

HUMAN

The Gold Standard: Trust, Clarity, Care



**THE
MICHELSON
ORGANIZATION**
...Signature Living®

#GoForTheGold

Gold Medal Ideas...2 or 3



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It's a Good Life!





Mindset Matters.

Get more efficient by being more HUMAN-centric.

Fix the work environment

...Not the worker.



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CHICAGO CUBS



ROCK!

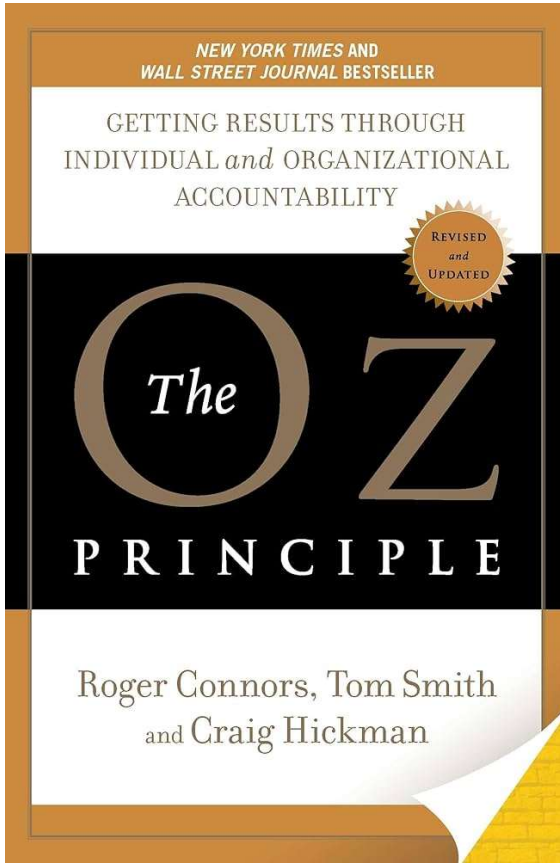


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Even Monks Got Distracted.



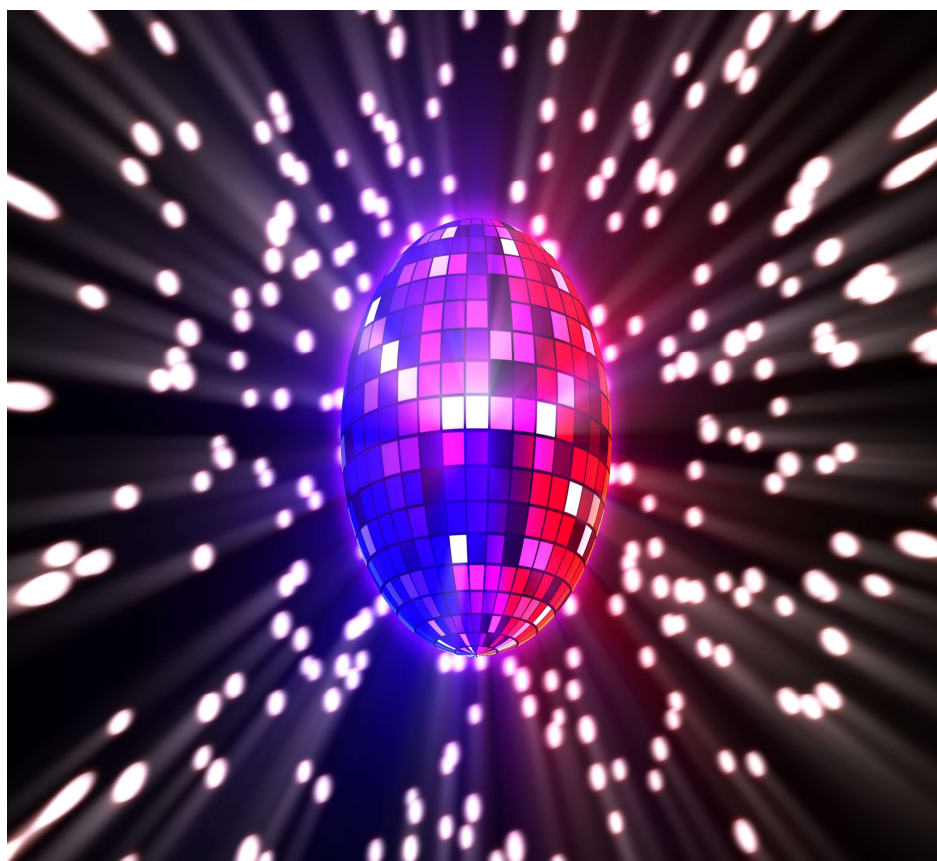
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Year, please.



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**Name what
you'll focus
on. *Ignore
the rest.***

**What are you focused
on for 2026?**



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Resource + Great Episode:

How to stop talking about change and actually start doing it



Episode 885: Beware the dangers of over-prioritizing.

Rachel Cooke, MODERN MENTOR PODCAST



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**How do you
figure out
what needs
attention
now?**

**How do you create
clarity for your teams?**



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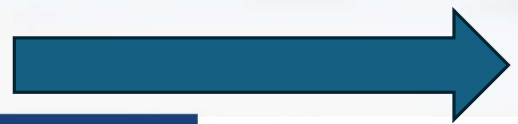
The Promises We Make: Turning Promise to Commitment

PROMISE:

A declaration that something will (or will not) be done.
Words about what I hope I'll do.

COMMITMENT:

**A stated fact.
Dedication to a cause.
OUR choice.
Decision, backed by
action.**



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I've got some bad news...but this creates opportunity.

The percent of Americans who say that Most People Can be Trusted:

Is holding steady at **34%.**



70% of Americans report unwillingness or hesitation to trust someone with different values, approaches to social issues, backgrounds, or information sources.



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Let's talk 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

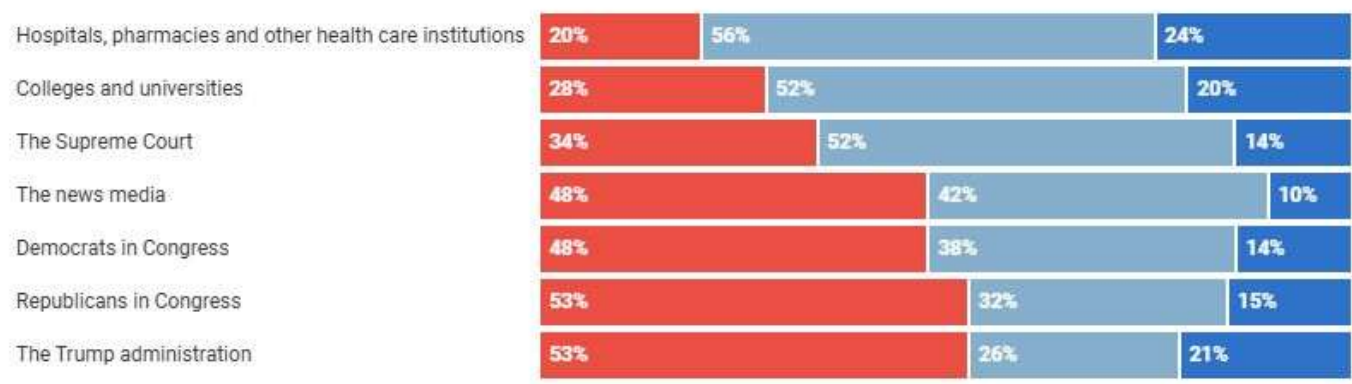


Chart: Eric Litke/U.S. News • Source: U.S. News-Harris Poll survey



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....but THE MOST TRUSTED
INSTITUTION:
My Employer!



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Commitment to Service

Dependable

The ability to provide reliable, accurate, and consistent assistance.

Effective

The successful combination of knowledge, skill, and hands on experience.

Responsive


Prompt and courteous responses demonstrate our willingness to help.

Thoughtful

The level of care and individual attention given to every expectation.

Helpful

A team of professionals focused on offering the best experience.



**Stellar
companies
make a
commitment,
they make it
public.**



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Disconnect we have to overcome:

86% of business leaders think that consumers trust their brand, but.....

Only about
44% actually
do. Yikes.



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Everybody goes
looking for
hope...

**START WITH
ACTION!**

The hope will come.



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Living these values may be..

**YOUR...
BIGGEST...
COMPETITIVE...
ADVANTAGE.**

**Let's make
COMMITMENTS
to one another.**



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Simple Ways to Start: **DEPENDABLE**

Work on Standards:

Within two hours of any service request, could we provide an ETA for the resident?

Reliability Ritual (Always close the loop): Work completed, unit is clean, resident is notified with details.



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Simple Ways to Start: **EFFECTIVE**

Being sure it all works:

Share processes, e.g. for move-out's, if maintenance does pre-move-out inspection, office does post.

A piece of at least one weekly meeting should include, "how can we be better FOR each other?"



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Simple Ways to Start: **RESPONSIVE**

Showing you care:

Is there a standard for RM response to upset resident? Agree on a rhythm so no one is left in a lurch.

Weekly huddle “top 5 what needs help list,” keep everyone on same page (water issues, who needs follow-up, move-in’s that may not have gone perfectly).



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Simple Ways to Start: **THOUGHTFUL**

This one's the best! Touches that PROVE you're thinking this through:

EASY: touchpoints. Work the rent roll. Divide it up and make quarterly calls.

The way the relationship starts: shake hands, introduce prospect to anyone you meet on tour.



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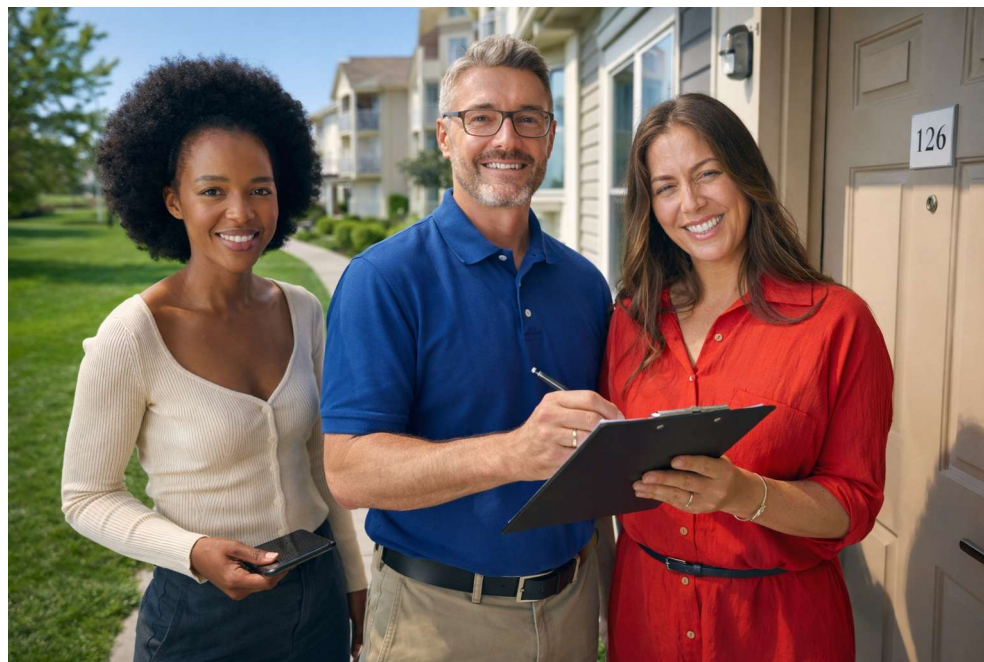


Simple Ways to Start: **HELPFUL**

Making people's days just a little bit better:

Continual communication leads to "no wrong door," anyone can help with an issue.

Always ask yourself, "What else can I do to rise above my circumstances and get the results that we need?"



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Living these values is how you build TRUST.

BUT....


**You have to talk about
these values over and
over again.**

**Make sure they show
up everywhere!**

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Michelson



**TOGETHER... we can
make this really come
to life.**

Sometimes you just want the
challenge to go away, but how
does that help?

**CREATE COACHING
CULTURE.**



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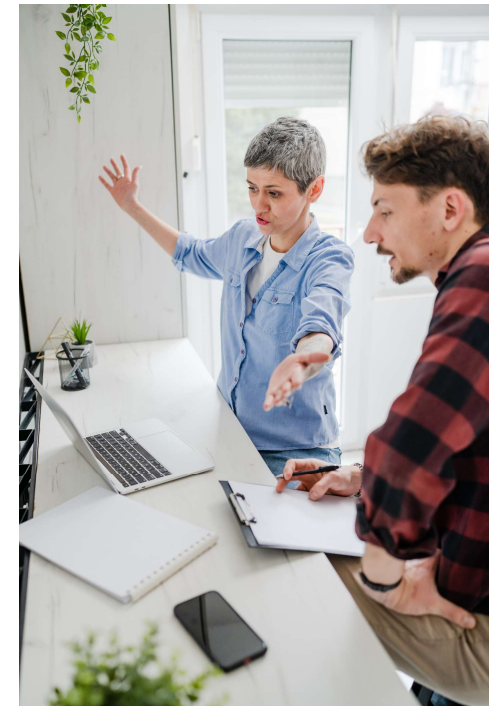
TOGETHER... we can make this really come to life.

These days..... Pace is fast.

Self reliance is fine, but asking
for quality help is great! Be
generous, don't keep track.

BUT ask for what you need.

20-MINUTE
rule.



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People WANT TO help and teach.

Create an

“Ask me anything”

Hub

People want to contribute and teach,
and we all have different top skills.

*Optional, standing meeting: whoever
needs an assist, join in.*

*Also known as a “Help Wanted AND
Offered Meeting.”*



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The Stand-up (as part of weekly huddle)

Three things each team member says:

What I worked on yesterday.

What I'm working on today.

What I need help with.



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BEWARE of Sage Syndrome



NO NEED to go it alone.

Better to develop a Brain Trust.

Find quality people around you: old connections tend to be THRILLED to hear from you.



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Final thought: Let's rework **Accountability.**



CONVERT TO A POSITIVE THING.

- Continual conversations (weekly meeting rhythm) keep people accountable.
- Get rid of punishment, focus on progress.
- It is for EVERYONE. We keep our promises.



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The Promises We Make: Turning Promise to Commitment

***Who will share their
commitments?***



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BREAK



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How are you?

What do we think of property management today?



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Score 1 for the Humans!

The LLM's were only able to complete about 3% of tasks with any quality result.

Remote Labor Index (RLI)

Overview

The Remote Labor Index (RLI) is a benchmark that empirically measures the capability of AI agents to perform real-world, economically valuable remote work. Current AI progress on research benchmarks, which often test isolated skills, provides limited insight into the trajectory of actual automation. RLI addresses this gap by evaluating AI agents on a broad, multi-sector collection of end-to-end projects sourced from professional



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People continue to spend more time alone...and online.

**They have more free time,
but... allocate it to solo
activities.**



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How can WE build COMMUNITY?

**Combine smaller
monthly events with
TRADITIONS.**

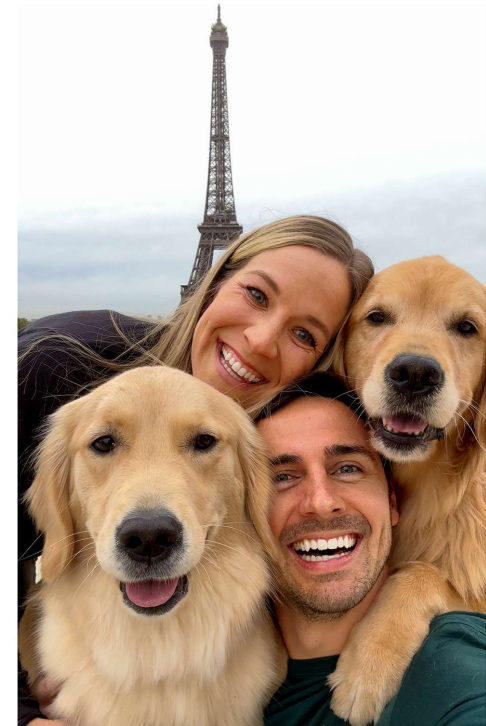
- Poll-to-plan.
- Ambassadors/influencers.
- Predictable rhythm (3rd Thursday)
- Name tags with: “Ask me about...”



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We can't talk marketing without talking: PETS

Renters are now more likely to have a pet (58%) than a child (33%).



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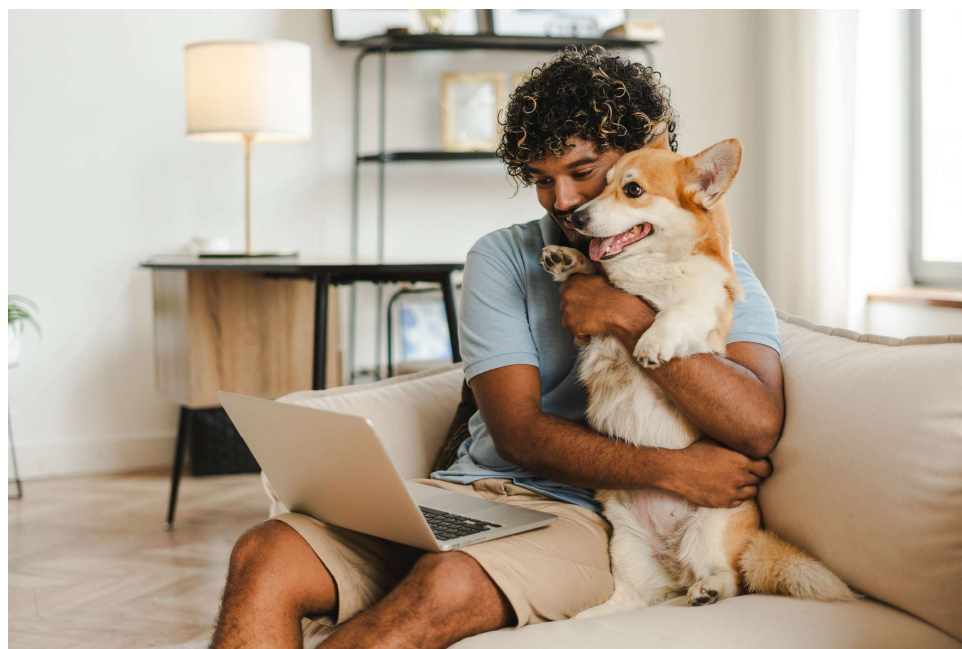




Make them a part of the community and brand.

**Don't overdo it with dogs:
include other pets.**

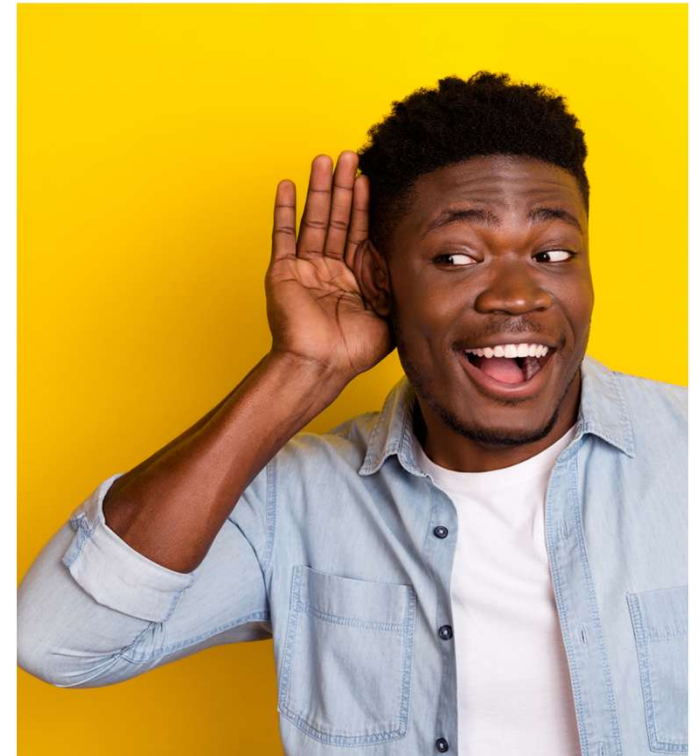
- **Monthly Yappy Hour builds community.**
- **Pet welcome kit!**
- **Pet spa (please make it nice!).**



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Who do people listen to??

Friends / Family
Reviews
Social Media.



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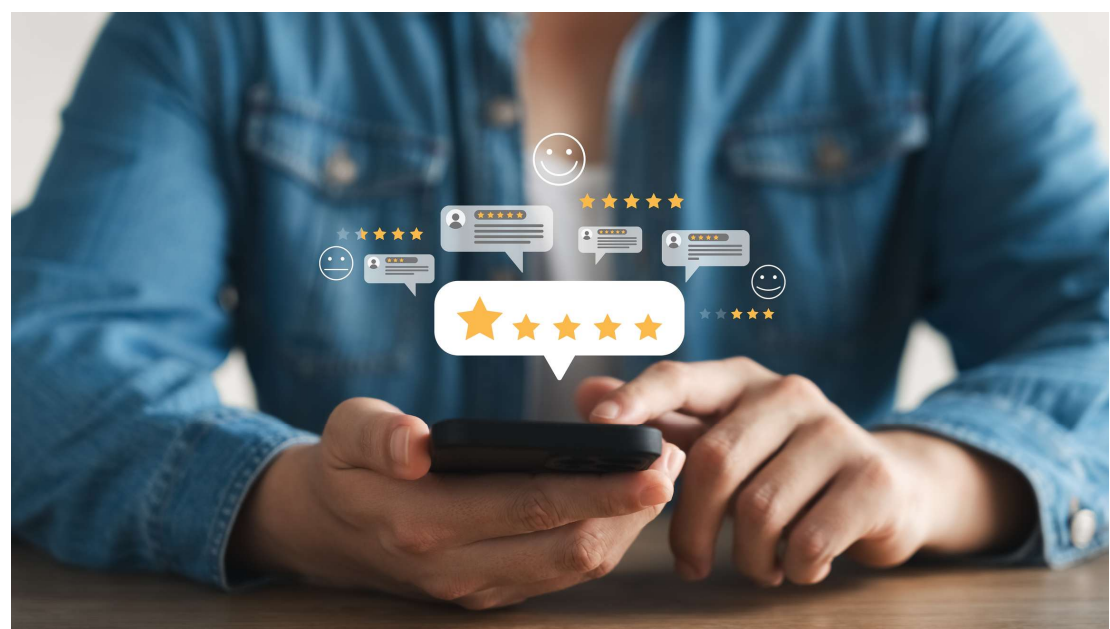




How do WE get heard?

Reviews: VERY IMPORTANT in the A.I. search space
ASK FOR THEM

Referrals. THANK-YOU EVENTS.



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What about social media?

Still matters!

Not final decision maker, BUT provides credibility.

You want a rich experience.



Kensington West Apartments

600 followers • 22 following
We have great 1 and 2 bedroom homes!
■ Apartment & Condo Building \$\$



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Fee Transparency is a Thing!

#1 thing your potential renters are looking for in ads:

Information on mandatory fees beyond the advertised rent (pet fees/deposits, application fees, etc.)

Top reason for negative reviews: fees not communicated clearly,



Audit your materials!

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People Lean Local

Website:

*Paint a picture of life
at your community.*

**START THINKING
ABOUT A.I. SEARCH.**



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By the time your prospects make it
to you...

They've visited 5-15
websites, ads, etc.
and all they are
looking for is....

YOU ARE *invited*



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96% of sales and marketing pro's say....

Communication is the most important factor for success today.



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...and the biggest competency gap today...

Is Data and Analytics.

The storytelling around the numbers.



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LEADERS!

**It's hard out there
for a leader these
days.**

**We need leaders
who matter...**

**But what does that
mean?**



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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**.

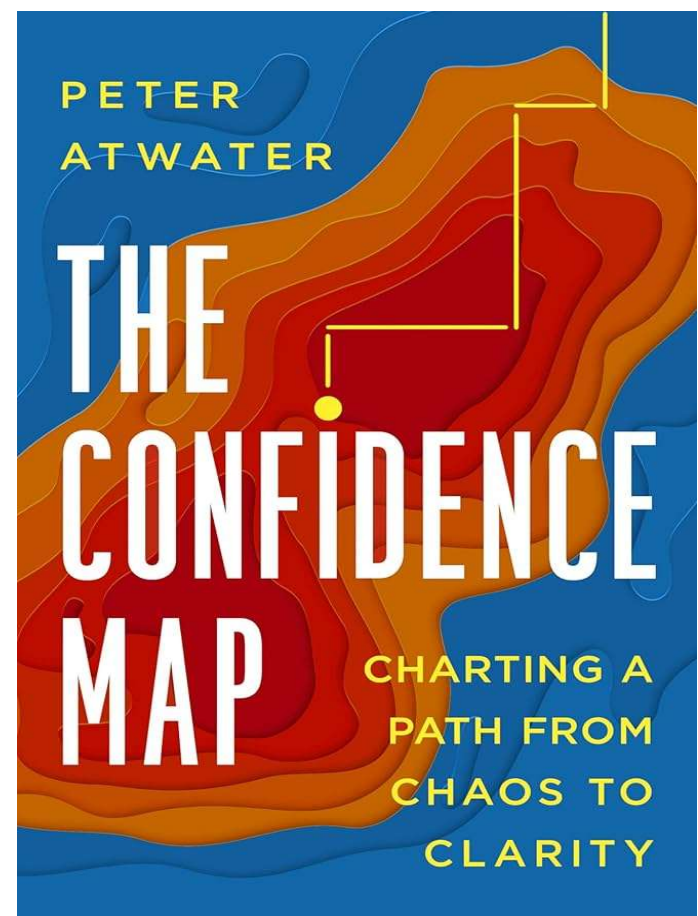




Confidence & Trust

US: Stress Center

Our Residents: The
Passenger Seat



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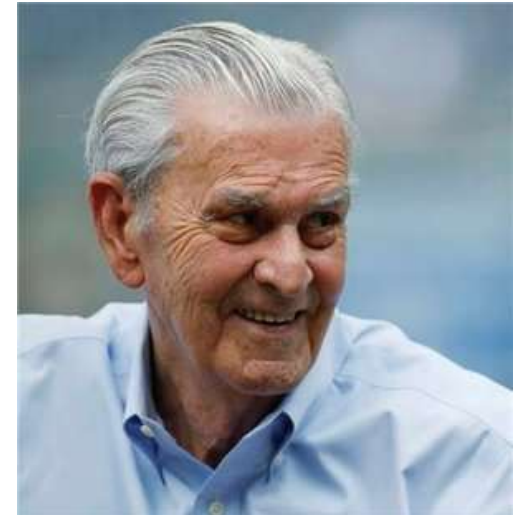
Walmart CEO David Glass...

Walmart had 3,000 stores under David Glass.

He spent 2-3 days every week in the stores.

Avoided the “big ticket” aisles prepped for management...
BUT:

- Servant leader; teams looked forward to his visits
- **NO “GOTCHA” MOMENTS ***
- Great LISTENER, encouraged people’s ideas
- DATA-DRIVEN DECISION MAKING



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Leading in the Stress Center

Work on HANDOFF'S.

**What does DONE
Mean.**

**End meetings with
certainty (Who owns
what?).**



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A word about clarity and Vision.

There is so much noise today.

Data: typically A+

Vision: **typically F.**

Only about 46% of employees strongly agree that they know what is expected of them at work.

As many as 80% of workers may not know what they are working toward.



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Residents: Passenger Seat

**It is so
important to
“hit your
marks.”**



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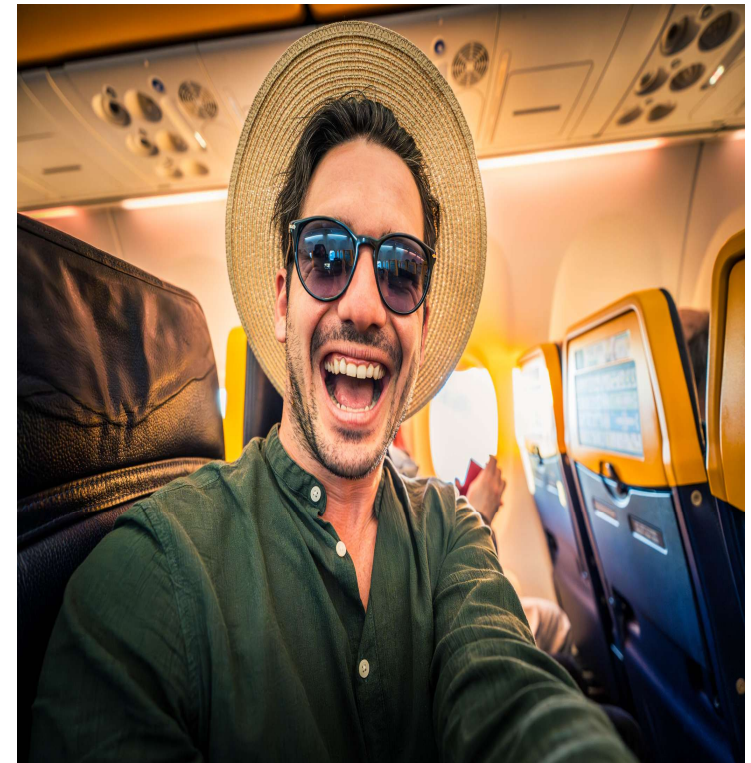
Residents: Passenger Seat

About 30% of property management companies now aim for >70% resident retention.

Where to start??

At the beginning.

OPTIMIZE THE MOVE-IN
PROCESS, CELEBRATE.



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Leading in the Stress Zone

Creating **Culture:**

There are so many ideas about what GOOD CULTURE MEANS.

Challenges:

- Geography.
- Many mini-CEO's.
- The telephone game.



4 biggies:

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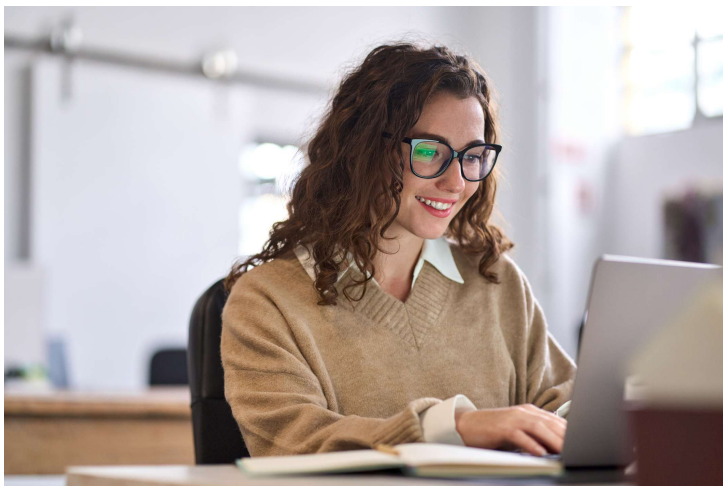
1. Understand the true cost of “always on”

How do you ensure that EVERYONE can actually take their vacation?

Has to be a multi-prong solution with a variety of tools: cross-training, emergency response back-up.



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2. Friction.

Standardize the repeat processes.



Effective Leasing Strategies

Michelson developed a proprietary leasing method from best practices sales techniques. This method focuses on the customer to develop the optimal outcome for each relationship. When the customer is happy, the property performs better.



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3. Over-update



Companies that Over-Communicate win today!

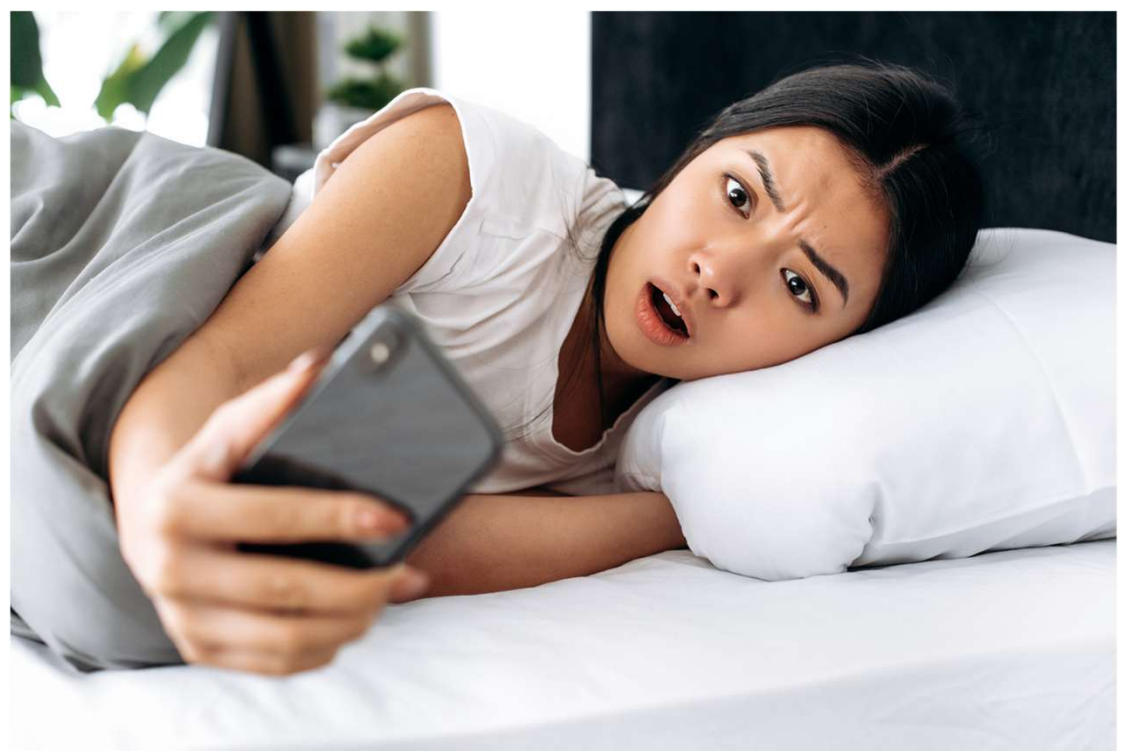
Don't minimize the big announcement...give updates!



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4. Work on Digital Mindfulness.



Work on your own time management.

Minimize after-hours communications.



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Framing the need for coaching.

- 65% of employees want MORE feedback.
- Only 30% of employees receive detailed feedback outside of the annual review.
- ***50% of employees feel that their own performance would improve if their Direct Manager received additional training in people management.***



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Leading in the Stress Zone

Coaching Basics, **Creating a Coaching Culture**

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

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



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Leading in the Stress Zone

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



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Leading in the Stress Zone

What are our cardinal rules for successful meetings?

- **Clear goal of what to accomplish.**
- **Invite the right people.**
- **Send context in advance.**
- **End with specific action items.**
- **Schedule the next meeting!**



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The Closing Ceremony: LEADING into the FUTURE.

“Most companies don’t need smarter people, they need better habits: decide, prioritize, communicate, and coach.”



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Recognition still matters....

Easy Examples:

Leaders → say thank you every once in a while

Group → “Catch me doing something good”

Meetings → start every meeting with “good news”



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Inclusion still counts.



Not everyone works the same.
Some personality types need more time to process.

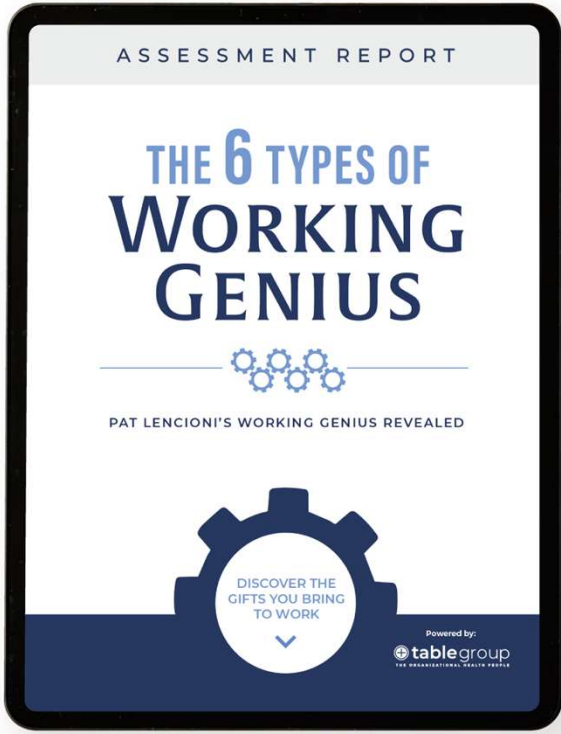
Reconsider activities, do they fit everyone??



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The 6 Types of Working Genius, Patrick Lencioni



Read this book!!



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Adaptability & Resilience



Keep your cool, even with rapid change.

Build a team around you that can pivot...efficiently.

Setbacks? Just course correct and keep moving.

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Look for EVERY way to
develop people.

Secret: not everyone
knows how to do
things!
e.g. meetings.....



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Have a quit list!

Every quarter,
sit down and decide...

“What is taking time,
but no longer serves us?”



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Building the training for tomorrow.

Metrics have changed:

It's not about hours completed.

It's about:

What can these systems do for me? Integration.



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Simple ways to Prioritize.

Decision tree: What matters most this week? (Occ, renewals, w/o's).

- Start with Goal.
- Remove Noise.
- Pick 3 critical drivers for the team.



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Decision-making quality.

Things to look out for:

- Meetings that relitigate the same things.
- Slow execution.



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Ability to pivot well and fast.

Things to work on:

- Follow the rules of good rollouts (be honest....)
- Cross training.
- Your “north star.”



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Cross-functional collaboration.

Things to work on:

- Dropped balls.
- Finger pointing.
- “I thought you had it.”
- HOW DO WE SUPPORT EACH OTHER?



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CLEAR Writing and Communication

The Keys:

- Inspire, Influence & Guide

Warning Signs:

- Long Meetings to Clarify Facts
- Confusion



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Strive to provide autonomy and control.

Work on **Empowerment** →

Allow team members to solve problems in unique ways for prospects and residents.

Project Ownership →

No matter the position, there has to be something each team member can “own”.





Empathy

Know yourself.

Give others a bit of grace.

**Work and personal life DO
blend together; your team
may not always be able to
give 100%.**



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Be known for one thing:
you deliver.
Bring problems with
solutions (not drama).
Protect your reputation,
do the right thing.
Be easy to do business
with.
Write it down.
KEEP YOUR PROMISES.

Call me
old fashioned

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STAY IN TOUCH!!



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