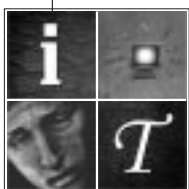


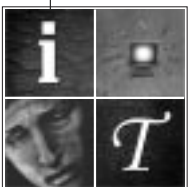
Effective preparation methods applied to the role of Assistant Manager can add depth to your management team that increases employee productivity and company profitability.



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You Want Your Assistant Managers To:

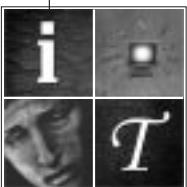
1. **Develop knowledge, skills and habits that fuel a successful career.**
2. **Manage priorities up and down.**
3. **Understand and establish their leadership role.**



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Steps to Help Assistant Managers Understand Your Expectations

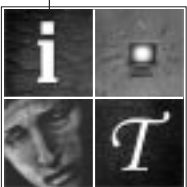
- ◆ Specify desired results
- ◆ Determine guidelines
- ◆ Identify available resources
- ◆ Define accountability
- ◆ Outline consequences of results
- ◆ Identify pitfalls



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Off-Site Training

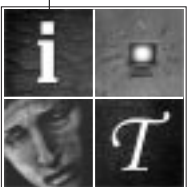
- ◆ Indoctrinate with company philosophy and policies.
- ◆ Identify training resources other than managers.
- ◆ Outline specific training modules.
- ◆ Utilize methods to evaluate progress.



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Mentoring Programs

- ◆ Identify mentoring resources.
- ◆ Assign several assistants to a mentor.
- ◆ Utilize team approach to accelerate new learning, skill practice and problem solving.



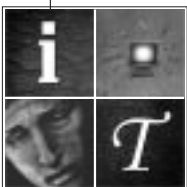
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Communication Skills

Verbal _____

Written _____

Non-Verbal _____



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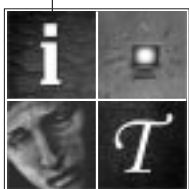
People Skills

CRM _____

Team Building _____

Delegating _____

Conflict Resolution _____



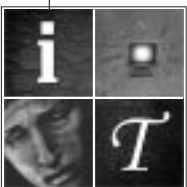
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Administrative Skills

Accounting _____

Purchasing _____

Budgeting _____



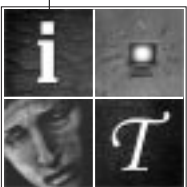
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Technology Skills

Accounting _____

Marketing _____

Communication _____



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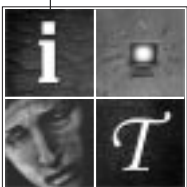
Interaction with Service Team

Service Requests _____

Market-ready Apartments _____

Preventative Maintenance _____

Capital Improvements _____



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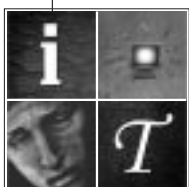
On-site Market Knowledge

Number of leases to achieve desired occupancy

Closing Ratios _____

Monthly/Annual Turnover _____

Tracking Traffic Sources _____

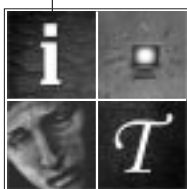


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On-site Marketing Knowledge

Market Trends _____

Shadowing the Leasing Team _____



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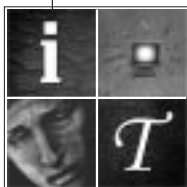
Legal Responsibilities

Fair Housing _____

ADA _____

OSHA _____

Leasing Documents _____



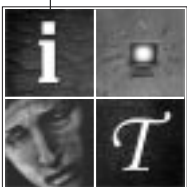
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Interaction With Industry Suppliers

Establish and Maintain Expectations, Time Frames and Costs _____

Oversee Customer Care _____

Clarify Legal Issues _____



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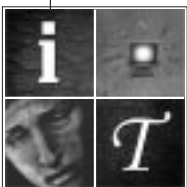
Communicating At All Levels

On-site Team _____

Regional _____

Owner _____

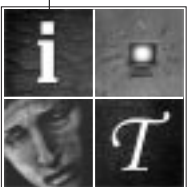
Investors _____



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Establishing Leadership

- ◆ Understand and commit to mission statement.
- ◆ Use company and community goals to focus resources and results.
- ◆ Practice effective methods of influence.
- ◆ Commitment to ongoing education.

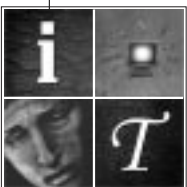


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Methods of Influence

1. Refrain from saying the unkind or negative thing.
2. Distinguish between the person and the behavior.
3. Keep the promises you make to others.
4. Admit your mistakes, apologize, ask for forgiveness and opportunity to move forward.
5. Prepare your heart and mind before you prepare your speech.
6. Avoid fight or flight -- talk through differences.
7. Recognize and take time to teach.
8. Don't give up and don't give in.
9. Speak the languages of logic and emotion.
10. Involve people in meaningful projects.

*Adapted from "Principle-Centered Leadership"
by Stephen R. Covey*

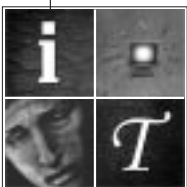


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Ongoing Education

Company-Community-Team-Personal Commitment

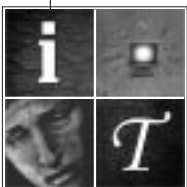
Be a Student -- Be a Teacher _____



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Additional Resources

- ◆ **Flight of the Buffalo** by James A. Belasco & Ralph C. Stayer
- ◆ **The Corporate Coach** by James B. Miller
- ◆ **How to Get People to do Things** by Robert Conklin
- ◆ **Principle-Centered Leadership** by Stephen R. Covey
- ◆ **First Things First** by Stephen R. Covey, A. Roger Merrill, Rebecca R. Merrill
- ◆ **The Wisdom of Teams** by Jon R. Katzenbach & Douglas K. Smith
- ◆ **Successful Team Building** by Thomas L. Quick
- ◆ **The Leadership Engine** by Noel M. Tichy



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The Assistant Manager: Leadership in Progress



by I.T. Partners

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