

5 Proven Strategies for Leading During A Commercial Real Estate Downturn

1

Take Action For Short Term Results Without Sacrificing The Big Picture

- As commercial real estate and Capital Markets leaders decide how to manage through challenging times, they're also setting the stage for either success or further difficulties later.
- Consequently, it's critical to influence the big-picture discussion and leadership's decisions to balance the pain across critical stakeholders, including customers, investors and employees.
- Start by asking yourself and your team key questions, including:
 - **What does the organization need to do to continue satisfying customers?**
 - **How will you protect talent essential to future value creation?**
 - **How will you meet your objectives with fewer resources and less access to capital?**
- Determining the right questions for your organization and gaining alignment for appropriate solutions is the first step in balancing short-term pain with the enterprise's long-term big picture.

2

Make Inspiring and Motivating Others A Top Priority

- Leadership is the positive emotional antidote to the frayed emotions experienced in challenging times.
- A leader's steady, positive presence in the face of hardship inspires courage and brings out the best in people.
- You can alleviate anxiety and uncertainty by sharing a vision with your business or function that clarifies what it looks like to navigate these difficult situations and illustrate the path forward.
- Integrating these dialogs into your operating rhythm helps your leaders cascade similar but appropriate discussions through their teams.

3

Invest In Your Senior Leaders

- Cutting off or postponing development experiences for senior leaders is common when containing costs.
- However, learning and growth are key drivers of engagement and a culture of continuous improvement, so developing strategic capabilities in the appropriate leaders is crucial to stimulating growth during commercial real estate downturns.

4

Communicate Openly, Honestly and Frequently

- Transparent, frequent, and honest communication is the best way to extinguish rumors and provide your team with the information they need to understand, feel more secure and build solidarity for the challenges at hand.
- Honest, direct communication, even when the answers feel negative or incomplete, is a major contributor to building trust, the currency of leadership.

5

Don't Neglect Your Personal Well-Being

- Intuitively, you know your work will suffer if you neglect your physical, mental, social and spiritual health.
- From a performance standpoint, experimenting to find the right balance between work and these essential aspects of your personal life leads to personal thriving and the opportunity for your most profitable performance.
- Consequently, take regular small steps to make positive inroads and discover where more harmony impacts your well-being.

About Brent Mullins Coaching

Brent Mullins is a Certified Executive Coach and former Global Head of HR. He coaches successful senior leaders in global organizations to create positive, sustained change and achieve exponential growth.

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About Realogic

Realogic is a best-in-class commercial real estate consulting firm offering a variety of services, solutions and insights to help commercial real estate organizations maximize the return on their investments.

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