



Q4

LEAD Associate Track

Learn, Elevate, Apply, Develop

BRIDGE
INVESTMENT
GROUP

Executive Guest Speaker:



MATT DEGRAW

Senior Managing Director & Chief Executive Officer, Bridge Property Management, Co-Chief Investment Officer, Bridge Multifamily

LEAD - ASSOCIATE TRACK

Q1 – Critical Thinking & Decision Making

- Taking data to the next step
- Generating practical solutions
- Problem-Solving skills

Q2 – Effective Relationship Management

- Develop interpersonal relationships
- Polish cross-team collaboration skills
- Improve conflict resolution techniques

Q3 – Success Blueprint: Time Management

- Effectively Prioritize Your Tasks
- Understand Critical Path and Dependencies
- Identify SME's at Bridge

SESSION AGENDA

Q4 - Emerging Leader



➤ Brief review of previous session content



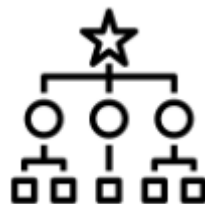
➤ Primary Leadership Skills



➤ Leading the Self



➤ Leading Others









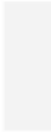


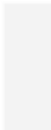


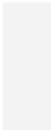
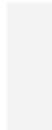

➤ Leading the Organization

Review: Q1- Q3

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LEAD FOR ASSOCIATE

Performance Expectations

ASSOCIATE	LEVEL 1	LEVEL 2	LEVEL 3
Sets a positive example inside and outside of the office			
DEI&B Mindset			
Proven solid relationships across the company			
Exhibits Accountability			
Ownership in Area of Expertise and Showcases Critical Thinking Skills			

Critical Thinking Framework

Analytical

- Questions about numbers
- Where's the data from?
- How can you confirm?
- Are you sure you interpreted the data correctly?

Intuitive

- Where does this get us?
- What's the bottom line?
- Why are we doing this?
- Is there an alternative resolution?

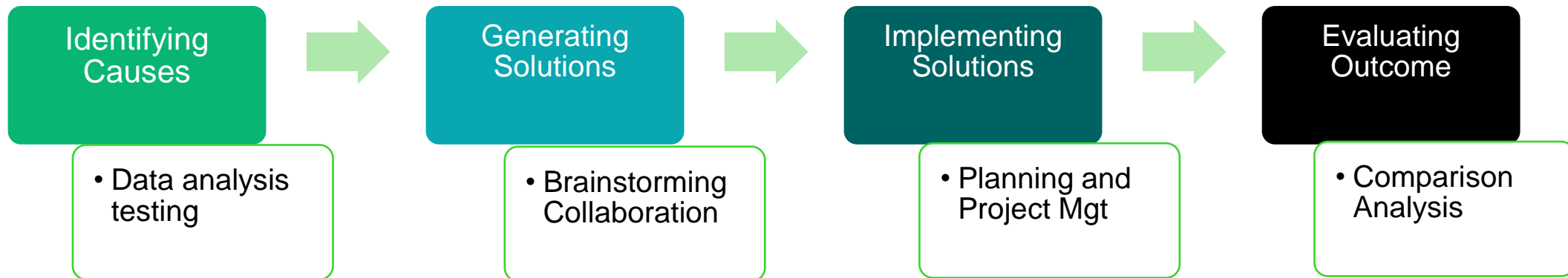
Functional

- What's the process?
- Where do we start?
- How long will it take?
- Who does what?

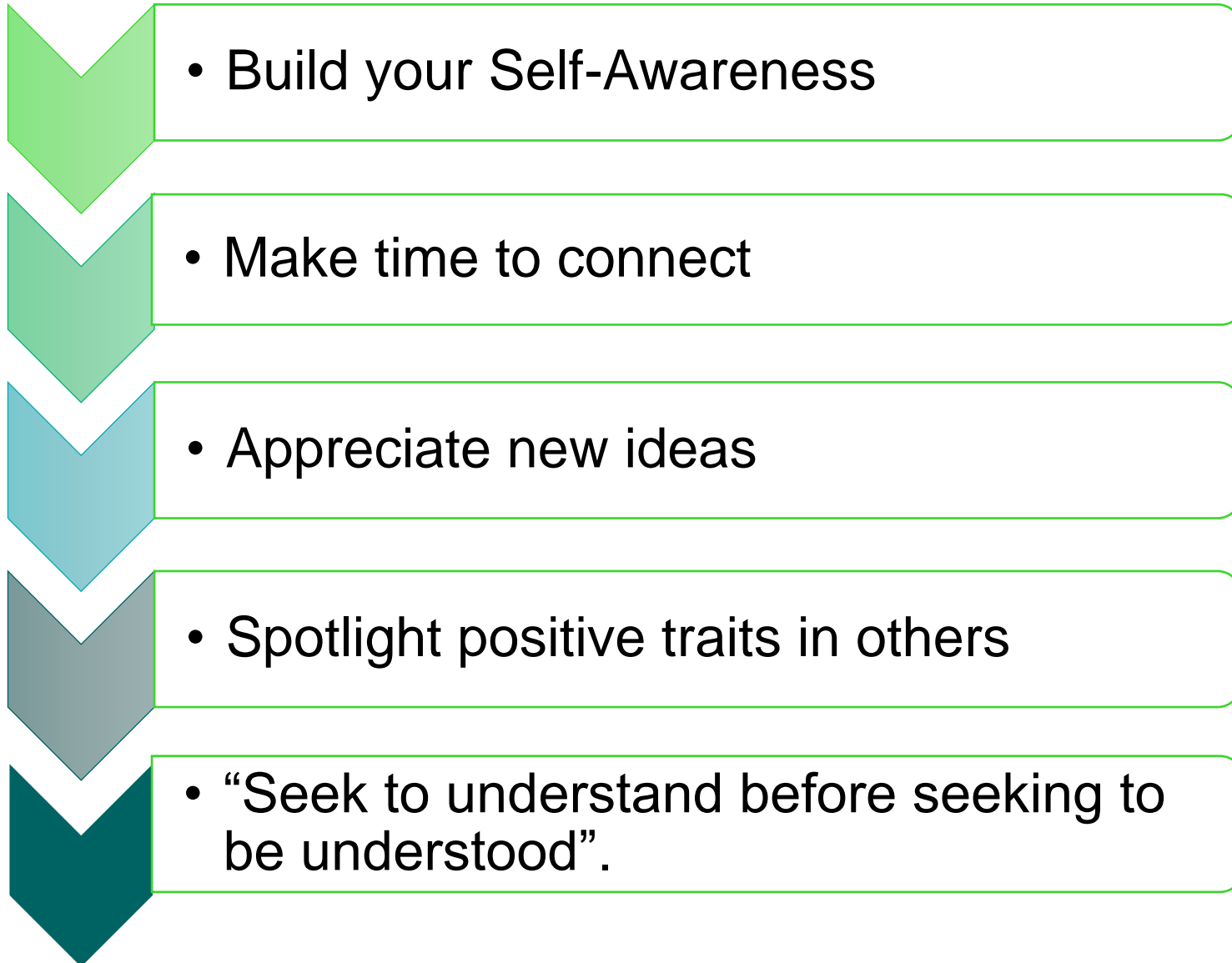
Personal

- Who will be involved?
- Who will be affected?
- Is this inclusive?
- Are diverse populations represented?

Problem Solving Framework



Tips to Improve Interpersonal Skills

- 
- Build your Self-Awareness
 - Make time to connect
 - Appreciate new ideas
 - Spotlight positive traits in others
 - “Seek to understand before seeking to be understood”.

Q4:
PRIMARY LEADERSHIP SKILLS

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LEADERSHIP MODEL

- 1. Self-Awareness
- 2. Build Credibility
- 3. Discover Your Leadership Style

- 1. Building Relationships
- 2. Leading without Authority
- 3. Coaching vs. Mentoring



- 1. Vision
- 2. Strategy
- 3. Executive Communication

**FIRST SECTION:
LEADING THE SELF**

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LEADING THE SELF

Build Credibility



Chat Question:
What actions do you take to build your credibility at Bridge?

POLL

Self-Awareness



Discover Your Leadership Style



LEADERSHIP STYLES

Transformational



Delegative



Authoritative



Laissez-faire



Democratic



Coaching



ONLINE QUIZ

What's Your Leadership Style?

3m

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NEXT:
LEADING OTHERS

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LEADING OTHERS

Build Relationships



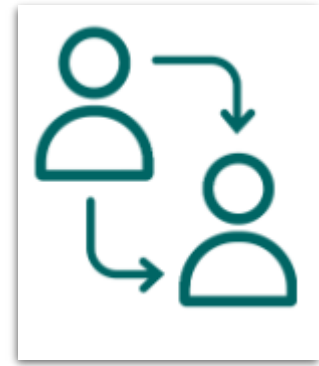
AwardCo
Awardco - Recognition and
Awards

*Lead Without
Authority*



POLL

*Coaching vs.
Mentoring*



Chat:
What's the difference?



FINAL SECTION:
LEADING THE ORGANIZATION

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LEADING THE ORGANIZATION

Visionary



Strategy



*Executive
Communication*









Mindset Shift



LEAD FOR VP

Performance Expectations

VP	ALL SKILLS
Skilled Communicator with solid people & project mgt skills	
Self-Initiator In area of specialization	
Proven time management skills	
Capable of contributing to strategy for area of expertise	
Drives high level of teamwork	
Incorporates ESG & DEI+B best practices	

IN CONCLUSION:

BE HUMBLE, BE HUNGRY, BUT ALWAYS BE
THE HARDEST WORKING PERSON IN THE ROOM.

DWAYNE 'THE ROCK' JOHNSON

WRAP-UP: WHAT WE COVERED

Primary Leadership Skills

Leading the Self


- Self-Awareness
 - Build Credibility
 - Discover Your Leadership Style
-

Leading Others

- Build Relationships
 - Leading without Authority
 - Coaching vs Mentoring
-

Leading the Organization

- Visionary
- Strategy
- Executive Communication



QUESTIONS? COMMENTS?

Thank You for Joining!

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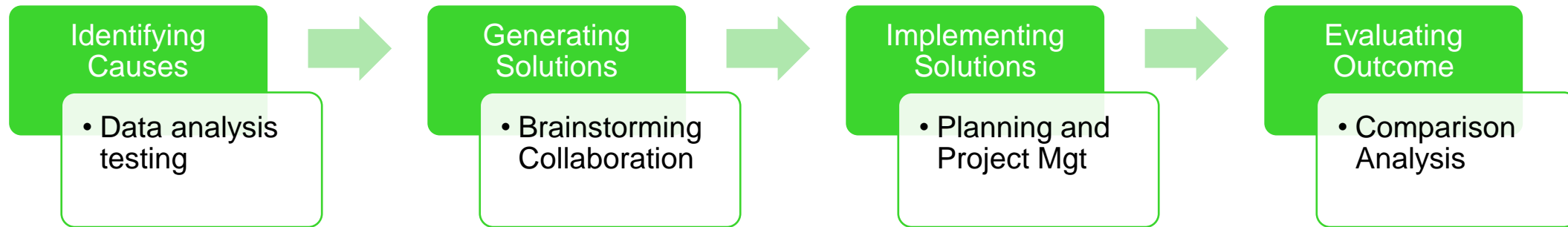
APPENDIX

INTRANET

The one-stop shop for all Bridge resources



Problem Solving Framework



Consensus decision-making technique

Ideas, opinions, suggestions, solutions are **voiced freely**. The goal of this problem-solving technique is to make a list of recommendations that are acceptable to **all** members of the company.

Devil's advocate decision-making technique

The goal is designed to **uncover weaknesses**

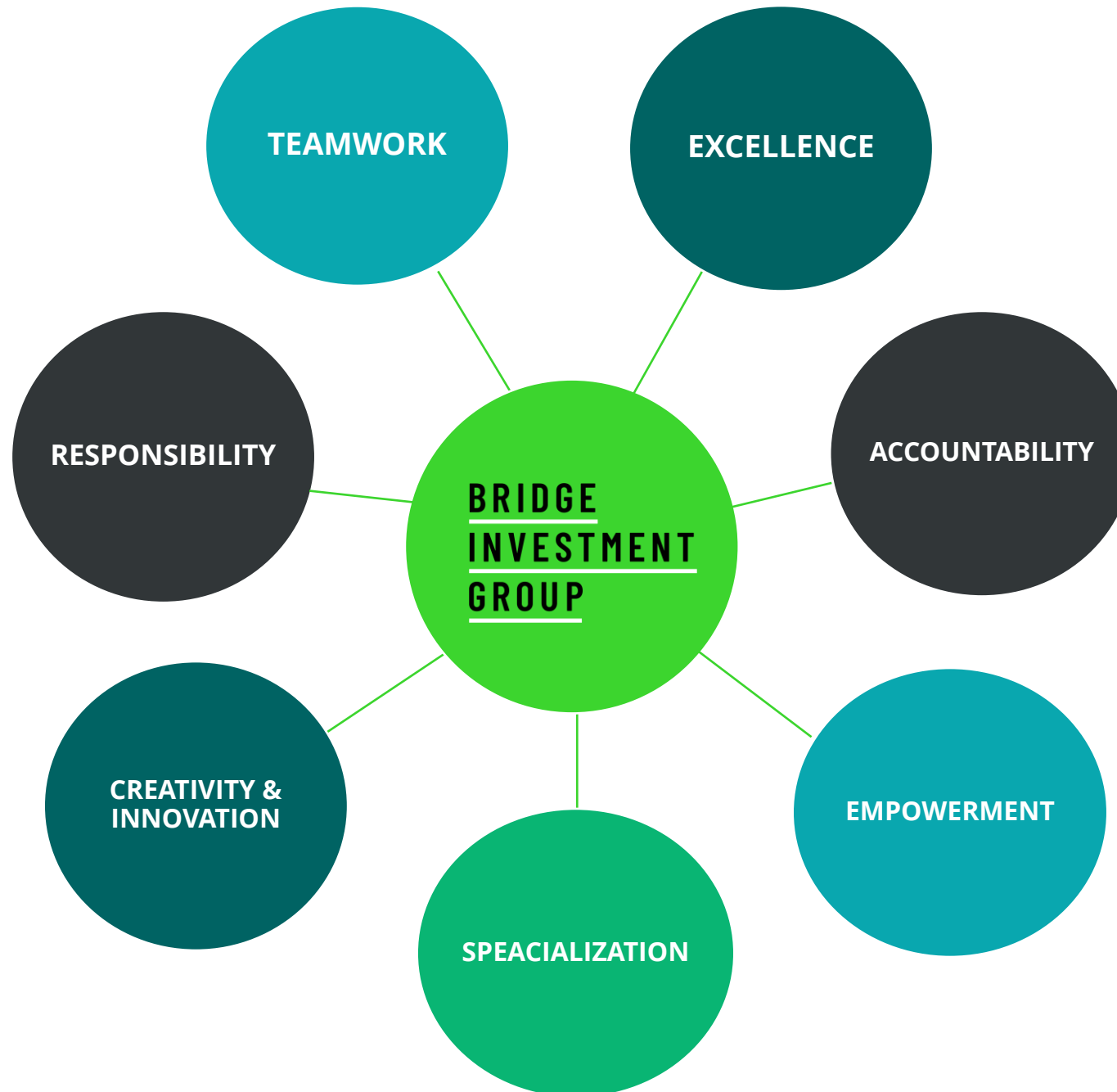
Brain dumping

Opening the floor to suggestions helps everyone **feel heard and understood**, even if you don't settle for their idea in the end.

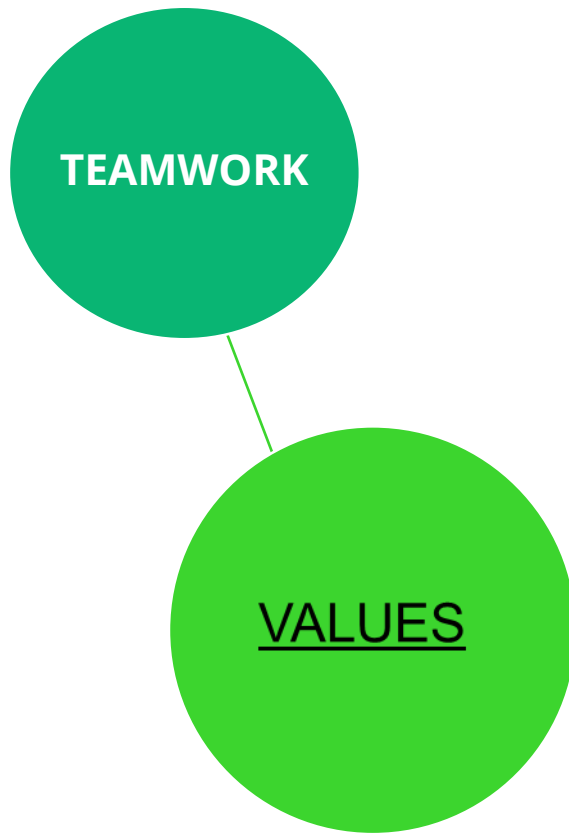
5-Why's technique

Start the conversation by asking one party **why** they arrived at their conclusion. Then, follow up their response by inquiring why they felt or thought that way **five more times**. By the time you get to the fifth "**why**," a clearer picture of true intention will be revealed.

ONE BRIDGE - Living Our Values

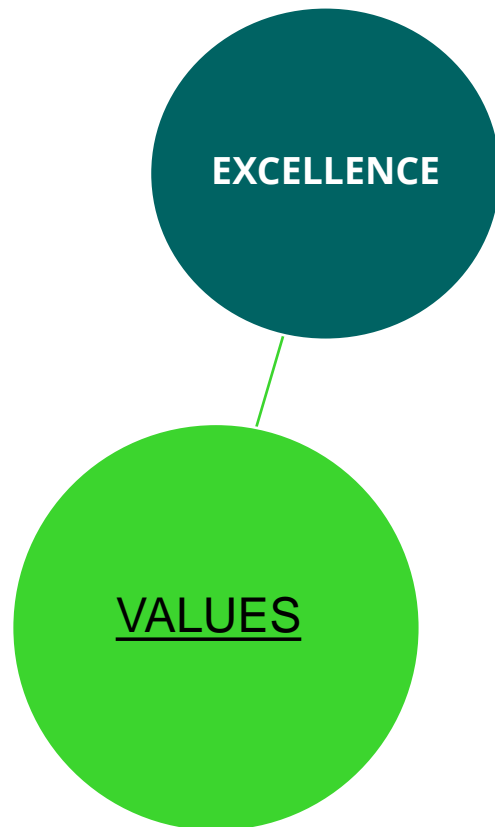


ONE BRIDGE - Teamwork



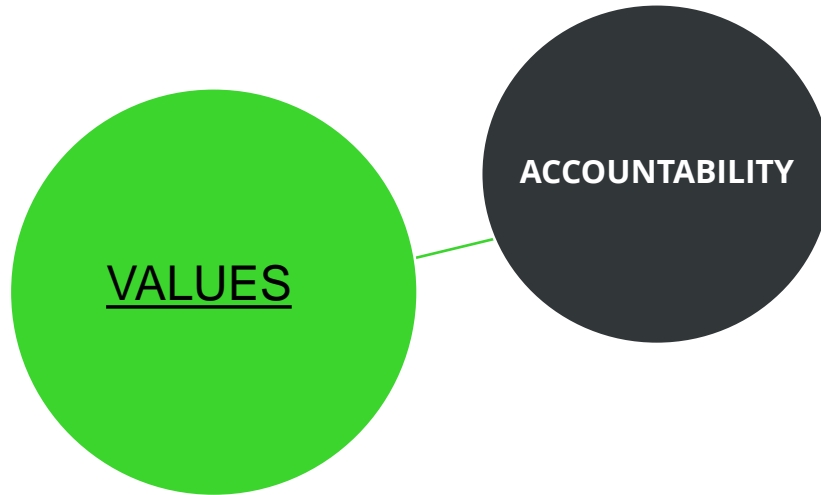
- We emphasize teamwork in everything we do.
- We thrive on collaboration, hard work and open and honest communication.

ONE BRIDGE - Excellence



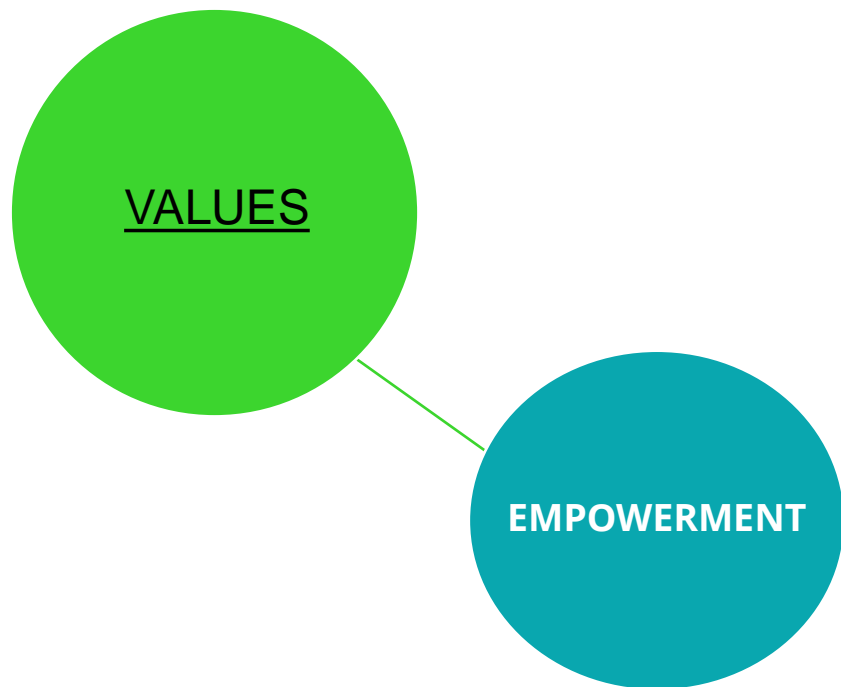
- We strive to be the best performing firm in our industry.
- We take pride in our performance and celebrate our achievements.
- We do what is right – for the right reasons.

ONE BRIDGE - Accountability



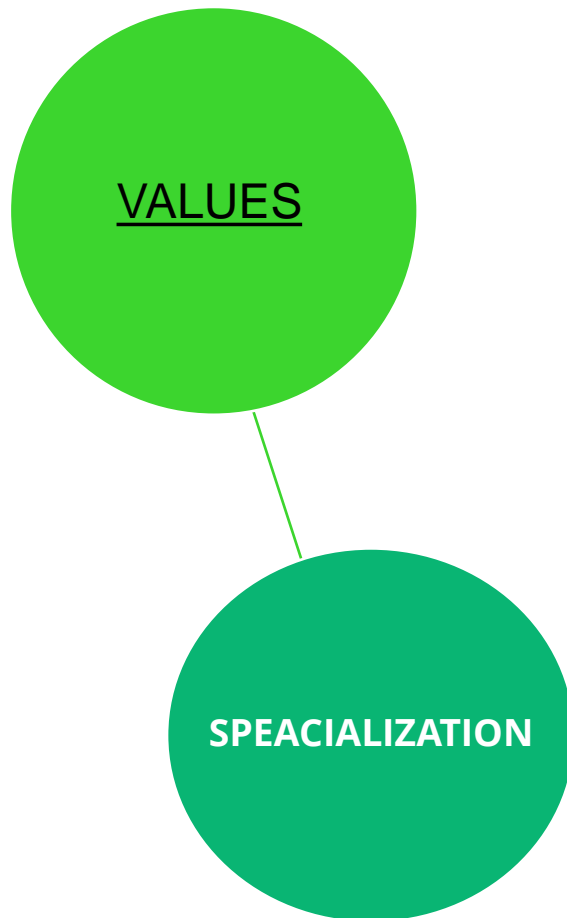
- We stand behind our word and strive for continuous improvement in all that we do.
- We face facts and realities, and we embrace challenges.

ONE BRIDGE - Empowerment



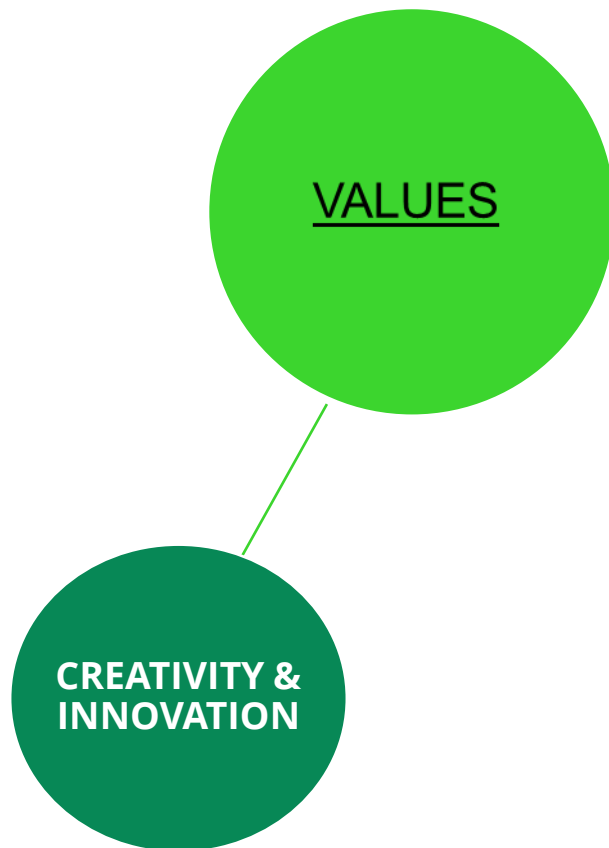
- We empower our people to reach their full potential.
- We cultivate a diverse and inclusive culture of disciplined analysis and action.
- We believe that diversity is the only path to superior performance.

ONE BRIDGE - Specialization



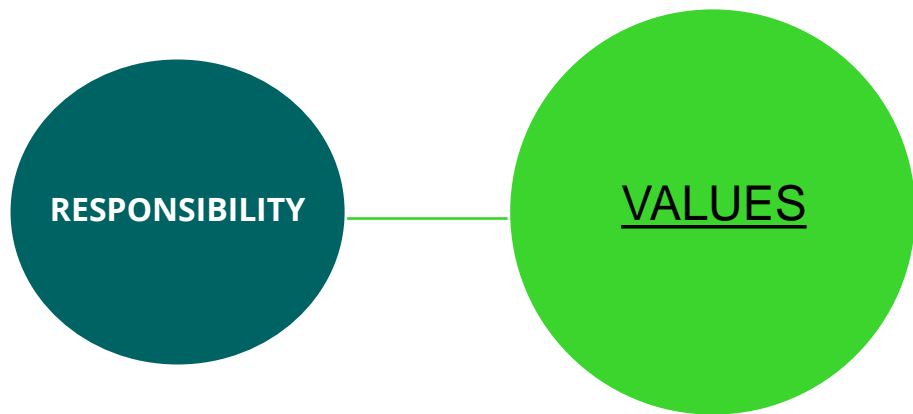
- We develop specialized investment and operating teams which have deep sectoral knowledge of the areas in which we invest.
- We use data, carefully analyzed and fully vetted, to complement decades of experience, in guiding our investment decisions.

ONE BRIDGE - Creativity & Innovation



- We consistently reexamine how we operate and seek innovative solutions to improve our performance, at the asset level, at the Fund level and at the corporate level.
- New ideas are carefully examined and adopted if appropriate.

ONE BRIDGE - Responsibility



- We invest and operate responsibly and believe that strong corporate and individual citizenship go hand-in-hand.
- We understand that responsible investing does not sacrifice returns but should in fact enhance risk and return characteristics through deliberate and thoughtful integration of environmental, social and governance best practices.