

Choosing Your Next Generation of Leaders By Les Shaver, NAA

Promoting from within is a natural move for apartment firms. "Our industry, like many others, provides opportunities to promote from within so that we can help individuals carve out a career path," says Tina West, CPM, Chief Operating Officer for Capstone Real Estate Services.

This practice has many benefits, including passing institutional knowledge through the organization, rewarding high performers and showing others that there truly is a career path. "I do believe strongly in



promotion from within," Diane Batayeh, CEO of Village Green says. "It gives high-potential people incentive to stay and not to look for other opportunities."

Batayeh contends that talented staff are always being recruited. "In this tight labor market, [it's] a huge risk for any company if their employees aren't feeling engaged and satisfied," she says. "It's also so important for them to feel they are making a difference and have a key role in the success of the company."

Blue Ridge has found that if an employee stays for three years, retention thereafter is almost a given. "We did a survey of our employees, and most of the employees who stayed with us for three years ended up staying with us forever," says Gina Carter, Vice President of Portfolio Operations for Blue Ridge.

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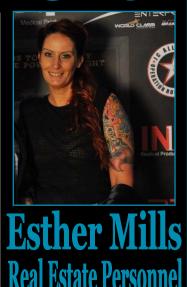
Member of the Month

By: Cody Stout, Monarch Investment & Management Group

This month's Member of the Month is Esther Mills with Real Estate Personnel. Esther has been with REP for five years but has been with the local Wichita branch for over four. Esther's primary job is to provide staffing solutions for local businesses in the Wichita Metro Area.

Esther grew up in Germany and moved to the US in 2001. Growing up, Esther always wanted to work in a museum (Smithsonian preferably) or any antiquity museum in Europe. When that didn't work out, Esther spent some time working in Human Resources, Marketing and now is with REP.

Esther's favorite event with the AAGW is THE PARTY BUS events. She says that by "Having such great and fun people at your fingertips, it makes our day to day lives easier." Thank You, Esther for your continued commitment and support to the AAGW.



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So, the company began investing in those employees who hit year three. "If we could get them into the leadership program after year three and we know they're going to stay with us forever, then why not invest in their growth. We wanted to invest in these people that are going to be with us long term," says Carter.

At the same time, developing a career path provides organizations with an opportunity to have a backup if someone does leave. "I think you've got to constantly be strategically thinking about succession planning," Batayeh says. "You have to always be prepared. You can't ever be left without a plan for backfills, especially in key positions."

Village Green is constantly investing in high-potential talent, training and mentoring and preparing them for the next level, says Batayeh. The company makes it a point to have a bench of people ready for key executive positions as they may become available, she says. "This applies not only for current key positions but for new ones that may be created as the company grows and evolves," she adds. "It's always our first choice to promote someone from within to fill those important positions because they have institutional knowledge and have already built internal relationships."

While promoting from within has many advantages, if you don't properly identify the right candidates and train them effectively, things can go wrong. "Sometimes we unintentionally promote people to their level of incompetence, which you never want to do, so we have to be disciplined in ensuring proper training and support during move-up opportunities," West says.

To get beyond that, and to avoid falling into the trap of promoting people to their level of incompetence, companies need to identify top performers and then train them to reach their potential.





Last month the AAGW and IREM held our annual Give Back event with the donations

this year benefitting Giving the Basics Wichita. Even while being limited by restrictions and lack of a meeting, both memberships stepped up in a big way again with a total donation of **3,304**

hygiene products which will be distributed in our community. Thank you to all who helped make that possible.

The staff from Maxus Properties (left) spent the day providing hands-on help at the Giving the Basics warehouse helping prepare for distribution day (right) when requests from those in need are fulfilled each month.



Meet Your AAGW Board and Committees

For this month's Spotlight Board Member we get to learn more about is Stacey Bradley. Stacey is currently the Property Manager at The Villas of Waterford with Case and Associates. Stacey has been in the apartment industry for eight years and earned her CAM designation from NAA in 2020. She also joined the Board of Directors last year and this is her first year serving.

Stacey comes to the Board with a positive attitude and is always looking for ways to be more involved to make sure we have a successful year. She says that being apart of the Board, "Gives you an opportunity to work behind the scenes and see the successes of some great events from a different point of view." Thank You Stacey for your continued support to the AAGW.





Stacey Bradley, CAM, Property Manager, The Villas of Waterford



Thursday, January 21st, 11:30AM

Doesn't it feel like you should be able to accomplish more while doing less? Yet haven't you noticed that if feels like we are accomplishing less, even though we are doing more?

The AAGW welcomes our members to our first meeting of 2021 where industry leading speaker, Rommel Anacan, will help you discover how to create an extraordinary year for yourself and the people around you.

We would like to thank our meeting sponsor and spotlight vendor Continental Siding for helping make this event possible.

UPCOMING

FVFNTS

Thursday, January 14th, 11:30 am - 1:00 pm J.P. Weigand & Sons Main Office Board of Directors Meeting

Wednesday, January 20th, 12:00 pm - 1:00 pm Farmers Insurance District Office Suppliers Council Meeting

Thursday, January 21st, 11:30 am - 1:00 pm Virtual Meeting Membership Meeting: We're Better Together

Thursday, February 18th, 11:30 am - 1:00 pm Wichita Boathouse Membership Meeting

Friday, February 26th, 12:00 pm - 1:00 pm Metro Appliances & More Maintenance Mania Kickoff Event



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Bringing us closer

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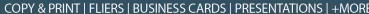
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