



# Property Management Tools

## Leadership

The key to being an effective leader is to have a broad repertoire of styles and to use them appropriately. They should be adapted to the particular demands of the situation, the requirements of the team involved and the challenges facing the organization. Leadership and management must go hand in hand. They are not the same thing. But they are necessarily linked, and complementary. The manager's job is to plan, organize and coordinate. The leader's job is to inspire and motivate. If you're leading well, you won't have just one leadership style. You'll mix and match to engage your team and meet your goals.

### Management

- The manager administers
- The manager is a copy
- The manager maintains
- The manager focuses on systems and structure
- The manager relies on control
- The manager has a short-range view
- The manager asks how and when

### Leadership

- The leader innovates
- The leader is an original.
- The leader develops
- The leader focuses on people.
- The leader inspires trust.
- The leader has a long-range perspective.
- The leader asks what and why.
- The leader's eye is on the horizon.

## Transactional Leadership

Transactional leadership is the influence of a leader toward the team using reward and punishment as a form of motivational. The style is based on the concept that a leader has to give something to his followers in exchange for performing certain tasks. In this style, a leader may offer something valuable like increased salary, incentives, and promotion to the team, who in turn is expected to fulfill his or her duties well. Otherwise, the leader provides his subordinate less future opportunity and incentive or may use a demotion as a form of punishment for not projecting a good performance.

- Leadership is responsive
- Works within the organizational culture
- Employees achieve objectives through rewards and punishments set by leader
- Motivates followers by appealing to their own self-interest
- Management-by-exception: maintain the status quo; stress correct actions to improve performance.

Effective when:

- There is a crisis
- When deviations are risky

Ineffective when:

- Employees are underdeveloped -- little learning happens with this style
- Employees are highly skilled -- they become frustrated and resentful at the micromanaging.



## **Transformational Leadership**

Transformational leaders achieve change by motivating followers to set aside individual or short-term interests to work together toward a group goal. Specifically, transformational leaders use one or a combination of individualized consideration, intellectual stimulation, inspirational motivation and idealized influence. Leadership is proactive

- Works to change the organizational culture by implementing new ideas
- Employees achieve objectives through higher ideals and moral values
- Motivates teams by encouraging them to put group interests first.
- Intellectual stimulation: Promote creative and innovative ideas to solve problems.

Effective when:

- When morale needs to be lifted
- When immediate changes are needed within the company

Least effective when:

- There is a crisis - no time for meetings
- There is a lack of competency - close supervision required



## Laissez Faire

Laissez faire leaders try to give the least possible guidance to teams, and try to achieve control through less obvious means. They believe that people excel when they are left alone to respond to their responsibilities and obligations in their own ways. If the leader withdraws too much from their team, it can sometimes result in a lack of productivity, cohesiveness, and satisfaction.

- Leader delegates the tasks to their followers
- Little or no direction to the team
- Team has complete freedom to make decisions

Effective when:

- Followers are highly skilled, experienced, and educated
- Outside experts, such as staff specialists or consultants are being used.

Ineffective when:

- Followers feel insecure at the unavailability of a leader.
- Employees are not skilled -- they become frustrated and resentful at the lack of management.



## Authoritative Leadership

The authoritarian leadership style, also referred to as autocratic leadership, is a style in which the leader ultimately holds all the power. Autocratic leaders have individual control over any decisions with little or no input from others. Though it's not preferred, this leadership style can be beneficial at times. For example, when the team needs a new vision, when deadlines are tight, or when decisions need to be made quickly. Especially if a lot of people are involved in the project and there is little or no time for everyone to discuss the matter and try to come to an agreement.

- The "firm but fair" manager
- Gives employees clear direction
- Motivates by persuasion and feedback on task performance

Effective when:

- Clear directions and standards needed
- The leader is credible

Ineffective when:

- Employees are underdeveloped -- they need guidance on what to do
- The leader is not credible -- people won't follow your vision if they don't believe in it



## Participative Leadership

A participative leader allows others to contribute to the decision-making process, allowing them to give their input and share their ideas. However, the leader ultimately has the final say. This leadership style also boosts employees' morale because their creativity is encouraged and rewarded, and they are able to contribute in the decision-making process, which can make them feel more valued and important to the company. This leadership approach can be effective and beneficial as it helps employees feel more involved and committed to their work and projects, which can make them more motivated to go above and beyond. It can also lead to higher productivity among employees as well. While this leadership style usually the most effective, it does have some potential downsides. For example, in some instances, group members may not have the necessary knowledge or expertise to make a quality decision or contribution to the decision-making process. For the most part, however, this is the most favorable type of leadership style. This approach works the absolute best when group members are skilled, have at least some experience and are eager to give their input.

- The "everyone has input" manager
- Encourages employee input in decision making
- Motivates by rewarding team effort

Effective when:

- Employees working together
- Staff have experience and credibility
- Steady working environment

Least effective when:

- Employees must be coordinated
- There is a crisis - no time for meetings
- There is a lack of competency - close supervision required



## Pacesetting Leadership

The pacesetter leader sets both high standards for themselves and those they are leading. One of the key attributes of this style is the "lead by example" approach. They don't ask their followers to do anything they wouldn't do themselves. Unfortunately, not everyone shares the same motivating forces. Pacesetter leaders are also quick to identify individuals that are not keeping pace with their expectations. Poor performers are asked to rise to the occasion, and if they do not, they are quickly replaced. Pacesetters don't give employees a lot of positive feedback; they simply don't have the time. On the flip side, they have no problem jumping right in and taking over if they think progress is too slow.

- The "do it myself" manager
- Performs many tasks personally and expects employees to follow his/her example
- Motivates by setting high standards and expects self-direction from employees

Effective when:

- People are highly motivated, competent
- Little direction/coordination required
- When managing experts

Least effective when:

- When workload requires assistance from others
- When development, coaching & coordination required



## Coaching Leadership

The coaching leader develops people for the future. A coaching leader would say "Try this." The coaching style works best when the leader wants to help teammates build lasting personal strengths that make them more successful overall. It is least effective when teammates are defiant and unwilling to change or learn, or if the leader lacks proficiency.

- The "developmental" manager
- Helps and encourages employees to develop their strengths and improve their performance
- Motivates by providing opportunities for professional development

Effective when:

- Skill needs to be developed
- Employees are motivated and wanting development

Ineffective when:

- The leader lacks expertise
- When performance discrepancy is too great - coaching managers may persist rather than exit a poor performer
- In a crisis





## Be a great leader

To become an outstanding leader, incorporate these actions into your daily practice.

**Give praise** - No one gets enough praise, so truly outstanding leaders see expressing thanks and providing recognition as one gift that can never be given often enough.

**Make decisions** - Outstanding leaders quickly weigh, assess, decide, and then immediately act--because decisiveness and action build confidence and momentum.

**Take responsibility** - Outstanding leaders are the first to say, "I made the wrong choice. We need to change course."

**Communicate** - Outstanding leaders explain. And then they listen--because the most effective communication involves way more listening than talking.

**Set the example** - The entire team is watching what you do and how you handle situations. Allow them to see and follow in your direction and do what you do.

**Give feedback** - Outstanding leaders know the team wants to improve, to be more skilled, more polished, more successful. Offer constructive feedback.

**Seek help** - Outstanding leaders don't pretend to know everything. They purposely hire people who know more than they do. They automatically ask for help.

### Adapt to the situation

Remember, great leaders need to adapt and change based upon the objectives, needs of team members, and situational factors.



**Be the kind  
of leader  
that you  
would  
follow.**

