

Leadership Academy Project Summary

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1. My leadership project over this last year revolved around the plans that Rose Villa has to redevelop a major portion of the campus. Before construction can take place sometime in 2013 the existing residents that live in the section of campus slated to be torn down need to be moved. I assumed the role of project manager of all relocations (as we called them) and from this I based my leadership project. The resident's needs and existing living accommodations had to be taken into account and matched with available apartments. I would meet with the relocate and coordinate the renovation of their new apartment, along with moving them as well. My role had me coordinating efforts between residents, staff and my CEO. The overall goal for successful relocations for 2012 was 10 and we are scheduled to hit that goal by year's end.
2. With the addition of this project to our work load at Rose Villa, I have seen more of a team oriented approach to our jobs within the staff. Refinement and clarity of processes, procedures and, in some cases, development of new process and procedures have evolved through this time. This project has also given me a new outlook and empathy for the elderly. It is not easy aging!
3. There were a good number of people to make this project work; Most of the facility staff including the supervisors of grounds, maintenance, renovations, and housekeeping. I needed the CFO to discuss and monitor the budgetary side of the project. Take Care Moving, our moving consultant and provider. Vassar Byrd, my CEO was the team member I was in touch with the most. She and I would discuss every pending or potential relocate. The Director of Marketing was part of my team so I could brainstorm with her over which newly available apartments would go to marketing and which ones would be for relocations. Our architects would sometime get involved and need

communications if the apartment was a complete renovation and not merely a carpet and paint. Of course there are the residents themselves.

4. There were many face to face weekly meetings, monthly forums for the residents with announcements of the latest “Voyagers” (what we called the residents who recently relocated, phone calls and emails were numerous. The challenges of communicating all the information for relocates became more and more complex that I changed the format of our weekly renovations meeting to cover specific topics of marketing, relocates and long range planning. I edited our current “move-in” notice which is dispatched to all staff regarding information of a new move in and made it applicable to a relocate move. This would let staff know of the residents name, move date, apartment they are moving from and to, phone numbers and any additional information pertinent to the move, such as a garage or storage unit.
5. Challenges;
 - a) Ever changing scope and time lines from architects as project developed.
 - b) Limited inventory of apartments.
 - c) Some resident’s expectations of a new apartment.
 - d) Some resident’s anxiety over the move.
 - e) Along with moving residents we have some office space requiring movement which also limits the available spaces for residents.
6. Overcoming the challenges listed above;
 - a) Constant pushing in our meetings with the architects to identify sequencing of project and limits to buildings demolished. They seemed to indiscriminately remove another building to suit their building concept but that would mean another 3-4 residents that we had to move. My CEO and I had to put our foot down on some occasions and say you have to find another way because we are not taking that building down.
 - b) Initiated a weekly relocation meeting between marketing director, CEO and myself. We would brainstorm scenarios of available, soon to be available and not yet available apartments

and how we would use that apartment (sell or relocate). Had to set up priorities. Study actuary lists.

- c) Met with residents as a whole and then individually in their homes. They would want us to see what they have for a home. We could foresee the residents that will be more difficult and started on them sooner with the idea that it would take longer to get them moved and then take our time with them so they don't feel rushed.
 - d) We provided a consultant, which was more like a counselor, which would advise and help them rationalize their anxieties. I would make many phone calls to reassure them that all their desires are being taken into account.
 - e) This is a very tricky timing item. To be ready for our financing phase of the redevelopment we need to conserve as much cash as possible. At the same time we have to have every relocate moved and every office space moved before the shovel goes into the ground. So, at this time we are deferring as much office movement as possible and only moving critical office space now and being more strategic and thoughtful about the timing of office movement.
7. My biggest surprise was how difficult it was to conduct the resident relocations as business and then switch gears to dealing with resident's move in a personal manner. To me it was business as usual and to the resident it was very personal and emotional. I had to take myself from my business attitude and mindset and engage the resident as I dealt with the very personal and emotional issues of moving them, many whom had concluded years earlier that they would not need to move again. This was very surprising to me as to how hard this was.
8. Four of the thirty leadership behaviors that were identified as the most challenging to me dealt with encouraging the heart. If I was going to be successful with my project I needed full engagement from all my direct reports and those staff members that are indirectly managed by me. Asking for feedback, find creative ways to celebrate

accomplishments and creatively reward people for their accomplishments.

9. From an example spoke about in the first book we read, “Encouraging the heart”, I learned how to get creative with recognizing individuals and what huge benefits the company would reap from doing that. So, I began with a supervisors meeting where I gave out some humorous awards that focused on a positive attribute that person demonstrated. That has since developed into monthly Facilities all staff get together where I will hand out a major award to a staff member for being awesome, talk on some quality or behavior that would make them a better employee and then have some fun as well, with some team building exercise or a joke.
10. First of all, my project is far from complete. Even though my team and I have achieved our goal of ten, that goal was only for this year. We still have over twenty residents to move before the end of next year. So, my project continues on. I will continue to hone the traits and behaviors that I have learned to this point by remembering what I have learned to this point. Additionally, my renovations project manager has been selected for the 2012-13 leadership class. I have been supervising and mentoring him since I hired him 2 years ago. I was very pleased that he was accepted into the class. I’m sure it will help him become a stronger leader and it will stretch me as well as I continue to work with him in the years to come.