

MBA Commercial & Multifamily Servicing Manager's Workshop

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Chicago, Illinois

June 20, 2001

LEADERSHIP

“A Fleeting Quality”
“Leadership Is Defined By Results”
“Leadership Is Contagious”

The United States residential and commercial real estate finance industry is the most efficient in the world. No other country comes close. You and your colleagues should get the **Medal of Business Freedom!**

Remember when Automobile Production –Tires – Electronics – Textiles –Aircraft Production was the pride of the United States Industrial and Services Complex.

It is up to you in this room to keep mortgage finance in this lofty position!

1. Invest in technology
2. Invest competitive wages in your human brain trust.
“What are the consequences if you lose this brain trust”
3. Invest in training new leaders, junior management and employees.
“Nothing happens without people”
4. Listen to what the market is telling you.

When everything is going well:

Mortgage rates are reasonable and stable.

Mortgage firms are in synch (No sub-prime meltdown or CMBS Meltdown).

Economy is steadily moving forward.

Employment #'s are encouraging.

Management is “on top of the world and feeling their oats” and truly believes that this utopia will go on forever.

ALL of sudden the sky darkens and the pungent odor of crisis fills the air.

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TRUISIM

The leadership displayed at this point will define what type of leadership your company has and will have from that moment on!

“Is your leadership bench deep enough”

A. First statement not at fault – out of my/our control- unusual circumstances no one could anticipate.

The suits # 1(shirts) or suits # 2 (heels) will be hard to find.

A lot of action – smoke and mirrors-words that are hard to pronounce-calls to consultants.

B. Take ownership of the crisis/problem and begin a “solving strategy”

Start contacting a much less visible group:

The backbone of the leadership trust!

1. Managers
2. Supervisors
3. Internal consultants

This group will have a positive attitude and can effect change!

Case in point: Years ago when ATMs were first coming into the marketplace I was a senior officer involved in retail banking. I did not want to use the ATM and voiced my mistrust of the machines and indicated I did not use ATM's. It seemed that the machines were always down or not functioning properly. One day a light bulb went off and I realized that I was the problem. I started using the ATM's, stopped being negative. Amazing that the ATM's started functioning properly.

“Be careful how you speak and act”

The employees will look to this group for verification of the severity of the crisis.

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As the workforce in America becomes less attached to the corporate sponsor- managers have shorter tenure - tend to shoot from the hip – mercenary attitude

How the crisis/problem is addressed will indicate how much the company has invested in leadership training.

HOW MANY OF HAVE FORMAL LEADERSHIP TRAINING IN YOUR COMPANY?

1. Team Building?
2. Problem Solving?
3. Political Training?
4. Community Involvement Training?
5. Personal Counseling?
6. Quality of Life?
7. Negotiation?
8. Public speaking?
9. Motivation techniques?
10. Time Management?

WHAT % OF YOUR BUDGET IS DESIGNATED FOR TRAINING?

IS ATTENDANCE MANDATORY?

1. Punch your ticket
2. True benefit
3. Company time or own time

WHO ARE THE INSTRUCTORS?

TRUISM

Individuals who attend conference meetings and are involved in company-sponsored activities generally are associated with firms that have formal leadership training programs!

Leadership starts with the new employee orientation program.

How many have “new employee orientation programs”?

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Who was/is involved/consulted in the designing the content for the program?

How many "**shirts and heels**" are involved in your new orientation-training program?

1. Human Resources Director?
2. Servicing Manager?
3. Production Manager?
4. Information Technology Manager?
5. Chief Executive Officer?
6. Chief Operations Officer?
7. Chief Financial Officer?
8. General Counsel?

"If I called your company right now-could the person receiving the call name each of these individuals"

Who explains how the company earns a profit?

Who explains how the company is going to increase profits?

Who explains what constitutes a "CLM" (Career Limiting Move) in other words "a fast way to the exit"

At the end of the program is there a critique offered for the new employees?

Training is expensive!

Training is essential!

Successful companies train continually!

Aircrews are continually trained for emergency situations.

When an emergency occurs it will be invariably at the most inopportune time. Arrival-departure-low airspeed-low altitude-low fuel.

The aircrew will act by instinct developed in training according to the emergency procedure drilled into them over hours and hours of simulating the emergency.

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The equivalent of an airborne emergency in business is a crisis.

You are unable to pick the time and place

The appropriate person to respond is out of the office-on vacation.

You are getting ready to announce a new product-your biggest profit generator is off budget by 50%.

How you respond is a direct correlation to the leadership/training the company provides.

Ann Hambly Managing Director of Prudential Mortgage Capital and Vice-Chair of the Commercial Real Estate/Multifamily Finance Board of Governors will lead a discussion to suggest possible training opportunities that can be made available to the employee base of commercial mortgage servicing companies on a regional basis. Start your creative juices flowing, because this is an excellent opportunity to provide input for the design and content of the program.

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LEADERSHIP
DYNAMICS

L--Lethal

E--Eternal

A--Absolute

D--Demanding

E--Energy

R--Resilient

S--Sincere

H--Honorable

I--Integrity

P--Proprietary

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