



# LEAD - ASSOCIATE TRACK Q2

Learn, Engage, Apply, & Develop

**BRIDGE**  
**INVESTMENT**  
**GROUP**

# Executive Guest Speaker:

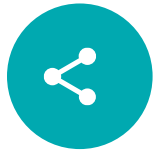
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**PIPIER BEWLAY**

Managing Director,  
Human Resources & Inclusion

# LEAD - ASSOCIATE TRACK



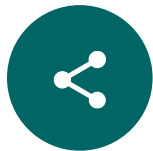
## Q1 – Critical Thinking & Decision Making

- 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 – Ownership & Project Management

- Improve your subject matter expertise
- Implement effective project management strategies
- Learn the secret to successfully delegating tasks



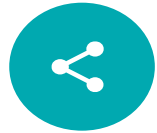
## Q4 – Emerging Leader

- Acquire primary leadership skills
- Become skilled in mentoring others
- Learn how to build your credibility



# AGENDA

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**Interpersonal Skills - What does it mean?**



**Recognition and Acknowledgement**



**Tips to Improving Interpersonal Skills**



**Conflict Resolution Process**



# PERFORMANCE EXPECTATIONS

	Sets a positive example inside and outside of the office	DEI & B Mindset	Proven solid relationships across Org	Exhibits Accountability	Ownership in Area of Expertise	Critical Thinking Skills
Associate I	✓	✓				
Associate II	✓	✓	✓	✓		
Associate III	✓	✓	✓	✓	✓	✓

# Interpersonal Skills - Definition

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Interpersonal skills or 'people skills' are the qualities and abilities that help us communicate and build relationships with others.

We demonstrate interpersonal skills while engaging in any kind of verbal or nonverbal communication.

Strong interpersonal skills are considered an asset in a working environment, as the benefits include the ability to work well with others and succeed in navigating complexity, change, and everyday tasks.

# What are some ways you build relationships?



# Recognition and Acknowledgement

The screenshot shows the top portion of the Bridge Investment Group website. At the top, a dark navigation bar contains the following tabs: Firmwide, HR, Talent, Compliance, Office, Multifamily, Seniors, Bridge Homes, Bridge Gives, DEI&B, and Bridge Green. Below this is a large hero banner with a background image of a modern building. On the left side of the banner, the text 'BRIDGE COMMUNITY' is displayed in large, bold, black letters, with 'COMMUNITY' in green. Below this is a green button labeled 'Useful Links' with a downward arrow. On the right side of the banner, the text 'FIRM W I D E' is displayed in large, spaced-out, black letters. Below this is a search bar with a magnifying glass icon and the text 'Search here'. Below the banner, a green text link reads 'IN CASE YOU MISSED IT: View the [2024 Outlook Report here](#) | [Bridge Branding Guidelines](#) | Reach the [IT Service Desk here](#)'. At the bottom of the screenshot is a large banner for the 'awardco' program. On the left is the 'awardco' logo, which consists of a blue stylized 'A' and 'C' followed by the word 'awardco' in black. Below the logo is the text 'Bridge's New Employee Recognition Program' and a green link 'Login here'. To the right of the awardco logo is a large plus sign, followed by the text 'BRIDGE INVESTMENT GROUP' in black, with 'BRIDGE' and 'GROUP' underlined in green. The banner is flanked by light blue and green arrow shapes pointing outwards.



# Bridge ERG Groups

BRIDGE  
WOMEN'S  
NETWORK



BIG  
PRIDE

BRIDGE  
ALLIES  
FOR AAPI

BRIDGE  
ADVOCATES FOR  
ACCESSIBILITY



BLACK  
INCLUSION  
GROUP



BRIDGE OF  
HONOR



UNIDOS  
@BRIDGE

# May is AAPI Month

It started as a week...



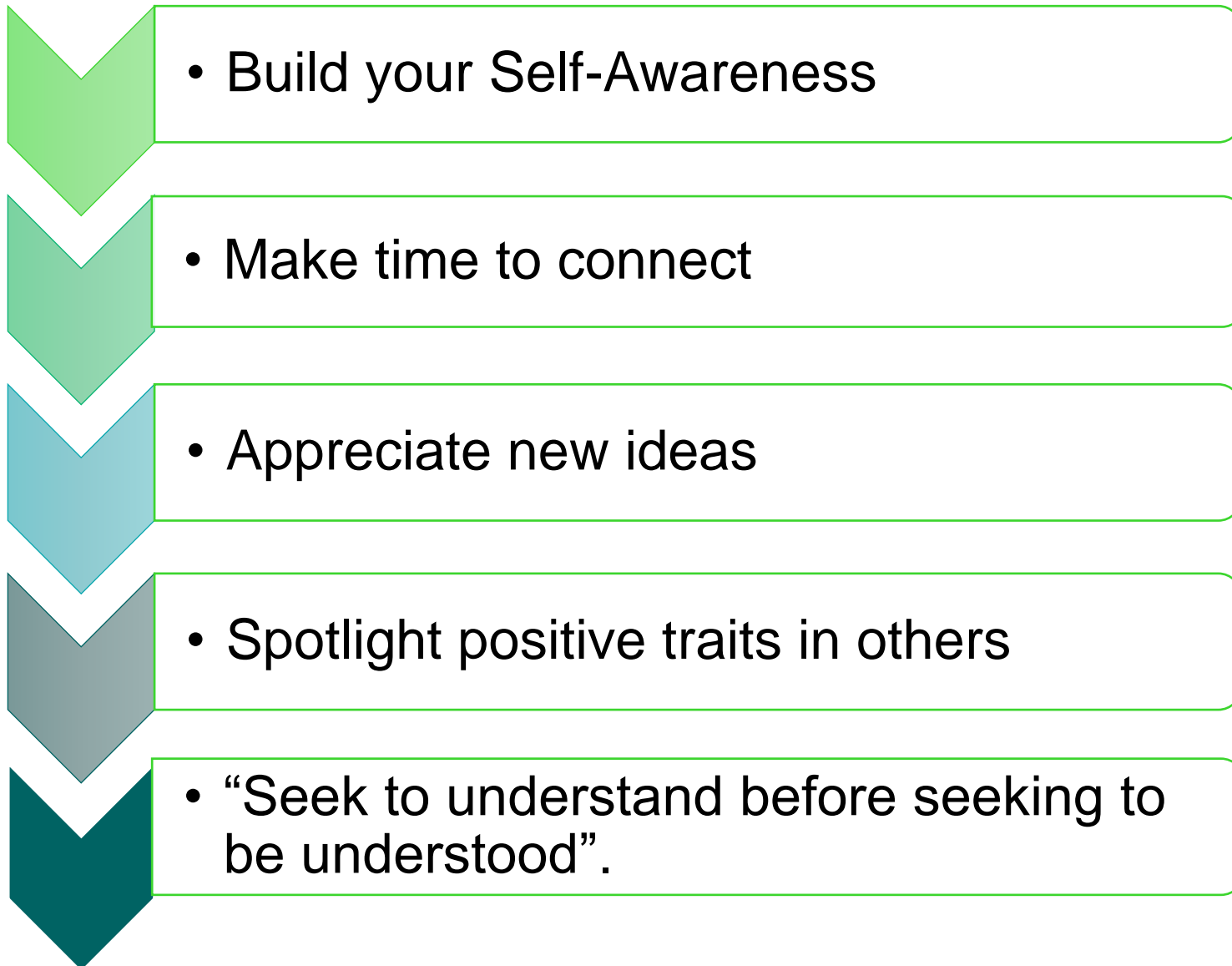
A week becomes a month



Honoring AAPI Men & Women



# 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”.

# Conflict Resolution Process

Find a good time and place to talk



Identify the problem, acknowledge emotions



Brainstorm to generate options & stay focused on the topic



Agree on a solution that suits all parties involved

# 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

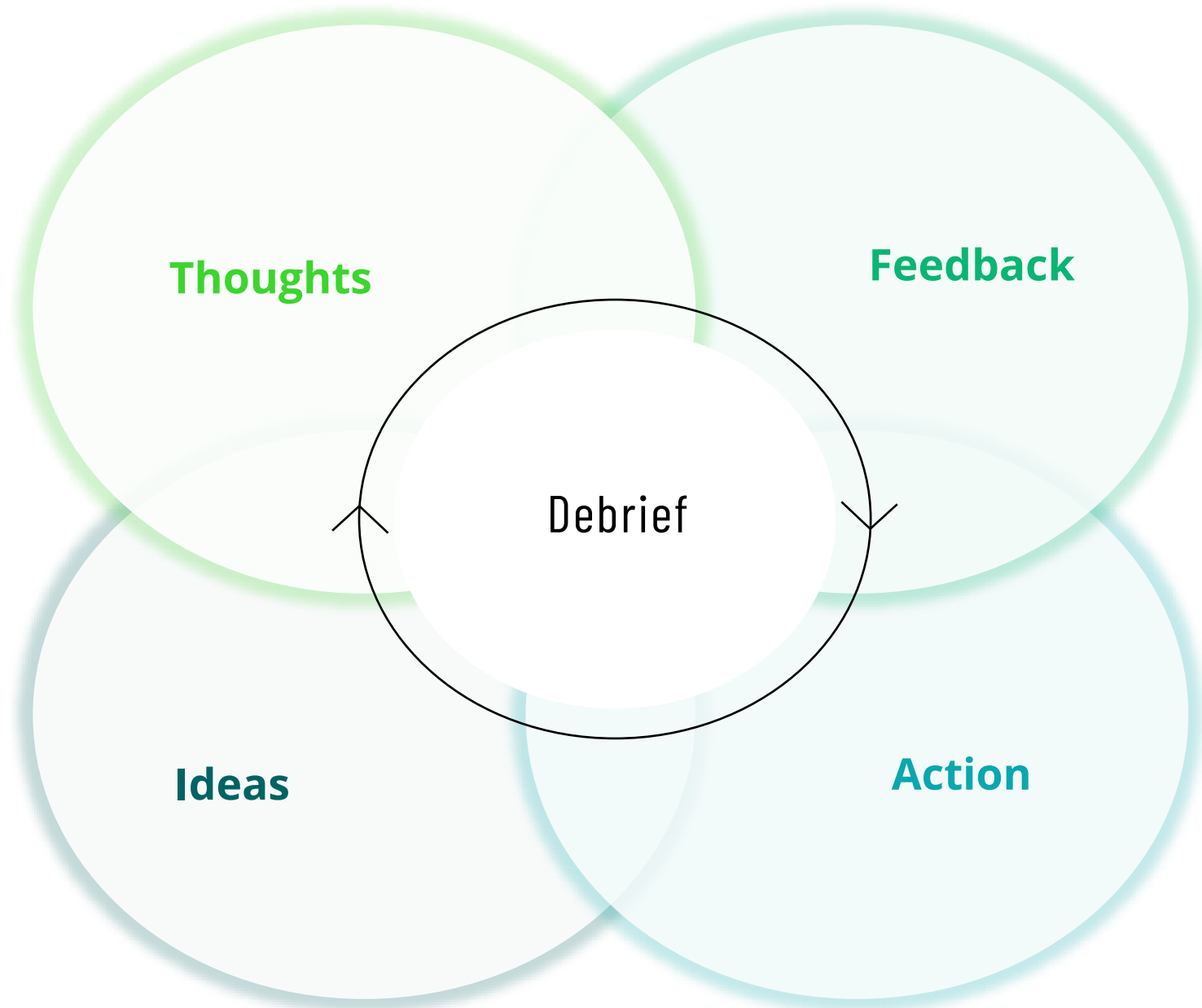
- Where does this get us?
- What's the bottom line?
- Why are we doing this?
- Is there an alternative resolution?

## 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?



# SESSION TAKEAWAY'S



## Interpersonal Skills

Interpersonal Skills are people skills that are the qualities and abilities that help us communicate and build relationships with others.



## Recognition and Acknowledgement

Visit the Bridge Intranet to submit “impressions” and celebrate your colleagues' successes by using the new platform “awardco”.



## Tips to Improve Interpersonal Skills

- Build your Self-Awareness
- Make time to connect
- Appreciate new ideas
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## Conflict Resolution Process

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- Identify the problem and acknowledge emotions
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# Next Session: Ownership & Project Management



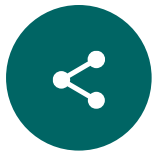
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# Thank You!

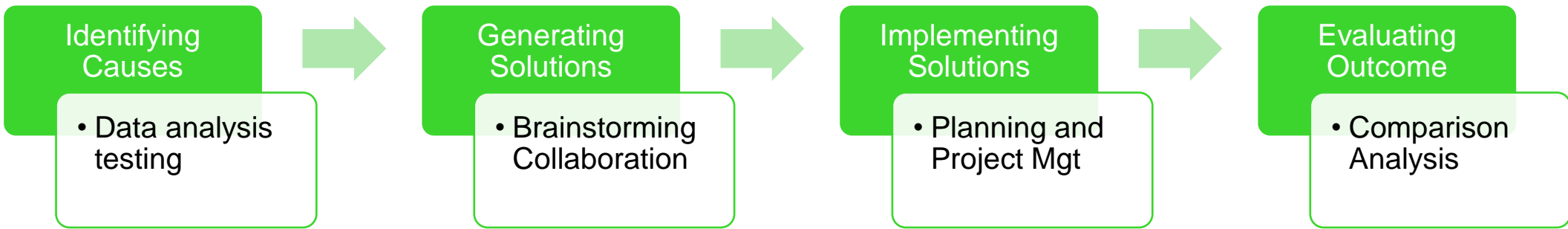
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**BRIDGE**  
**INVESTMENT**  
**GROUP**

# APPENDIX

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# 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.

# The 5 Why's Technique

You discover  
coolant leaking  
from a machine

WHY?  
Coolant is leaking from the machine.

WHY?  
A seal was damaged.

WHY?  
Metal shavings got into the coolant.

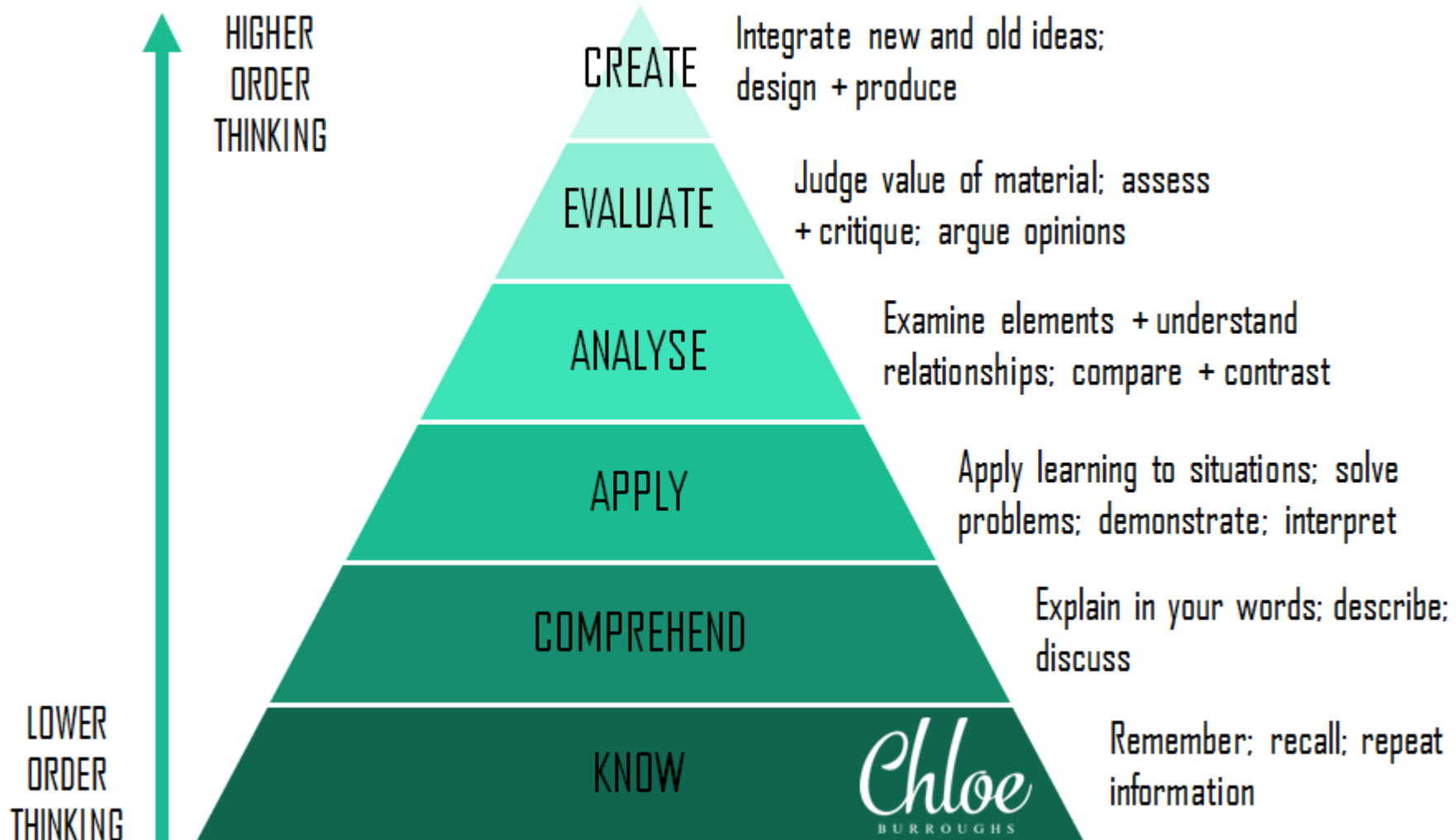
WHY?  
A screen on a coolant recycling pump was broken.

Root Cause

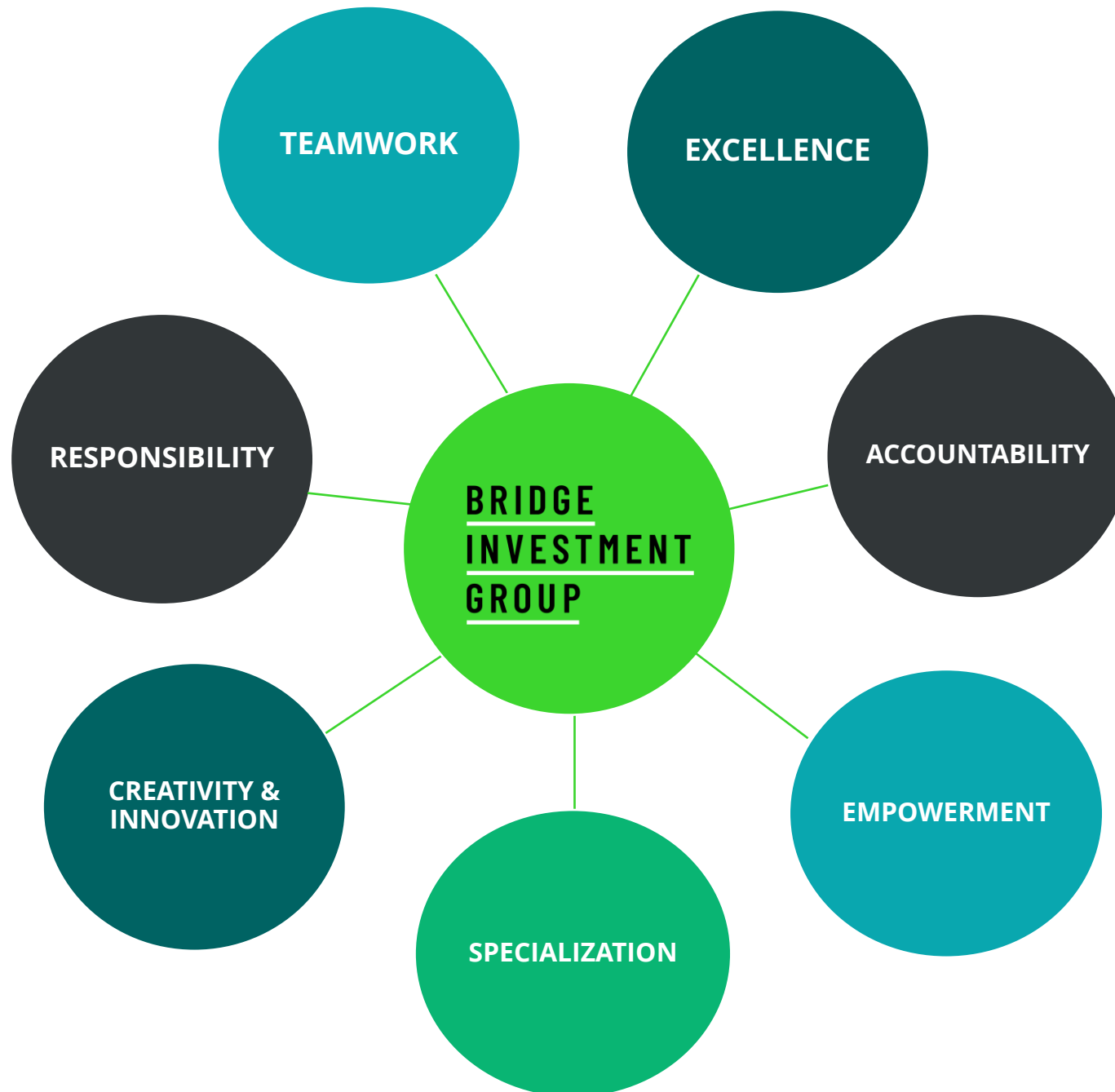
WHY?  
The screen is located in a place where it was likely to be damaged by dropped parts.



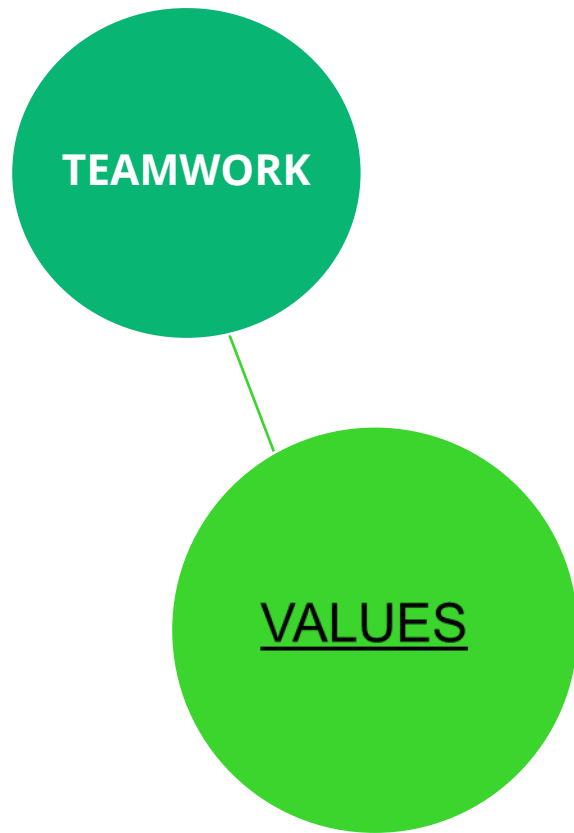
# Bloom's Taxonomy



# ONE BRIDGE - Living Our Values

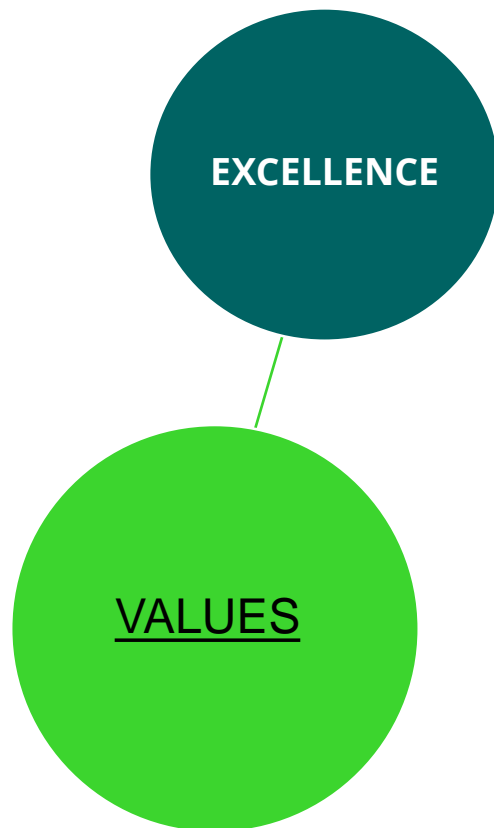


# ONE BRIDGE - Teamwork



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

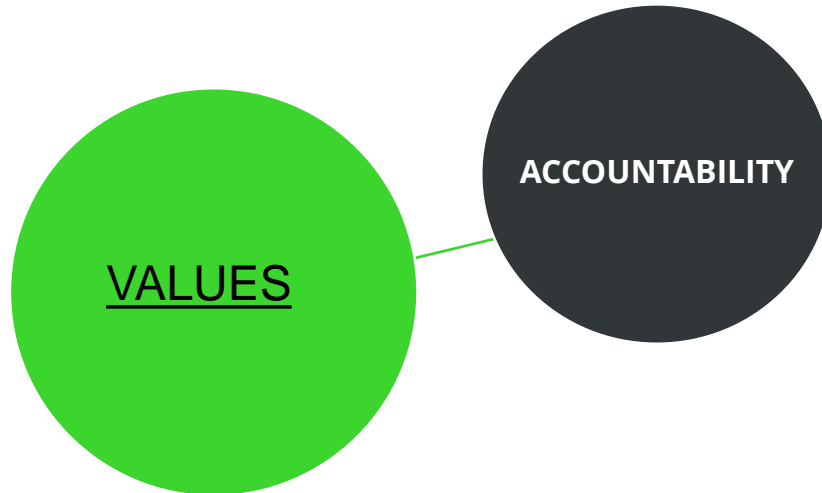
# ONE BRIDGE - Excellence



- 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.

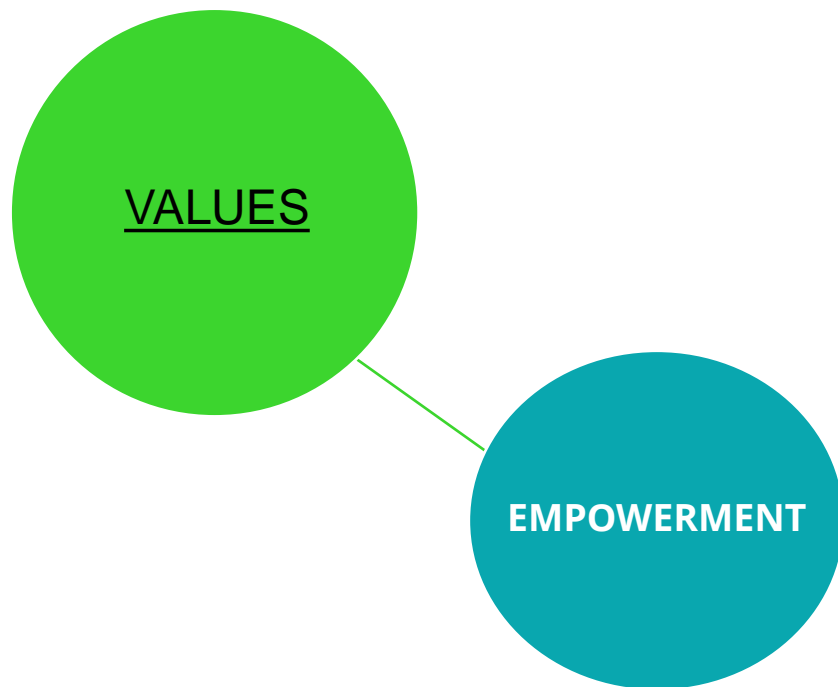


# ONE BRIDGE - Accountability



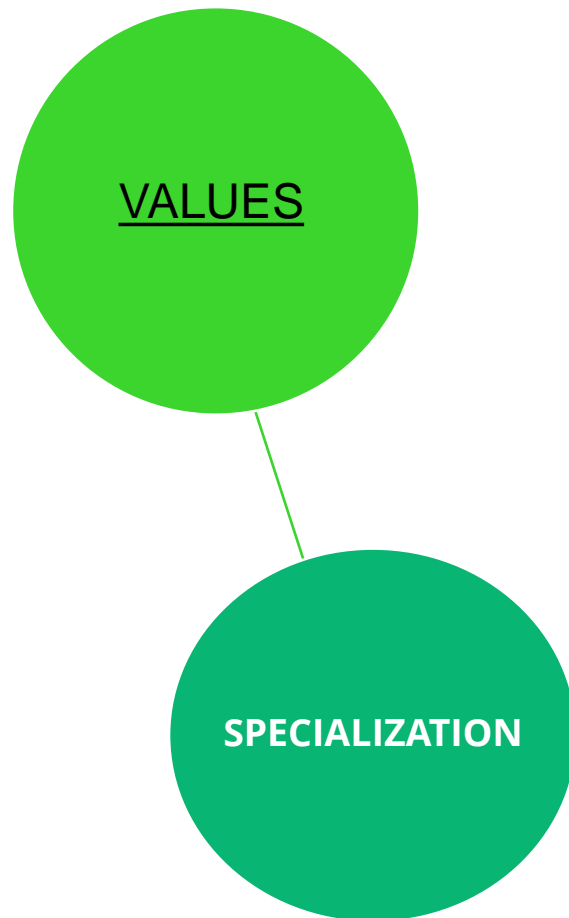
- We stand behind our word and strive for continuous improvement in all that we do.
- We face facts and realities, and we embrace challenges.

# ONE BRIDGE - Empowerment



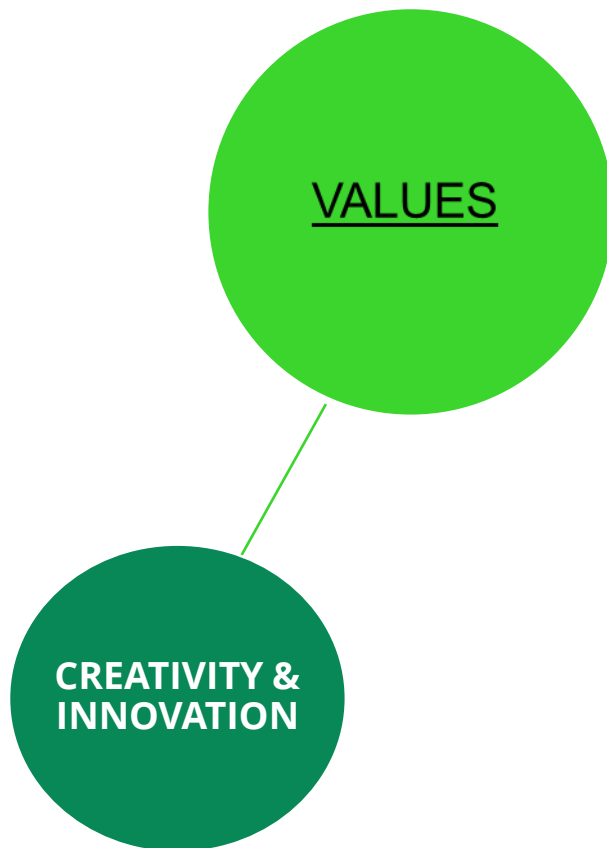
- We empower our people to reach their full potential.
- We cultivate a diverse and inclusive culture of disciplined analysis and action.
- We believe that diversity is the only path to superior performance.

# ONE BRIDGE - Specialization



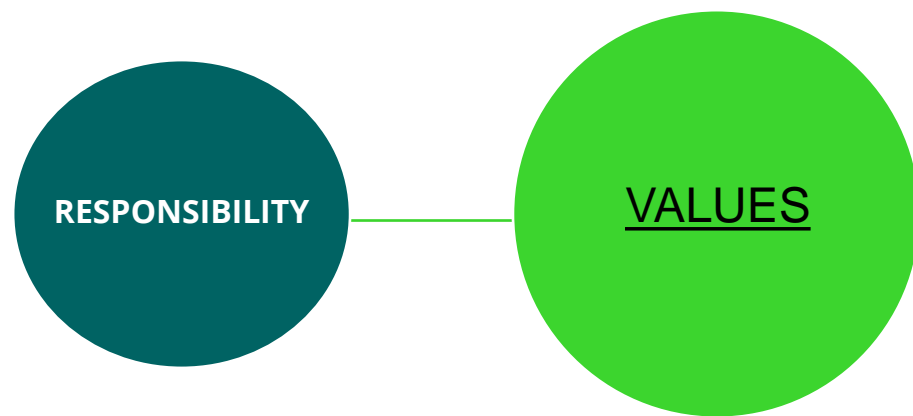
- We develop specialized investment and operating teams which have deep sectoral knowledge of the areas in which we invest.
- We use data, carefully analyzed and fully vetted, to complement decades of experience, in guiding our investment decisions.

# 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.