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NETWORKING THE COMMERCIAL REAL ESTATE INDUSTRY

Atlanta CRE Execs
Receive National
Accolades

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Navigating "The
Good, the Bad
and the Ugly"

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It's About
Community

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As Managing Director of Asset Services for CB Richard Ellis, Marcy oversees the strategic property management responsibilities for CBRE's Atlanta region; a portfolio of more than 30 million square feet of office, industrial and retail properties located in Georgia, Alabama, Mississippi and Tennessee. She ensures the day-to-day management and operational requirements satisfy the investment interests and objectives of building ownership. Marcy is a member of BOMA (Building Owners and Managers Association), IREM (Institute of Real Estate Management), CREW (Commercial Real Estate Women) and ACBR (Atlanta Commercial Board of Realtors). She received her CPM designation from IREM and her RPA designation from BOMA. She sits on the BOMA Board of Directors and also the Advisory Board for the CBRE Women's Network.



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Ronnie Belizaire is the Public Relations Leader for the Georgia Chapter of the International Interior Design Association. For more than four years, Ronnie has worked as a design professional and is currently practicing in the Greater Atlanta Area. She has a MS in Interior Design from Florida State University and an MBA and BS in Business Management from Florida A&M University. Ronnie is a registered interior designer in Georgia and Florida, and she has a passion for contributing to her local community and beyond. As Public Relations Leader for IIDA Georgia, she is responsible for developing IIDA Georgia's public image and promoting the organization's community involvement through various media outlets.



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Leesa Carter is the Executive Director of the U.S. Green Building Council (USGBC) - Georgia Chapter. Carter's responsibilities include executing the Chapter's mission by positioning it as a leading advocate for green buildings and practices across the state; ensuring compliance of USGBC's national policies; developing and implementing a fundraising strategy, in addition to developing partnerships and alliances with government, community, and private entities to advance green building practices. She is the first ED hired by the statewide Chapter and has held the position since late July 2009. Visit www.usgbcga.org or email info@usgbcga.org.



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Before forming her own company in 1997 as President of The Quadrillion, an international consulting firm, Ms. Phillips served as V. P. of Marketing and Training for National Property Investors. She has specialized in the real estate industry more than 25 years. Debbie also serves as Executive Director for the Georgia Apartment Industry Education Foundation. She is the lead instructor for the organization's college programs in Residential Property Management at the University of Georgia and Georgia Institute of Technology. Debbie serves on various boards related to housing and workforce development including career awareness in real estate management. Debbie completed her Ph.D. from Georgia Tech, an M. S. degree and a B. S. degree, both from the University of Georgia.



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CINDY JACKSON
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Cindy Jackson, CPM, is a Property Manager at Taylor & Mathis currently managing industrial warehouse and distribution space. She is a graduate of Kennesaw State University with a BBA in Accounting. Cindy joined IREM in 2004 receiving her CPM designation in 2009. As IREM Georgia's Community Service Chair, Cindy exemplifies successful servant leadership. Her great heart and love of helping others is evidenced by doubling the number of IREM outreach programs IREM committed to this year. Times are tough but Cindy motivated the tough to get going. Serving others through the organization makes the membership and partners work together to make a positive difference in the lives of others less fortunate. Cindy reminds us of the importance to take the time to serve others.



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LEADERS PLANT SEEDS OF SUCCESS

In these days of increasing uncertainty, one thing is for certain – there is no shortage of articles on what leaders should or should not do, or opinions on the skills that leaders should or shouldn't have. In some ways, this article is no different; however, I will take my place on the balcony and – as the authors Heifetz and Linsky refer to in their book *Leadership on the Line* – reflect down on the “dance floor” and share what I've observed in watching thousands of leaders during the more than 25 years I have spent in the real estate industry. In many ways, effective leaders exhibit the same characteristics of master gardeners; here, I offer a few commonalities I have witnessed over the years:

PERSONAL GROWTH

A good gardener spends whatever time necessary to prepare the field for harvest. In other words, **a leader must first spend the time on his/her personal growth and well being.** A leader cannot give to others what he/she doesn't possess. **Honesty, integrity and character** are essential seeds that must

be planted deep within oneself to achieve lasting success.

Leaders understand timing and are patient with themselves and others. Just like a gardener burns the field before preparing for the next crop, effective leaders instinctively know when it is time to “prune,” cut back and make the necessary improvements in order to prepare for tomorrow's successes.

ENVIRONMENT CREATION

Effective leaders create a fertile environment for people to grow. There has been profound research by Daniel Goleman around emotional intelligence, and by Peter Senge, as described in *The Fifth Discipline*, about the need to create a “learning organization.” Components of emotional intelligence include self-awareness, self-regulation, motivation, empathy, and social skills. **Leaders need to cultivate an atmosphere in which employees can engage in the process of innovation.** That is what eventually forms the culture or DNA of an organization. One of my favorite leaders always reminds me, “When you are not growing, you're dying.” I have discov-





ered that **great leaders are also voracious readers** and they have an uncanny ability to decipher what's important and what's not as they take in massive amounts of information. Someone once said, "The more you know, the less you fear."

VALUE DIVERSITY

Effective leaders value diversity and appreciate the fact that not everyone is alike and everyone approaches problems from their own unique perspective. In fact, the best gardeners are always proud of the richness and variety of their crops. **Effective leaders also have a rich network.** They spend time cultivating rewarding relationships and they work diligently to remove the "weeds." In organizations, these weeds can be disguised as negative people, inadequate processes or time drainers. **Effective leaders are effective time managers.** Every leader/gardener knows that every week offers 168 hours; the best leaders do not allow those things that matter most in life to be left to the mercy of activities that matter the least. Stephen Covey put it best when he said, "It is easy to say **NO** when there is a deeper **YES** burning within."

CLEAR COMMUNICATORS

Leaders communicate with clarity and conviction. They most often have a clear mental picture of what the outcome should look like and they can articulate that vision in a way that people get the message and are motivated to deliver the desired results. As John Maxwell describes in *The 21 Irrefutable Laws of Leadership*, 9's and 10's won't follow a 7. Employees today expect leaders to model the type of characteristics that are worth duplicating. Employees are choosing to work in organizations where their ideas, creativity and collaboration are valued. Top-tier talent will only be attracted to places that are run by top-tier leaders. **Winners attract winners!**

GREAT EXPECTATIONS

Lastly, **great leaders are optimistic.** Having grown up in a small Southern town surrounded by farmers, I never once ran across a single farmer that didn't expect a "bumper crop." **Great leaders expect great outcomes. They surround themselves with people who expect greatness too!** So when it comes to leadership and being the best CPM you can be, think first before you plant because what you plant and nurture is sure to grow!

DR. DEBBIE PHILLIPS, PHD., CPM

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