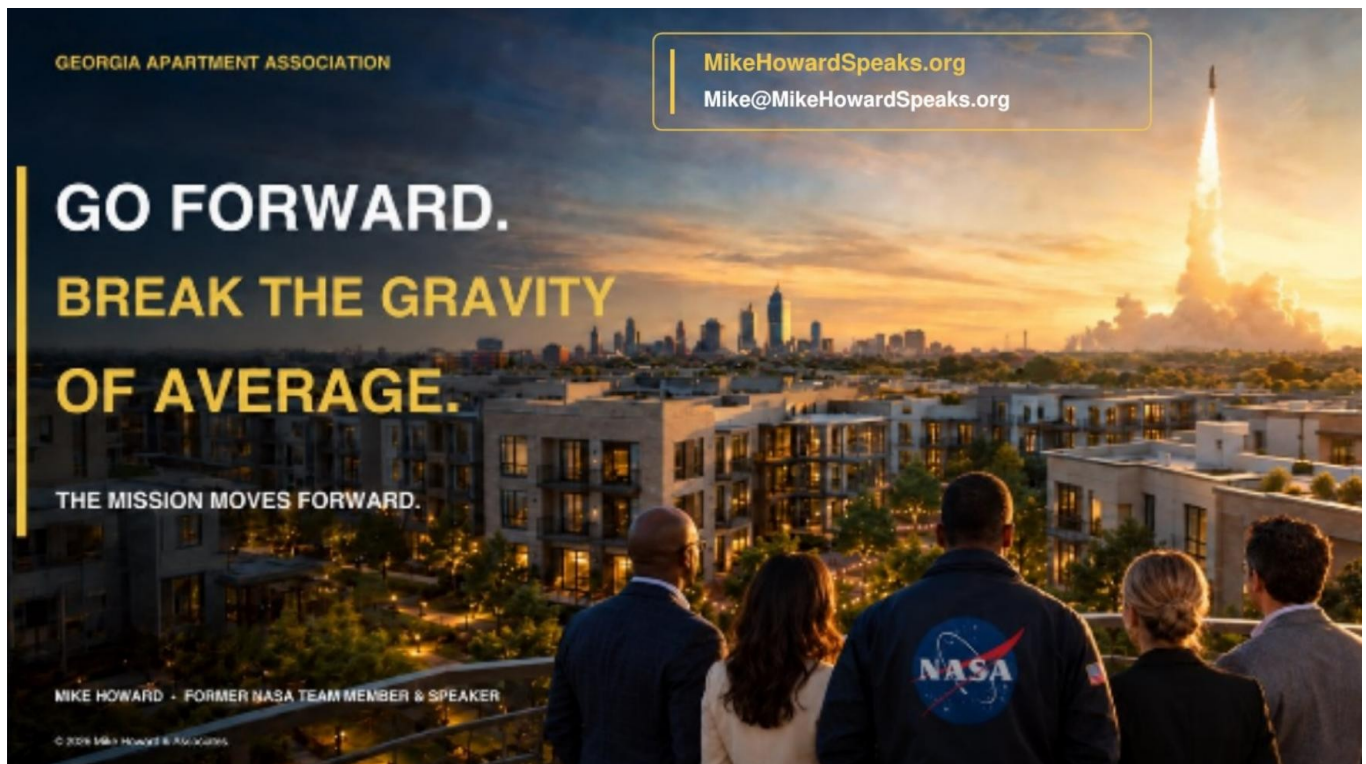


Post Keynote Notes

Breaking the Gravity of Average in Multifamily Leadership

A practical follow-through guide based on Mike Howard's keynote for apartment-industry leaders.



Presented by Mike Howard

Former NASA Team Member and High Achievement Expert

Break the Gravity of Average

Extraordinary results begin when leaders upgrade the thinking, habits, and standards behind their daily decisions.

“We must break away from the gravitational pull of average and ordinary thinking in order to achieve extraordinary results.”

— Mike Howard, Former NASA Team Member

NASA does not operate today’s missions with yesterday’s systems. Effective leaders apply the same principle. They examine what no longer works, learn what the current mission requires, and make intentional upgrades.

- **Learn, unlearn, and relearn.** Growth requires curiosity and the willingness to replace outdated assumptions.
- **Think HOW.** Ask: How can I elevate my leadership? How can I embrace change and continue to grow? How can I create an environment of excellence?
- **Raise the standard.** Average becomes powerful only when leaders stop treating it as acceptable.

Reflection question

What thinking, habit, or standard must I upgrade to help my team perform at a higher level?

Four Habits That Lift Leaders Above Average

See the need. Take the lead.

- 1** Leadership begins before permission. Notice what needs attention and take responsible action.

Your actions attract your outcomes.

- 2** Your professionalism, preparation, and consistency shape the results others expect from you.

Focus 90 percent on the solution.

- 3** Acknowledge the problem, then invest your energy in the next useful step.

Always go above and beyond.

- 4** Extraordinary service begins beyond the minimum requirement.

Apply it this week

Choose one recurring workplace issue. Identify the need, define a practical solution, and take one visible action that raises the standard for your team or residents.

Prepare Before the Pressure

Leadership becomes more dependable when preparation happens before the difficult moment arrives.

- **Create opportunities.** Do not wait for the perfect opening. Look for ways to serve, improve, and contribute now.
- **Use feedback.** Turn correction into course correction. Useful feedback helps the mission stay on track.
- **Embrace growth.** Get comfortable being uncomfortable. New responsibilities require new capacity.
- **Lead by disposition.** Your attitude leads before your title. People experience your mindset before they evaluate your position.

Astronauts prepare for pressure before it arrives. Apartment leaders also need readiness for changing resident needs, evolving teams, new regulations, and unexpected challenges. Preparation turns pressure into performance.

Mission check

Where does your team need more preparation, practice, or clarity before the next high-pressure situation?

Communication Is Mission Critical

Strong communication combines the message, the delivery, and the visible behavior that accompanies it. All three influence trust.

Element	Leadership focus
Verbal	What you say and the words you choose.
Vocal	How you say it, including tone, volume, and rate.
Visual	What people see, including facial expression and body posture.

Practice the Platinum Rule

Treat others the way they want to be treated. Adapt your communication approach to bring out the best in people, unlock potential, and create genuine connection.

Before your next conversation, ask: What does this person need from me to understand, engage, and move forward?

Build a Strong Crew Around You

No mission succeeds alone. Leadership grows stronger through the people who help us learn, adapt, and serve.

- **Mentors.** Leaders who share what works and help you avoid preventable mistakes.
- **Peers.** Industry colleagues who exchange ideas, challenge assumptions, and help you grow.
- **Champions.** People who believe in your mission and encourage you to keep moving forward.

The LEADER standard

L Listen and learn from others

E Energize others

A Act for the benefit of everyone

D Develop themselves and others

E Empower others to lead

R Recognize achievement

Five Ways to Strengthen Leadership

These practical actions support stronger teams, better resident experiences, and healthier communities.

1

Listen to your team.

Learn from the people closest to residents and daily operations.

2

Communicate the mission.

Connect each role to resident experience and community goals.

3

Develop people.

Coach consistently and create clear paths for professional growth.

4

Lead the standard.

Model the accountability, service, and professionalism you expect.

5

Recognize progress.

Celebrate results and reinforce the behaviors worth repeating.

Five Ways of HOW to Keep Growing

- **Help Others Win.** Mentor, volunteer, share knowledge, and develop people.
- **Habits Outperform Wishes.** Build consistent habits for resident service, fraud prevention, leadership, and personal growth.
- **Honor Our Word.** Strengthen trust with residents, employees, vendors, and association members.
- **Hurdles Offer Wisdom.** Treat regulations, workforce issues, and industry changes as opportunities to learn.
- **Healing Our Wounds.** Address stress, conflict, disappointment, and burnout instead of ignoring them.

Your 30 day mission

Mission question	My commitment
What will I stop accepting as average?	
Which leadership habit will I strengthen?	
Who will I help win?	
How will I measure progress?	

Go forward. Break the gravity of average. The mission moves forward.