





Overcoming Performance Concerns

MANAGER EXCELLENCE PROGRAM Q3

BRIDGE
INVESTMENT
GROUP

MEP TRACK – QRTLTY TOPICS

Q1 – Foundations For Success

- Leveraging Effective Communication
- Aligning Leadership & Employee Learning Style

Q2 – Thriving In Leadership

- Prioritizing your Workload
- Establishing a Work-Life Balance

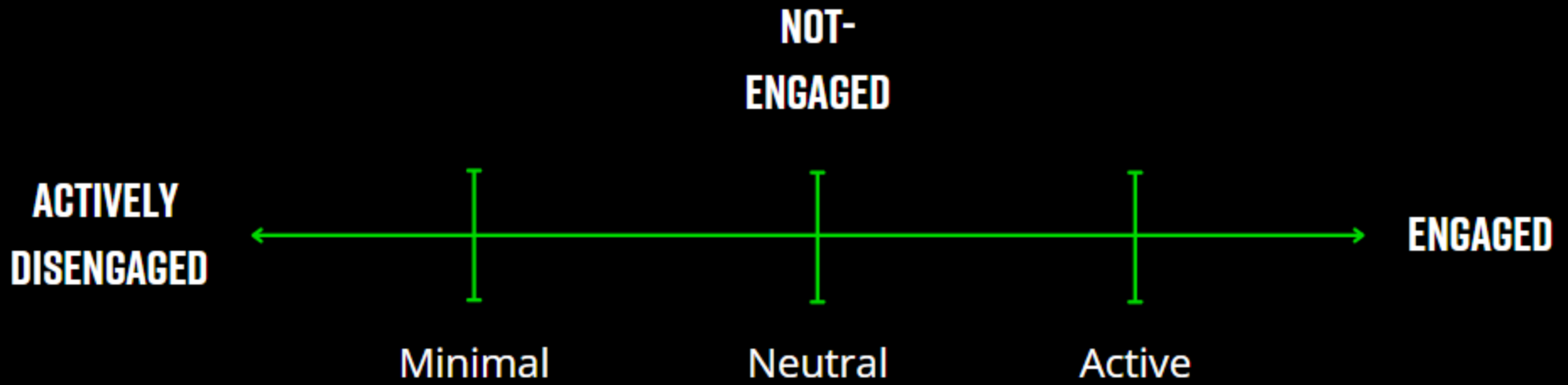
Q3 – Managing Employee Performance

- Coaching for Breakthrough:
Transforming Performance Challenges
- Empowering Growth:
Confronting Performance Issues

Q4 – Elevating Team Performance

- Build a Culture of Excellence
- Retain Star Employees

THE THREE TYPES OF EMPLOYEES



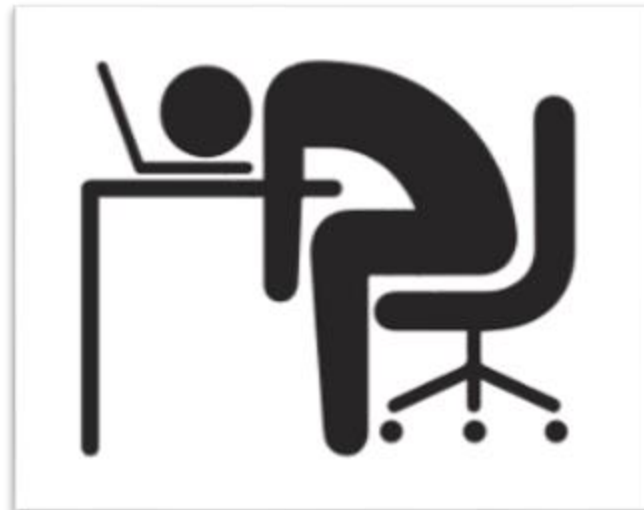
ENGAGED EMPLOYEES



NOT-ENGAGED EMPLOYEES



ACTIVELY DISENGAGED EMPLOYEES



BEHAVIORAL CONCERNS

5 PROBLEM EMPLOYEE BEHAVIORS

Poor job performance

Can't work well with others

Doesn't respond to coaching

Resistant to change

Not responsible for own actions

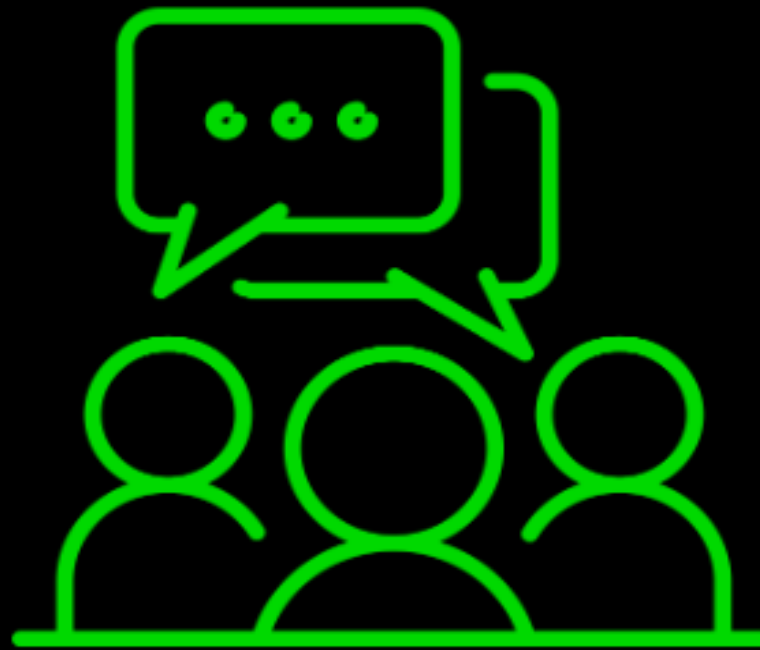
COLLABORATION BREAK: 7-mins

- Turn your camera on 😊
- Introduce yourself!
 - The person whose birthday month is next goes first. Then the person with the next birthday goes, etc. Continue in this order for the remainder of the time.
 1. What's your name, title, and what city are you in?
 2. How long have you been with Bridge?

Discussion Talking Points:

1. What behavior or performance issue are you currently managing?
2. What tactic have you used to address it?

DEBRIEF: GROUP DISCUSSION



STATE THE IMPACT

+

SBI+BI EXAMPLE

<p style="text-align: center;">S</p> <p style="text-align: center;">Situation</p>	<p>Describe the situation(place, time or circumstance).</p> <p>During the past month, particularly in our Friday team meetings.</p>
<p style="text-align: center;">B</p> <p style="text-align: center;">Behavior</p>	<p>Describe what you observed (not your feelings or impressions).</p> <p>You've been assigning your core responsibilities, like property inspections and tenant complaints, to other team members without prior discussion or approval. For instance, last Friday, you delegated the Building A inspection to Sarah and Mrs. Johnson's noise complaint to Tom.</p>
<p style="text-align: center;">I</p> <p style="text-align: center;">Impact</p>	<p>Describe the specific results and impact of the behavior observed.</p> <p>This has led to an imbalanced workload among the team, causing frustration and resentment. Several team members have expressed feeling overwhelmed, and our response time to tenant issues has increased from 24 to 48 hours. Can you help me understand what's driving these decisions?</p>
<p style="text-align: center;">B</p> <p style="text-align: center;">Alternate Behavior</p>	<p>Provide an alternate behavior as an example.</p> <p>Another option could be for you to take more ownership of your primary duties. If you're struggling with your workload, we could discuss it openly in our one-on-one meetings and strategize on how to manage your tasks more effectively.</p>
<p style="text-align: center;">I</p> <p style="text-align: center;">Alternate Impact</p>	<p>Discuss the potential improved impact.</p> <p>By managing your responsibilities directly, we'd likely see a more balanced workload across the team, leading to improved morale and job satisfaction. This would also ensure that tenant issues are addressed promptly by the most appropriate person, enhancing our service quality and maintaining our property's good standing.</p>

STATE THE IMPACT WITH GROW COACHING

>

>

>

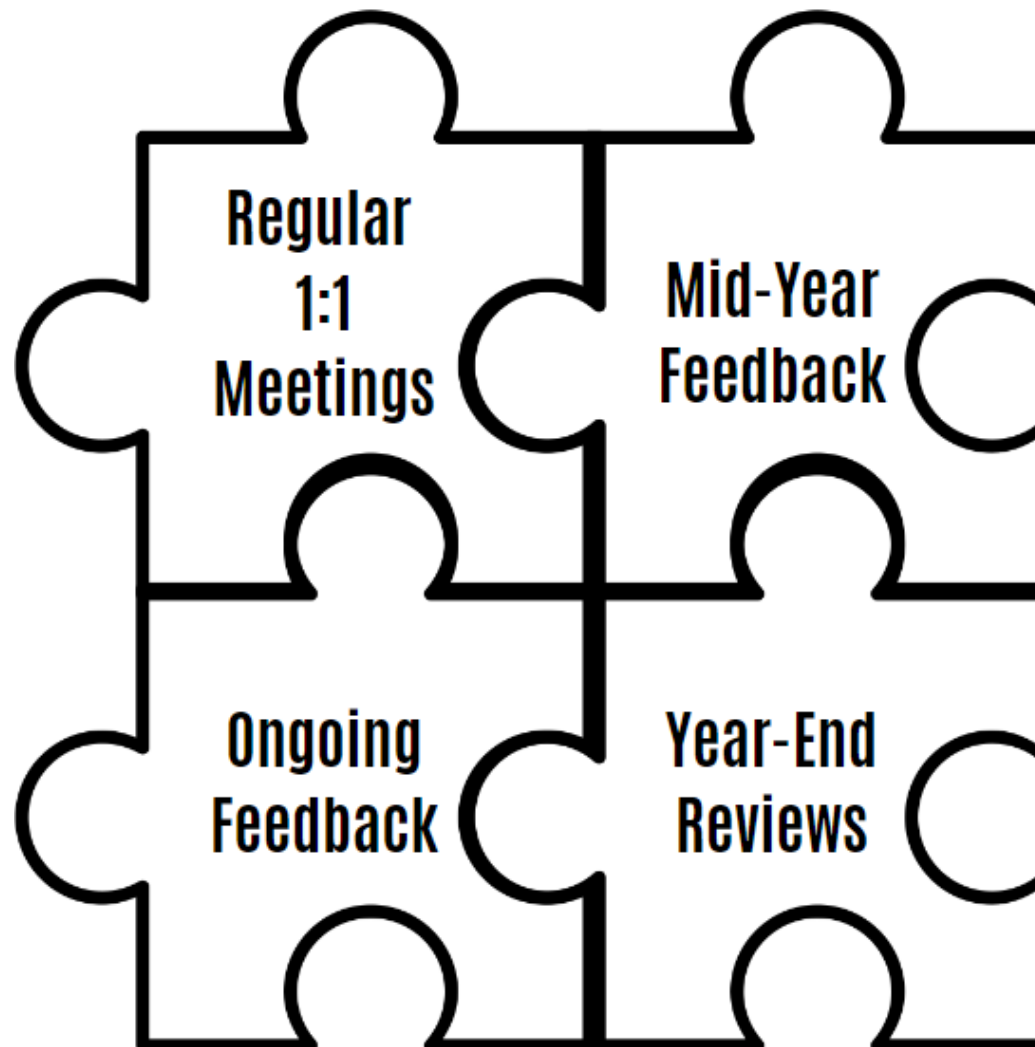
GROW WITH SBI+BI EXAMPLE

During the past month, particularly in our Friday team meetings, I've noticed a pattern in your behavior. You've been assigning your core responsibilities, like property inspections and tenant complaints, to other team members without struggling with your workload. Let's discuss it openly in our one-on-one meetings and strategize on how to manage your tasks more effectively. We could also identify areas where you need additional support or training. Can you help me understand what's driving these decisions?

By managing your responsibilities directly, we can see a more balanced workload across the team, improving morale and job satisfaction. This would also ensure that I appreciate your openness. It's important to understand the impact this has had. This has led to an imbalanced workload among the team, causing frustration and resentment. Several team members have expressed feeling overwhelmed, and our response time to tenant issues has increased from 24 to 48 hours. We've even received two negative online reviews mentioning slow response times. How do you think this situation is affecting the team?



PERFORMANCE MANAGEMENT PROCESS



WRAP-UP: WHAT WE COVERED



Elevate and Manage Engagement

- Implement regular pulse checks.
- Recognize and reward high performers.
- Provide opportunities for career growth and development.




Master Methods to Address Behavior and Performance Issues

- Use the Situation-Behavior-Impact (SBI) feedback model to provide specific, actionable feedback.
- Conduct regular one-on-one meetings to address issues early and provide ongoing support.



Enhance Feedback in Tough Conversations

- Ongoing feedback, including regular 1:1's, mid-year, and end of the year.
- Focus on observable behaviors and outcomes rather than making personal judgments or assumptions with the Grow coaching with SBI+BI model.
- Use the Manager Resources for Performance Guidance.



QUESTIONS? COMMENTS?

Q3 - Overcoming Performance Concerns

BRIDGE
INVESTMENT
GROUP

A close-up photograph of a blue award ribbon with a gold laurel wreath emblem. The ribbon is draped and folded, creating a sense of depth and texture. The background is a soft, out-of-focus grey.

BUILD A CULTURE OF EXCELLENCE

Q4 2024

BRIDGE
INVESTMENT
GROUP

APPENDIX

ENGAGED EMPLOYEES

1

ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.



NOT-ENGAGED EMPLOYEES

2

NOT-ENGAGED employees are essentially “checked out.” They’re sleepwalking through their workday, putting time - but not energy or passion - into their work.



ACTIVELY DISENGAGED EMPLOYEES

3

ACTIVELY DISENGAGED employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.



HUMAN RESOURCE CONTACTS:

GENERAL SUPPORT	bridgehr@bridgeig.com
BPM RELATED SUPPORT	General Inbox: bpmhr@bridgeig.com Ashlee Kenner (ashlee.kenner@bridgeig.com) – HR & Absence Partner
BIG CORPORATE RELATED SUPPORT	Henrique Medeiros (Henrique.medeiros@bridgeig.com) – HR & Absence Partner
BRIDGE SENIORS/BSL RELATED SUPPORT	Candace Gordon (candace.gordon@bridgeig.com) – HR & Absence Partner
BRIDGE HOMES RELATED SUPPORT	General Inbox: sfr-hr@bridgeig.com Lauren Lashley (lauren.lashley@bridgeig.com) – HR & Absence Partner Estefany Perez (Estefany.perez@bridgeig.com) – HR & Absence Partner