

CATEGORY	EXAMPLES
<b>Ability to do your best work</b>	<ul style="list-style-type: none"> <li>* Wellness plan</li> <li>* Meditation/quiet/lactation room</li> <li>* Office renovation - took overall smaller office and created one large, open office space to promote open discussions between departments, including a white board wall</li> <li>* Healthy snacks in the lunch room</li> <li>* Changed office dress code from business casual to "dress for your day"</li> <li>* Provide time off to allow employees to volunteer</li> </ul>
<b>Alignment with purpose and values</b>	<ul style="list-style-type: none"> <li>* SHARED VALUES WORKSHOP- Ownership together with current employees designed an engaging &amp; fun Shared Values Workshop for all new employees. This provides a deep understanding of our company's philosophy because values drive not what we do but HOW we behave when we work together - both internally and externally. When everyone's working from the same set of values, it creates an enjoyable work environment where people can do their very best work!</li> <li>* Shared Values Recognition Program- to further endorse shared values, we created a simple and creative way through our intranet system for people to recognize their peers when they demonstrate specific behaviors that exemplify our shared values. The nomination of a co-worker, by a co-worker, is shared with the whole company in the quarterly newsletter.</li> <li>* Team strategy sessions to assure values are shared and issues - discussed</li> <li>* Leading by example (values, work ethic) - walking the talk</li> <li>* Management by "walking around", engaging genuinely</li> <li>* Everyone who is new in a given year goes to corporate office for a "101" type course, to align new hires with the values. Promote as much as possible internally.</li> <li>* On-boarding process created a close-knit group</li> <li>* Quarterly lunches to discuss company's goals and how far we are to achieving them</li> </ul>
<b>Commitment to growth and development</b>	<ul style="list-style-type: none"> <li>* Created an internal "university for education and personal development. It's offered only to employees, set up like a university with a spring &amp; fall semester offering a variety of classes during the work day and registration is on a first come basis. Benefits of the program include: the opportunity for consistent and efficient training in critical areas of our business; internal resources available to employees for developing their knowledge, skills and abilities; and it serves as a vehicle to prepare employees for internal promotional opportunities. The classes are taught primarily by our own employees which is an excellent way for the "instructors" to share their knowledge, lead their peers, and get accolades from the entire organization.</li> <li>* Annual conference to learn and have fun afterwards</li> <li>* Deliver ideas "with excellence" and everyone will listen and be open to hearing the idea</li> <li>* Promote growth and Development by: <ul style="list-style-type: none"> <li>a) Company sponsored monthly "Lunch and Learn" on various topics within the CRE industry (e.g. marketing to acquisitions to property management to property specific case studies)</li> <li>b) All employees set SMART goals at the beginning of the year with a year-end review</li> <li>c) Encouragement to attend CRE networking opportunities (e.g. broker to broker outings with tickets to sporting events, corporate card to encourage participation)</li> <li>d) Personal development and growth (e.g. CCIM classes, licensing fees, continuing education coursework/alternative continuing education)</li> </ul> </li> <li>* Lunch and learn</li> <li>* Schedule for ongoing training and prof development - individual and for the entire team</li> <li>* Internal University - department leaders teach class on their subject</li> <li>* Internships which offer opportunities to students to learn more about a career in real estate and finance.</li> <li>* Support and encouragement regarding membership and involvement in CREW, attendance and participate in CREW events.</li> <li>* Support for attending Real Estate Conferences and Private Equity Conferences.</li> <li>* Supportive of employees pursuing advanced degrees.</li> <li>* Support of CREW as a national sponsor. Additionally, development and support of Womens Integrated Network (WIN) which has local chapters that also offer their own programs in addition to those sponsored globally. This demonstrates the commitment to diversity and support of the professional development of women.</li> <li>* Internships which offer opportunities to students to learn while engaging employees to coach and mentor.</li> <li>* Publication of research on emerging trends affecting CRE ensures employees are informed and can inform clients.</li> <li>* Numerous individual learning opportunities for both hard and soft skills through monthly webinars and self-study programs.</li> <li>* Project tours once a month in a market for sharing what is underway, sharing of experiences.</li> <li>* Event with Amy Cuddy and conferenced in other offices</li> <li>* Training/Further Education Budgets: Each employee has a training/event budget they can use to attend events, sign up for a class, or go to an industry lunch</li> <li>* Lunch &amp; Learns: Scheduled and all employees are invited to get AIA credit or learn about a new product/process</li> <li>* By teaching intent - teaching why you do what you do to newbies.</li> <li>* Sharing meeting notes with others in the office so they understand the workings of the company</li> <li>* Bridging the culture gap - giving people face time</li> <li>* Annually provide \$700 toward continuing professional education</li> <li>* As a principal has given authority for property managers to make decisions related to their tenant selection</li> <li>* Coaching conversations, rather than a formal review</li> <li>* Supporting employees to take time off for professional education</li> </ul>

<p><b>Integrity in hiring, recognition and rewards</b></p>	<ul style="list-style-type: none"> <li>* Milestone Awards for people celebrating each 5-year anniversary at the company. Present employees with a personalized marble tombstone inscribed with words of gratitude and add a silver piece to it every 5 years. Everyone knows that when they celebrate a milestone anniversary there will be a surprise heartfelt tribute created by their peers. Examples of some themes we've used: Carpool Karaoke, Jimmy Fallon's thank you notes, Rapping songs, Grammy awards. This is an opportunity for people to do something outside of their normal work experience to be creative, have fun and sometimes even make fun of a friend at work.</li> <li>* Giving \$100 gift cards for innovative ideas</li> <li>* New candidates interviews - team members participate in the recruiting efforts</li> <li>* Emphasis on diverse hiring practice</li> <li>* Interview existing employees to ask if they are in the right positions, what they like about their job, what could be better</li> <li>* Recognizing value of hard working employees, promote trust</li> <li>* Company ownership plan</li> <li>* Supportive of promotions and advancement within the company.</li> <li>* The higher someone is in an organization, the more likely they are to be engaged. Maybe it's the authority they are given, or the opportunity they are given to shine makes that different.</li> <li>* A level of respect, rather than a hierarchy really helps. Having levels can deter people from speaking up unless they have a high sense of self-confidence.</li> <li>* Spotlighting employees on news feeds and in local office news boards helps to show the many dimensions of the company's employees and adds a human face to the company.</li> <li>* Making sure you introduce others/your team to clients to help show their worth and make them feel valued</li> <li>* Dinner on the House: If you have to stay past 6:30pm, you are welcome to order dinner and expense it to our company</li> <li>* Annual raises based on personal goals throughout year</li> <li>* Company covers 100% of health, vision, and dental insurance</li> <li>* Company has 401(k) match</li> <li>* Quarterly bonus plan - CEO gets on conference call to discuss positive items from quarter</li> <li>* Possibly a bonus related to positive tenant selection?</li> </ul>
<p><b>Open and transparent communication</b></p>	<ul style="list-style-type: none"> <li>* Quarterly Newsletters- internal communication with information about new deals, highlights on existing deals, employee shared values nominations, promotions, events, community service, etc. A communication intended to celebrate people and their accomplishments.</li> <li>* On-going communication via informal regular meetings/check-ins with clients and colleagues throughout the process</li> <li>* Keep employees up to date, whether good or bad, via regular emails (i.e. weddings, birthdays, babies).</li> <li>* Effective communication amongst teams and different departments within the organization: open door policy, team outings, luncheons, meetings</li> <li>* Open door policy - anyone can ask any questions</li> <li>* Monthly team meetings to address work load, projects, new ideas - with sponsored lunch</li> <li>* Soliciting for employee opinion on hiring, work distribution, training programs</li> <li>* Addressing tough issues openly in a company meeting - work overload, turnover, etc.</li> <li>* Positive feedback, respecting inter-generational differences</li> <li>* Weekly team meeting and encouragement of open communication and sharing of ideas.</li> <li>* Companywide Annual Summit held with Corporate and Operations team members to discuss best practices - 2 day opportunity to get to know other members of the company</li> <li>* We have company-wide call-ins to chat with the CEO or our business unit leader. Both our regional leader and our CEO respond to e-mails and are incredibly accessible.</li> <li>* Some are very engaged - some are just working for the weekend. The successful groups include everyone - constant communication, good and bad. If it is bad, they'll use it as a teaching opportunity. Making people feel appreciated and noticing each person's contribution. It is the hardest to get partners to acknowledge how difficult it can be for each of them.</li> <li>* With engaged organizations, there is a lot of openness. Where there is secrecy, and things are held close to the vest, and the power and knowledge are top-heavy, it is a less open and engaged culture</li> <li>* Communication flows freely, and we all work together. There isn't a lot of structure, but there is a lot of communication and support. It is a small company, so the difficulties will come when we are growing.</li> <li>* Quarterly broadcasts of business updates by Division CEO. Touches on broad business goals, progress, achievements and challenges. This keeps employees informed and engaged with the company as a whole and not just with their job.</li> <li>* Weekly business updates issued by Americas CEO informs and motivates employees by helping them see the successes and how they can have an impact on the company, too.</li> <li>* Weekly office meeting where everyone shares what they are doing. Provides a format for jr members to raise ideas with whole group - for quicker feedback.</li> <li>* Monthly Newsletters: Published on SharePoint that highlight ground breaking events, project completions, company events by office or nationally. We also include personal events - new babies, marathon times, anniversaries, etc. Each newsletter includes 3-4 employee "Up and Personal" interviews.</li> <li>* Company Update Lunches Quarterly: We buy lunch for all employees and all offices tune in to get an update of where we are financially, updates on each office, and any big company news.</li> <li>* Newsletter - profile of individual employees to get to know people</li> <li>* Shout Out cards - anyone can give a Shout Out card to any individual that went over and above for something. They get posted above your desk</li> <li>* Weekly call to discuss what is happening in the organization</li> <li>* Regular meetings to discuss what my group does within the larger organization to let other groups better understand the overall company and best processes - trying to engage people</li> </ul>

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- \* Offer the opportunity for employees to join teams that participate in outside competitions: DRESL winter classic softball game in January & inductee celebration afterwards, Aeron Chair Hockey team to benefit Special Olympics, Real Estate Games team to benefit Juvenile Diabetes Research Fund, Softball Leagues. Team activities outside of work offer new bonding experiences to employees.
- \* Invite & pay for employees to attend the FUN events that the company sponsors. Some examples: House of Blues REACH concert, the CAMME award gala, Chicago Commercial Real Estate Awards dinner benefiting the Chicago Food Depository, Green Tie Ball benefiting Gateway Green
- \* Company-wide parties at least twice a year during the work day. We often plan an activity because people love to participate in fun games and are motivated by competition. We divide the entire company into teams of people who typically don't work together. Examples: treasure hunts, scavenger hunts, bowling, bocce ball, kickball, volleyball, miniature golf, obstacle courses, square dancing, song writing, bingo games, Arlington Park, creating a human Christmas tree. This fierce & fun competition creates an impactful bonding experience.
- \* Created a corporate community service program focused on strengthening relationships through community service. Employees volunteer for local organizations of their choice with at least three other employees and are encouraged to partner up with co-workers they don't work with on a day-to-day basis. Every employee receives up to two paid days off each year for volunteer activities. To celebrate employees for their participation and to increase exposure for the community organizations, volunteer events are recognized in the quarterly newsletter by sharing photos and results from the events. The goal of the program is to build and strengthen relationships between our employees and to make a difference in our community.
- \* Arrange company-wide community service events with 80-100 people. Examples: Chicago Botanic Gardens, Friends of the Chicago River, Bernie's Books.
- \* Putting together a social activity (going to the gym)
- \* Ambassadors of Fun creating one event per month - allows certain employees to see what people need and CREATE the engagement (events). Jeopardy Game - different business lines play a game, and everyone in other business lines learns what the needs/successes are of other business lines. Creating an Olympics to engage across all service lines (inclusive of high level of leadership). Earlier on, there was a person in charge of the fun activities but seemed to be forcing the fun (did not feel authentic), and many people were not interested in going.
- \* Comradery/Team Building through company hosted holiday parties at the corporate and property level (luncheon, bowling, Escape Room), Cubs/Sox games, boat tours, wine tasting, dinners, birthday luncheon. Company sponsors various events throughout the year (e.g. DREAA boat cruise, GCFD Commercial Real Estate Awards Dinner, BOMA Chicago, TOBY Awards, GNMAA Gala, Gold Coast Fashion Show, NAIOP Awards Dinner, Spring Fling)
- \* Encourages team building and morale by hosting beer cart Friday (encourages bonding amongst various departments), casual Friday, summer half day Friday's, early dismissal before holiday, wellness initiatives throughout the year (Chase Corporate Challenge, AHA walk, Australian Walking challenge)
- \* Recognize employee milestones companywide (birthdays, anniversaries, baby/wedding showers, promotions)
- \* Thirsty Thursday monthly happy hours to promote team environment
- \* Ethnic luncheons to promote authenticity and different culture appreciation
- \* Buying dinner for people working late
- \* Cultivate Coworker friendships and relationships
- \* Volunteer work, fund raising for issues that are personal to the company
- \* Cubs games for employees
- \* Buy lunch for team on manager's own dime (not expensed)
- \* Invite employees to attend as guests the tables purchased at the various Real Estate Related Award dinners throughout the year
- \* Organize and host fun company outings: Cubs games, Blackhawk games, Architecture River Boat tours.
- \* Celebration of employee birthdays with team lunches and or cupcakes, donuts, etc.
- \* Even in the larger organizations, there are still sub-cultures within I (like the real estate group, aside from the remainder - healthcare would be a different sub-culture).
- \* The elevators only just stop on each floor, so there is no opportunity to meander or wander
- \* The "frivolous" items provide team bonding and enhance communication
- \* Volunteer events create camaraderie
- \* Advocacy and support of Brown Bag competition among RE companies in support of Greater Chicago Food Depository. Creates a friendly competition among employees to support a very worthy cause that is widely supported by the RE community.
- \* Advocacy of Dress for Success, encouraging donations to provide opportunities for those less fortunate.
- \* In a virtual organization, program called Social Cast - posting on various topics - helps people engage around whole person. "Wacky Wednesday".
- \* Continuous Improvement Committee - fosters jr level contribution. Internal newsletter to share news of projects. Also started internal website just for employees - includes lessons learned. Also articulates some fun things like great movies and restaurants.
- \* Monthly Friday Forum, folks come to downtown office and conference call others to discuss different projects. One of the only times when PM team gets together even if virtually and shares info.
- \* Fun entertainment opportunities for teams hosted by a vendor - cross functional creation of esprit de corps.
- \* Internal intranet where you can raise questions and get responses.
- \* Lunch Hours with BYOL and 3 employees can sign up per month for a 20 minute presentation on anything they'd like to share. It can be a trip, a topic, etc.
- \* Earth Day: Each office has an event to give back to the community. Employees can sign up and donate some of their time on this day. All volunteers get special Group T's
- \* Company Parties: We have 2/yr. One around the December holiday time, and one themed event during the year. All office employees are invited to the themed event, and employees and significant others are invited to the holiday event
- \* Committees: We have special committees (Personal Development, Culture, Engagement & Communication) that employees can volunteer to be on and lead. All ideas are brought to the board for final approval
- \* Friday Roundups: Every Friday at 4:30pm we stop everyone and we all get into a group and talk. Drinks are available for those that would like to drink. We typically come up with a game or fun questions to answer and share.

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(cont'd)**

- \* Escape Room event for a team bonding night
- \* Design competitions for the Holiday card every year
- \* Quarterly out-of-office events to have fun and team build outside of the office
- \* Quarterly birthday lunches
- \* Daily "Lunch bunch"
- \* Company retreat
- \* Holiday party
- \* Company swag!
- \* Sporadic volunteering & fundraising events
- \* Office "fun room" - ping pong, foosball, popcorn, bean bags, various board games
- \* Sporadic Lunch & Learns to discuss ideas important to individuals in company
- \* Company get togethers create positive relationships through discussion, humor, personal life discussions - creates trust between people

## EXAMPLES OF AREAS IN WHICH YOU WOULD LIKE INPUT TO STRENGTHEN YOUR ORGANIZATION'S CULTURE OR PRACTICES

- \* Looking for ideas during meetings that will help people hone in on their listening skills when people are talking without interrupting or being focused on responding to what is being said. "Listening isn't a need we have, but a gift we give. It's an act of kindness, respect and generosity." SOLUTION: workshop - listen to someone tell a story, next person has to complete the next line of the story, you have to listen to the story to keep talking. SOLUTION: say people's names in the group periodically to peak attention.
- \* Disconnect between the end/product and the process/production. Different sub-groups have different ideas of fun.
- \* Certain departments lack a connection to the product (accountants seeing a property as any LLC), and there is limited connection with the purpose of the company. SOLUTION: Improve communication by emailing the company more about what is going on in the company on a more regular basis.
- \* Different departments do not interact and communicate well. SOLUTION: have each department get together and come up with an idea on how to communicate to the company as a whole what they do, what they've done, what they want to know, etc.
- \* Communication: Develop effective communication amongst different groups within the organization and within different markets we are involved
- \* How to implement Employee of the Month - what criteria and who makes the decision
- \* Annual performance evaluation - what exact metrics to include; examples one can share
- \* Ideas for better onboarding process
- \* To compensate appropriately make sure you know what the market is (salary, bonus)
- \* Metrics to assess performance: if not incentivized per deal how do you assess performance to reward it?
- \* Value and recognize not just monetarily, on the spot feedback
- \* Take an opportunity (ex. brand merge initiative) and ask for input instead of directing the initiative
- \* Random acts of kindness (send flowers, cards, etc)
- \* Ever-present mindfulness
- \* Have people vote every month, share criteria and share examples of what other employees did as well
- \* How to make sure you are hiring the right people for the right firm
- \* Based on the TED talk - there isn't much trust building between leadership on teams. It would be easier to follow some of the organizational leaders (or direct supervisors - myself included!) if we worked more to gain the trust of our reports.
- \* People that don't believe in the mission or culture.
- \* People that don't feel good about going to work, and don't drink the KoolAid. A bad vibe creates a bad workplace for everyone, not just those emanating bad vibe.
- \* Openness of the leaders to the up-and-coming leadership. Allowing growth opportunities.
- \* Adjusting to different teams is difficult when you have to work outside your team.
- \* It's harder to communicate down, especially in a small company when there is only one junior employee
- \* There isn't a formalized conversation about culture, which can inhibit the scalability of the culture
- \* So difficult with folks in different markets to create that bond.
- \* Global communication - Cross time zones/regions is particularly challenging. Don't get answers to all the questions.
- \* Segmentation of work - need to share strategies and activities within each segment.
- \* Owners of company are too busy - they don't have time or inclination to set tone. Next level down can seize the opportunity. Paint a picture for them of the return and the power this will have within the organization. Change your mindset! small.
- \* Sometimes values seem in conflict - clients v colleagues. How to balance the priorities and values.
- \* How do you engage different level employees who have different personal values? Need to empower the employees so they feel they have skin in the game. How to create shared values..... so they can also articulate to new and potential clients as well as colleagues.
- \* How to counter the boredom effect - want to enrich what they do to keep them from getting bored.
- \* Spending time with young talent to teach them new skill sets when they are always in a time crunch - Solution: Identify the senior people that are the best teachers and encourage them to do the teaching.
- \* Wants to implement more processes - share best processes
- \* What do other companies do for their review? Annual, semi-annual, formal forms, discussion?
- \* As a lower level employee, how I create a culture of change to promote more open communication and less secrecy?
- \* How do you bring in outside assessments so that employees can assess themselves, but come back together to better understand each other? ex: DISC
- \* Professional development - where is there room to grow when there are so many new people in every role?
- \* What types of questions would you include in interviews to make sure that people will align with your values?