The True Test of Leadership

In a session recorded earlier this week with Maureen Ehrenberg for the new OSCREShared Perspectives Series, she provided her insights on what the primary drivers are for change in the workforce and workplace. As Global Head of Real Estate Operations and Strategic Services for WeWork, Maureen has more than 25 years’ industry experience, leading through a variety of market conditions. Here are some highlights of our discussion.

Maureen’s comments focused on people, processes, tools and infrastructure as primary drivers. Each driver is important individually, and yet the power of each is magnified when working together. She emphasized the importance of resilience for leaders in both the tactical and strategic response to the current environment, and acceptance of new risks that must be managed to move forward.

She discussed the tools needed to empower the workforce, including the use of IoT, artificial intelligence, machine learning and other technologies. Data management becomes a more critical component for decision-making and confirms the need for standardized data. “The place you occupy becomes an ecosystem,” Ehrenberg said. The strength and ability of the organization’s IT team and available technology enabled workers to make a manageable transition to remote work or pointed out deficiencies that could have long-term effects.

Ehrenberg believes advancing an infrastructure that includes energy management, sustainability and 5G networks will become a higher priority. Pressure from stakeholders and stockholders will drive these initiatives. In just a few weeks, we’ve seen clearly how fewer vehicles on the road can improve air quality and reduce carbon footprints. The crisis has brought environmental responsibility to a more prominent position – will we maintain that focus?

The health crisis quickly became an economic crisis and changed how we work; it did not change who we are. Core values are no less important, and the vision for the future may be even more critical than just a few months ago. People must have confidence in their leaders to move the company forward, to confirm and sometimes re-define their individual roles. Building new skills become even more important as organizations strive to address the changes that impact their workforce and workplace. The true test of leadership lies in building a new vision for the future, creating an environment that encourages innovation and a higher tolerance for risk.

Look for an announcement soon about some new tools we’ve developed to help you on your journey.

Best regards,

Lisa Stanley, CEO
OSCRE International

Digital Literacy – the Foundation for Transformation

In response to the current economic and workforce challenges, momentum is already building for permanent changes to the way we operate. But are we equipped? Digital Literacy is an essential starting point when building digital competencies fast enough to recover effectively, rebuild a new future and build the capacity to continually transform.
This is why OSCRE is placing a lot of emphasis on Digital Literacy in its education and training programs, and on supporting your ability to implement the OSCRE Industry Data Model (IDM). Managing the changes ahead starts with the ability to train, motivate and lead teams and organizations, including business partner relationships. Very quickly, it becomes clear that we are talking about a whole new set of terms, practices and strategies with a much broader perspective of the entire digital ecosystem - think of your entire operation being digitally-enabled and integrated across the enterprise and with business partners.

Building Digital Literacy is the place to start. It means becoming familiar with and able to begin to implement new digital practices in real estate. Some of the features (and terms) coming to the forefront include:

- **Enterprise**: a shift to an enterprise view, across functions, and including outsourcing partners.
- **Data Modeling**: a way to align an enterprise around a consistent approach to data.
- **Data Governance**: establishing new practices and roles for improved data quality and ownership.
- **Digital Operational Excellence**: agility, customer-focus, integration and capabilities.
- **Digital Maturity**: planned evolution of the organization to higher levels of digital competency.

OSCRE’s offers education and training to help build digital literacy, including on-line education in data governance and digital competencies, and virtual learning labs to develop new capabilities in teams to manage the change ahead. You can access an article on [Digital Literacy in Real Estate](#) to develop a better understanding of the process. For more information on OSCRE’s education programs, please contact us at info@oscre.org.

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**OSCRE ACADEMY**

No travel, no problem. Provide your teams with educational opportunities today!

This year is moving quickly and the unforeseen health risk facing the world is also forcing changes in the workplace. If your organization has taken steps to halt travel to industry meetings and other educational opportunities, consider your [OSCRE Academy complimentary annual enrollment benefit](#).

We have two on-demand programs available. They are web-based programs that can be accessed 24/7
Is your organization an OSCRE corporate member? Email us to find out.

- If you are a executive level member you receive 5 complimentary enrollment slots per year.
- If you are at the industry partner level, or the association partner level, you receive 2 complimentary enrollment slots per year.
- All OSCRE corporate members in good standing, at any level of membership, may request a group enrollment discount for their team (this option is valid for a request of 10 or more registrations). The price per enrollment will be based on the total number of enrollments requested.
- If you would like to offer your team the ability to continue moving forward toward effective data governance and build their skills contact us.

If your company is not a corporate OSCRE member, the OSCRE academy doors are open to you too! Please check our website for information on how to register online for our on-demand courses today!

OSCRE Academy on-demand programs:

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<th>Data Governance in Real Estate on-demand Certificate program</th>
<th>Building Digital Competency in Real Estate on-demand Certificate program</th>
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<td>This program is presented by industry professionals, giving you access to their knowledge, experience and guidance on how to apply it to your own organization. Defining the Who, What, When and Why critical to developing an effective real estate data governance program. Helping participants assess and grow their organization’s data governance maturity capabilities.</td>
<td>It's about doing things right, engaging the right people, developing the right skills, and putting the right framework in place. Build an effective data governance framework, competitive advantage and improve business outcomes. This program will help you build the skills you need to take the next steps to build digital competency for real estate.</td>
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