57% of Employees Can't Be Wrong:
Fixing the People Leadership Crisis

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EDUCATE.
ELEVATE.
INSPIRE.

Grace Hill | FORT WORTH, TX
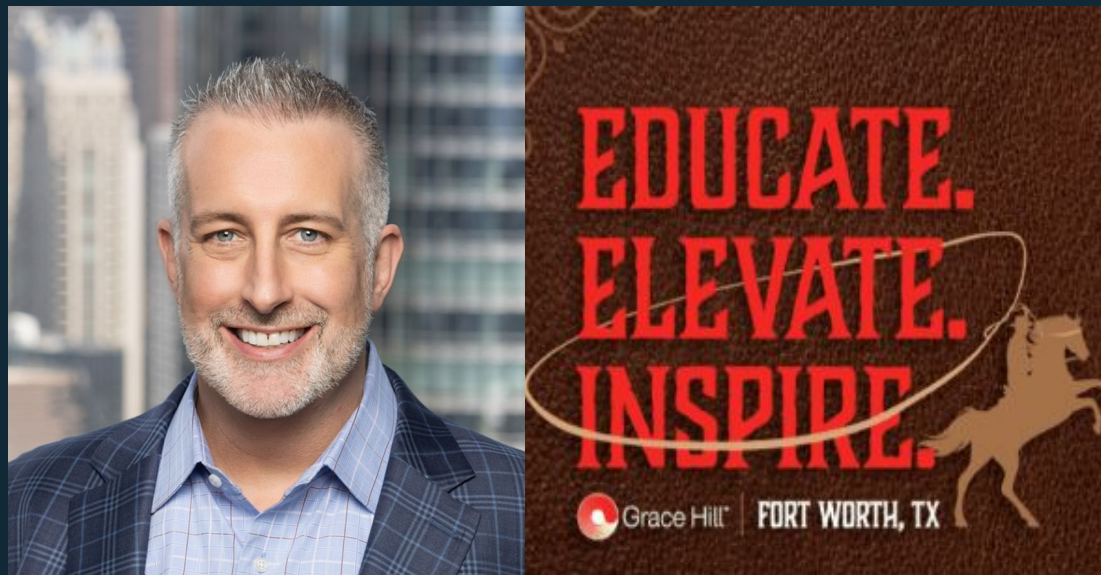
The numbers say:

57% of American workers believe that managers in their workplace could benefit from training on how to be better *people managers*.

84% say poorly trained managers create unnecessary work and stress.

50% believe their own performance would improve if their direct supervisor had better people management skills.

This is according to SHRM: Society for Human Resources Management

We really do need managers (leaders) who MATTER.

-> *The world is too fast and too messy now.*

What does that really mean?

Easy, BUT very few deliver:

- Leave things BETTER
- Create BELONGING

Here are THE BIGGIES:

- You develop people.
- You give clarity.
- You OVERCOMMUNICATE.

Acknowledge: the multifamily *career path is changing*.

At Play:

- **Centralization**
  - New jobs
  - Different teams forming
  - *Confusion for the people on-site*
- **Artificial Intelligence**
  - New jobs
  - Lack of clarity
- **Geographically diverse portfolios**
  - Unique skills needed
  - Skeptics about virtual
- **Return to office**
- **Corporate support**

What is the cost of unprepared leaders?

Promoting a high performer without leadership training often creates a "double loss":

  You lose your best doer, and gain a weak leader.

Word travels fast on Glassdoor and LinkedIn.

Inexperienced leaders avoid decisions -   TRUST ERODES.

What about Trust?

Trust in Institutions

How much respondents trust each is acting in the best interests of the American public

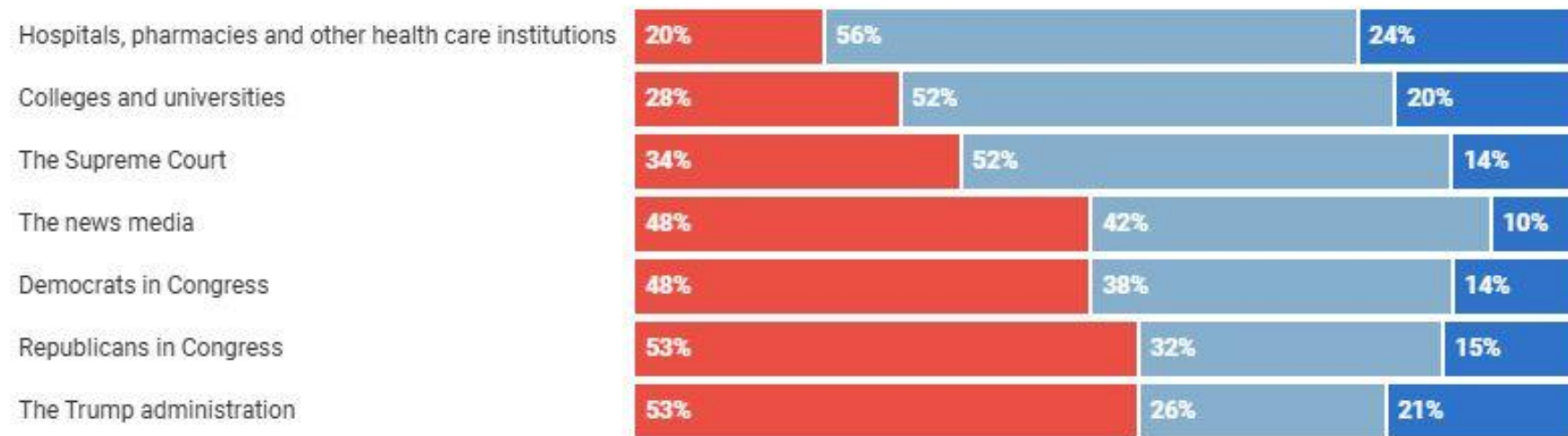● Do not trust at all　● Trust somewhat　● Trust a lot

	Do not trust at all	Trust somewhat	Trust a lot
Hospitals, pharmacies and other health care institutions	20%	56%	24%
Colleges and universities	28%	52%	20%
The Supreme Court	34%	52%	14%
The news media	48%	42%	10%
Democrats in Congress	48%	38%	14%
Republicans in Congress	53%	32%	15%
The Trump administration	53%	26%	21%

Chart: Eric Litke/U.S. News • Source: U.S. News-Harris Poll survey

U.S.News

And trust in each other: ___**34%**___ say most people can be trusted. **- Pew Research**

Building TRUSTED LEADERS means:

Less second guessing and CYA emails.

Psychological safety; people will speak up with ideas and feedback.

MUCH higher engagement!

...what are the latest numbers on employee engagement?

As of mid-2024, employee engagement has dropped to lowest level since 2013.

....to 30% of employees saying they are highly engaged.

Employees are experiencing less role clarity and less connection to the company's mission or purpose.

AND THE BIGGIE:

"Employees were also less likely to feel someone at work cares about them."

Besides low trust and low engagement,
why is today so different?

The **pace of change** has increased exponentially.

Technology IS the environment, and leaders have to model tech fluency.

People want **purpose, flexibility, and psychological safety**, not just a paycheck.

Bad leadership today goes viral.

Managers aren't just supervising — they're expected to *coach, communicate, and care.*

Why are our Learning Professionals so key to the effort to build strong leaders?

Trainers act as **force multipliers**, ensuring every location builds the same leadership mindset, not 50 different versions of it.

They deliver **one unified leadership language**, while building peer networks so new leaders don't feel isolated.

Instead of "promote and pray," trainers provide **structured, repeatable development** that helps new leaders perform with confidence from day one.

Property management has a problem.

Our Sales stars get promoted to individual contributor roles and managerial roles.
BUT do they want to be supervisors?

Get the discussion going

…and What is the ultimate goal?

No…
more…..
accidental….
bosses.

PUBLIC SERVICE ANNOUNCEMENT

Everything about leadership development ALSO APPLIES TO MAINTENANCE.

Please do not leave them out!

66% of maintenance professionals receive less than 15 hours of any sort of training...annually.
-Courtesy of Swift Bunny.

PUBLIC SERVICE ANNOUNCEMENT #2

One Leadership Class is just NOT going to get id done for you.

People need to be able to practice and flex!
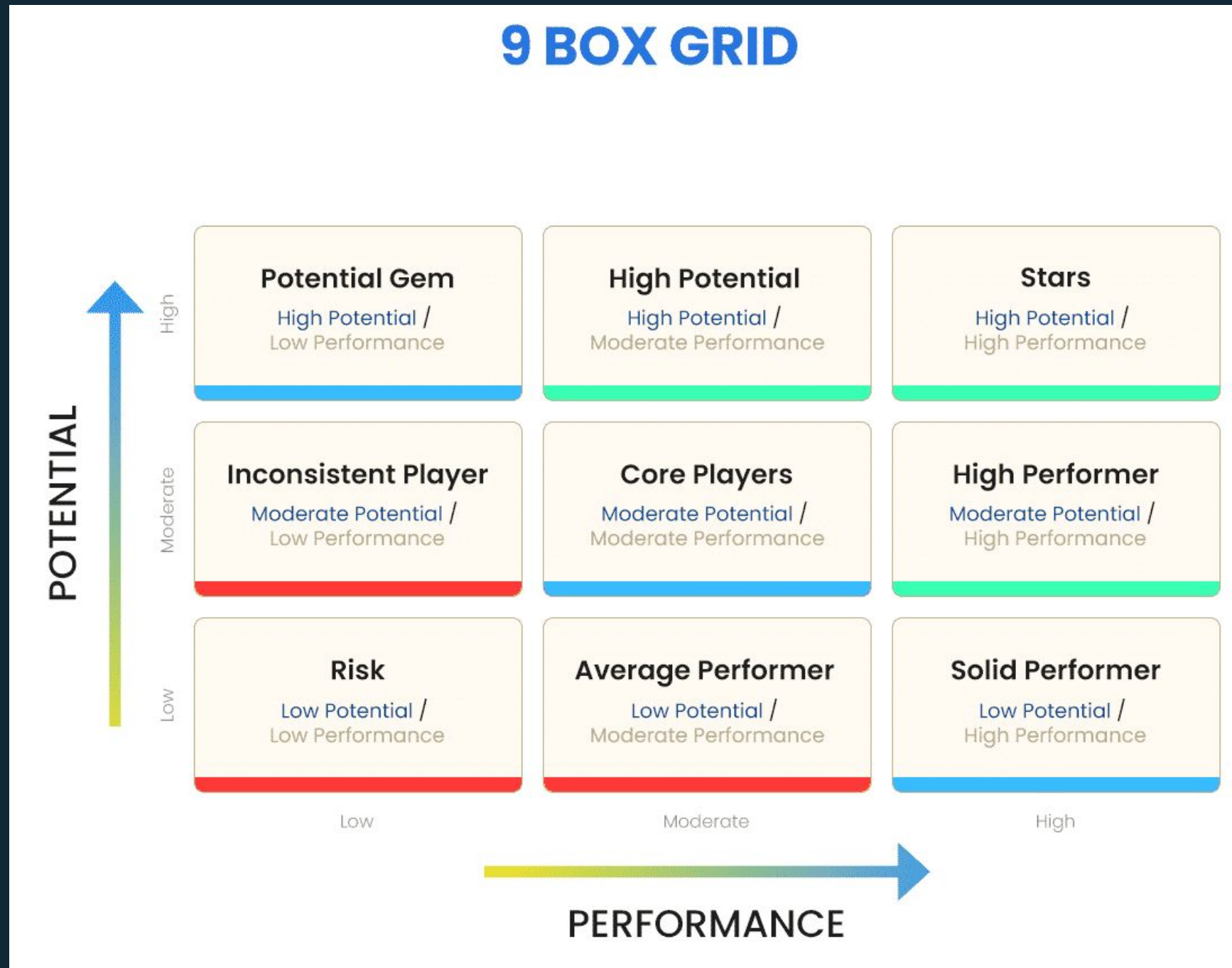
The materials will go into a drawer and old habits will emerge.

Leadership needs to be practiced!

Lay the foundations: Nine-boxing

Plot your people.

Ensure you are planning an effort around each category.

*don't forget your Stars!

Caution: your superstars do NOT want to be left alone

"Employees don't want to feel replaceable. They want to feel essential."

3 ideas:

For your superstars: Make them consultants

Let them lead a small task force or pilot, then present recommendations directly to execs.

For your superstars: Have them shadow leaders

Create a quarterly rotation where top performers shadow senior leaders in key meetings.

For your superstars: "Spotlight + Story"

Once a month, highlight a standout employee, not for hitting numbers, but for *how* they lead, solve problems, or lift others.

Nice work!

FOUNDATIONAL ▢ "Leaders First" OnBoarding and "Leadership Bench"

"Leaders First"

▢ *Anyone promoted to a managerial (leadership) position receives a 90-day learning journey in a specific tailored leadership skillset.*

"Leadership Bench"

▢ *Identify top performers early and start coaching them before they get promoted.*

Finding all the content is daunting.
Here are some resources.

Frameworks -> Center for Creative Leadership

Certifications -> Korn Ferry Leadership Architect

Content Hub -> Mindtools.com (gold mine!)

Ask Your Leaders: "What skills differentiate our best from the rest?"

Books -> "Leaders Eat Last," "Dare to Lead"

OnLine Learning -> Coursera, Linked In

REMINDER: this entire burden should NOT be on the Trainers/Educators – DO:

"Regional Managers should be Regional Coaches"

☐ *Redefine the role to include more time for coaching opportunities.*

"Quarterly Leadership Roundtables"

☐ *virtual meetups where leaders share people wins, not just performance updates.*

MINDSET -> Create a Coaching Culture

Get past the mystique of coaching, it is simply code for:

- **Conversation**
- **Short meetings**
- **Providing feedback**

MEETINGS 🡪 make sure that one-on-one's are happening: THROUGHOUT THE COMPANY

Anyone who supervises:

- **Down through the organization**
- **Maintenance Supervisors? Yes!**

Create a simple agenda tool

GOALS ☐ there will always be a leadership problem if there are no Goals

I know this falls to operations, but….

FIND AN ADVOCATE.

QUICK WINS ☐ Learning Nudges

Keep the momentum going:

Send weekly nudges, bite-sized messages and tips about leadership

AND USE A.I. TO MAKE THIS EASIER.

I love this concept: "AI-Powered Learning Nudges — use digital tools to push bite-sized leadership reminders or scenarios each week (text or email)." Please provide 100 ideas so that I will have two years' worth of these "nudges."

Learning Nudges Examples:

Short blasts:

…best leader is not always right
…leadership is a daily practice
…Always connect what to why
…praise publicly, coach privately.

You get the gist!

TACTICAL: Easy-ISH to start

Yes, I know…it's easy to start, *hard to maintain*:

Peer Coaching Pods: Managers across different properties who meet monthly to swap leadership lessons.

TACTICAL: Easy-ISH to start

Yes, I know…it's easy to start, *hard to maintain*:

Manager Office Hours: We think of these for training systems and such, but…Weekly open Zoom window for any team member to drop in for 10 minutes of leader time. ("How can I handle this?")

TACTICAL: Easy-ISH to start

Yes, I know…it's easy to start, *hard to maintain*:

Coach the Coach:
Ask managers to record a short coaching conversation, review it with a mentor or trainer.

TACTICAL: Easy-ISH to start

Yes, I know…it's easy to start, *hard to maintain*:

Book Clubs:
Carefully curate a set of books that YOUR COMPANY feels are reflective of what they are looking for in their leaders.

THE GOLD STANDARD:
Promotion Post-Mortem

After someone's promoted, debrief:

"What did we miss? What do they need now?"

Helps close training gaps.

THE GOLD STANDARD:
Leading-at-a-Distance Toolkit

Provide templates for

- virtual check-ins,
- team huddles, and
- 1:1s.

There could be so much more here!

->building culture with a long-distance team.

THE GOLD STANDARD:
Train-the-Trainer Mini Certifications

Equip **local "champions"** at each site or region to deliver people-skills micro-training so the <u>learning never stops.</u>

Bottom line here.....

We are all going to be talking about our Leadership and Management style at our retirement parties, it is never fully formed.

The KEY is to KEEP THE CONVERSATION GOING!

Stay in touch!

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