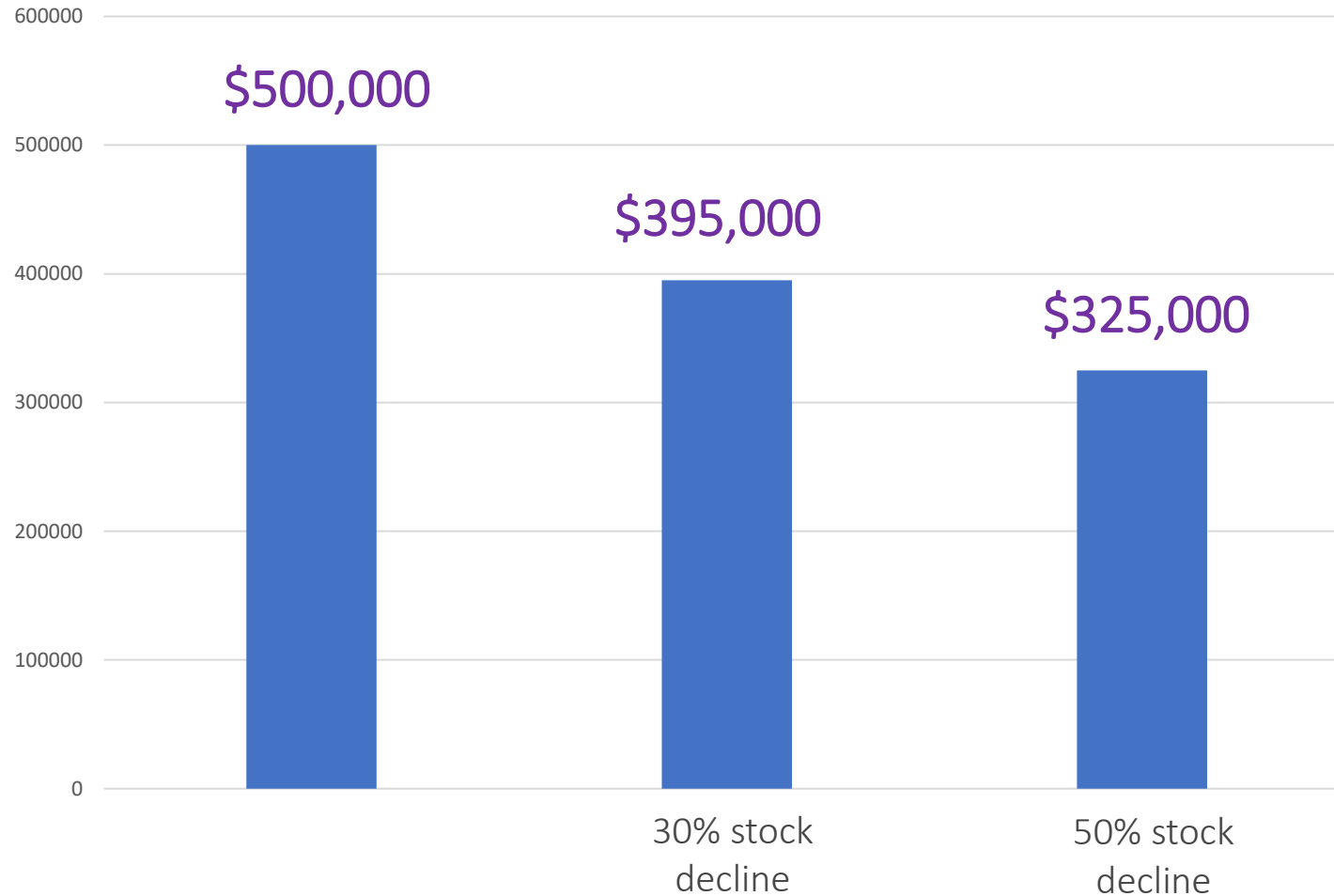
- How do we determine our organization's ideal level of financial reserves?

Financial Perspectives

- Reserve target
- x months (or years) of expenses

Financial Perspectives

Financial Reserve: 70% stocks, 30% fixed income



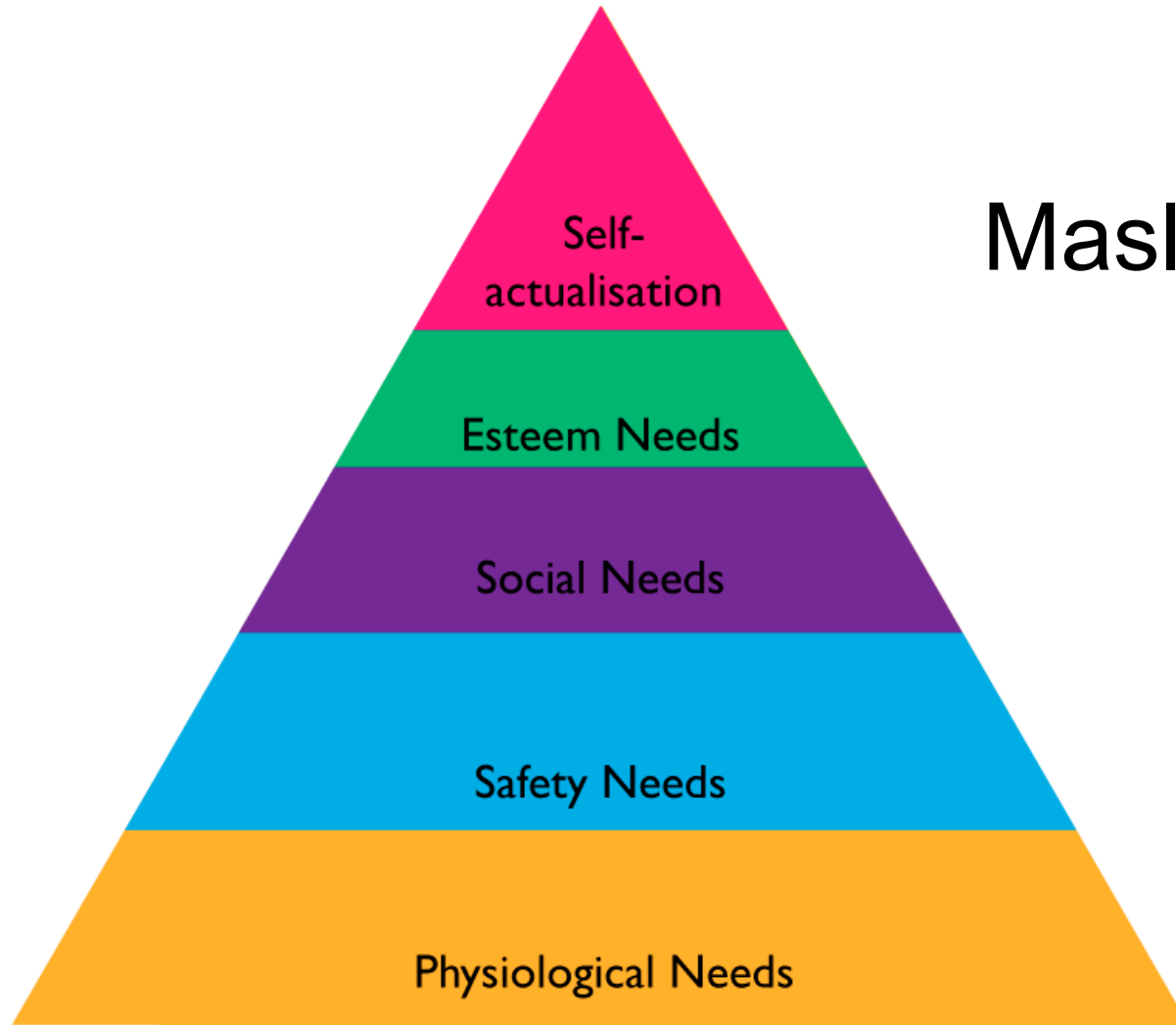
How much reserve do we have (really)?

Sequence of withdrawal risk

Revenue stream risk

Inflationary risk

Financial Reserves



Maslow's Hierarchy of Needs

Financial Reserves



Financial Perspectives

- Multi-Year Budget
- A/B Scenarios
- Test and implement new sources of revenue
- Some organizations are simply surviving and some are thriving

The Way We Collaborate:

Role Clarity and Delegation

Role Clarity & Delegation

- Skills
- Knowledge
- Relationships

Source: “Strategic Integration: Tips, Tools, and Techniques to Move Beyond Strategic Planning and Transform Your Organization”
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Role Clarity & Delegation

- Skills
- Knowledge
- Relationships
- Efficient
- Effective
- Ethical

Source: “Strategic Integration: Tips, Tools, and Techniques to Move Beyond Strategic Planning and Transform Your Organization”
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The Way We Collaborate: Governance

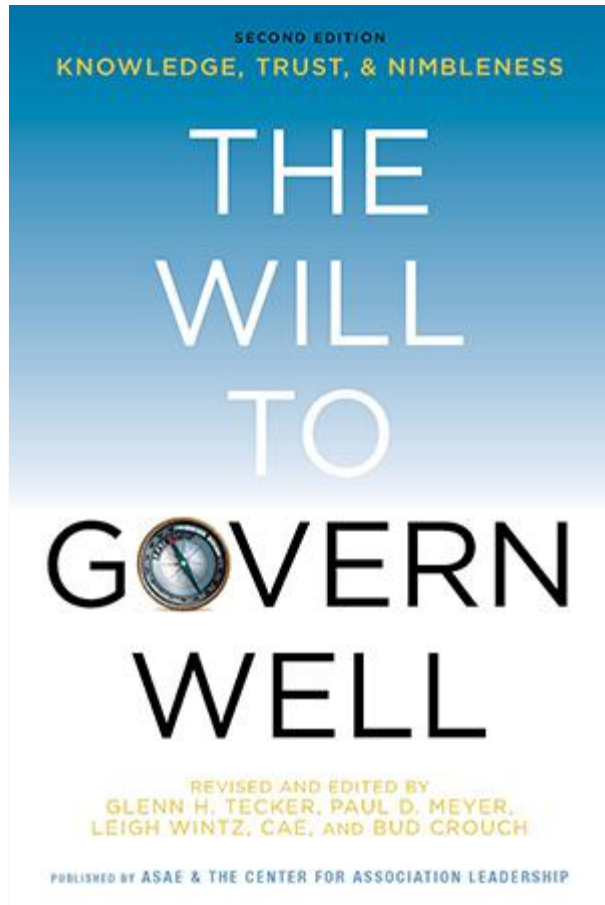
Governance

- What is one of biggest changes or challenges your organization is facing now?

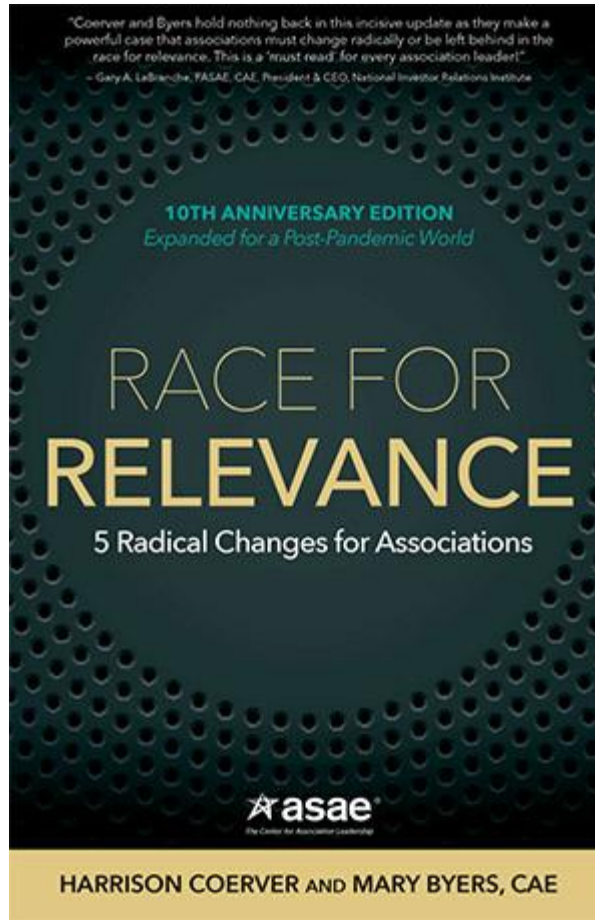
Governance

- What changes and challenges are organizations facing?
 - Increased competition (nonprofit and for-profit)
 - Changes in higher education business model
 - Pace of change
 - Speed to market
 - New forms of professional connection
 - Increased dimensions (subsidiaries/affiliates)
 - What else?
- How would we ideally want our board to be described?
 - Where are we? ... Where do we want to be?
- What changes are we willing to consider to achieve our envisioned future?

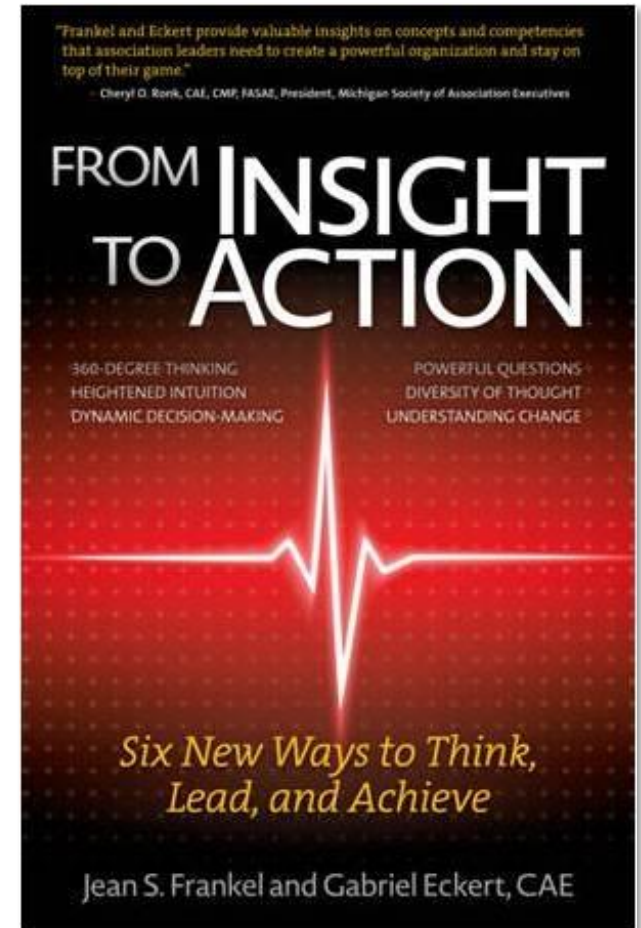
Governance



Knowledge, Trust,
and Nimbleness



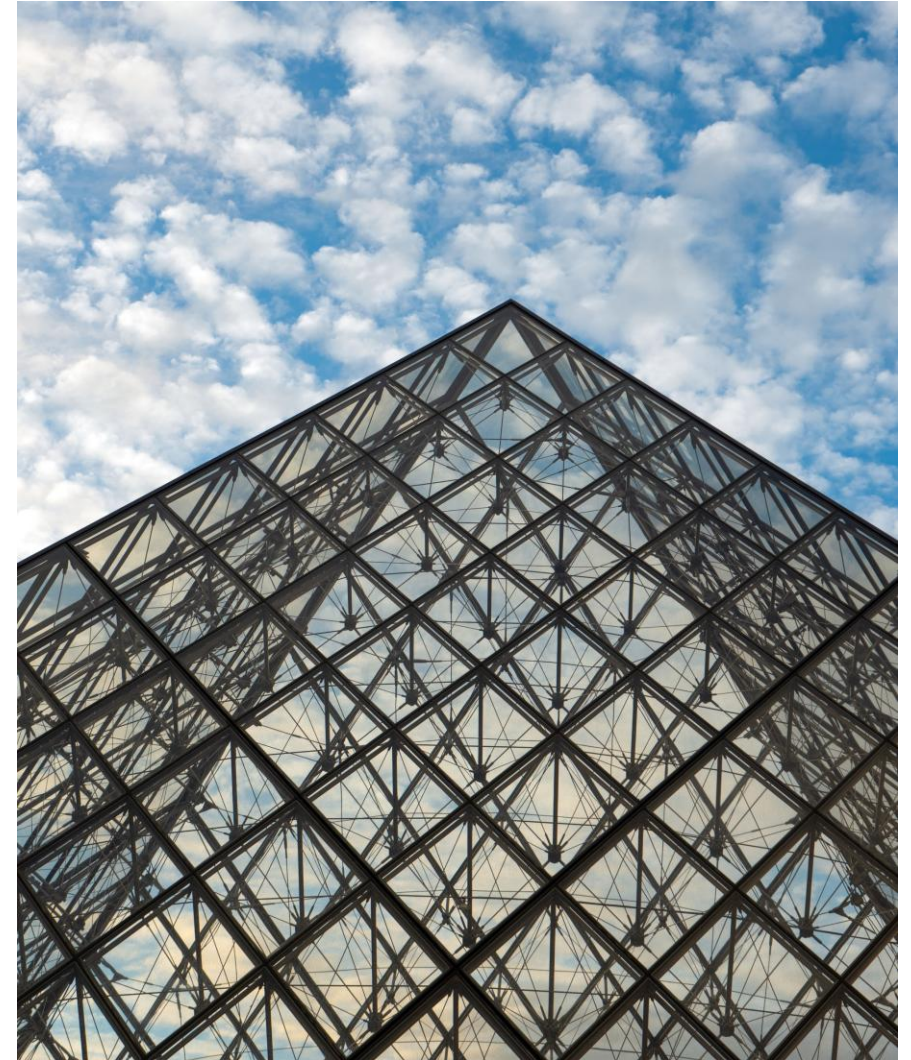
Board Size



Evolution: Constituency,
Competency,
Consciencely Functioning



A strategic plan is not a linear path from point A to B. Rather, it is a framework through which we evaluate and capitalize on strategic opportunities.



Governance

- Board agenda structure
- The board as a think tank
- Diversity of perspectives – and identify and understand gaps in perspective
- Outside of board meetings
 - Ambassadors
 - Connectors
 - Listeners

The Way We Appreciate:

Culture of Gratitude

Culture of Gratitude

- How do you express gratitude to your members or colleagues?

Culture of Gratitude

- Our biggest mistake ... and what we learned ...



BOMA Georgia

Culture of Gratitude

- Saying “thank you” is not enough!
- BET
 - Behavior
 - Effect
 - Thank you

Source: Dr. Stephen Brock, Kennesaw State University

Culture of Gratitude

- Saying “thank you” is not enough!
- BET
 - Behavior
 - Effect
 - Thank you
- BEAR
 - Behavior
 - Effect
 - Alternative
 - Thank you

Source: Dr. Stephen Brock, Kennesaw State University

Culture of Gratitude



Did you hear Zaxby's has a new chicken sandwich?



So much chickeney, messy, flavorful goodness.

They say all these restaurants are competing with each other for the best chicken experience, but rumor has it they are just afraid of the return of BOMA Chicken. Soon enough, BOMA Chicken will return to wow, inspire, and satisfy the real estate industry. Until then, a meal at Zaxby's will have to do.

Thank you for your leadership and service to BOMA.

Ensuring a Transformational Future

- Always look for silver linings
- Engage in 360-Degree Thinking
- Leverage intuition
- Integrate storytelling
- Embrace iterative innovation
- Develop new financial perspectives
- Ensure role clarity
- Reimagine governance strategy
- Build a culture of gratitude

Thank You

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