

Fear Management For Managers In A Volatile World

By: Margie Russell's interview with Mardi-Ellen Hill

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Fear management was the topic at several recent NYARM seminars. Mardi-Ellen Hill, a Thought Leader Consultant, was among the presenters and she provided us with an objective approach addressing the natural fears building staff and management has alike, about how they will perform during emergencies. Combine that with actually having to deal with the emergency event and how fear in-the-present, affects performance. Since preparedness is a key mainstay, and fear is a significant impediment to performance, then understanding the dynamics of preparedness and the impact of fear is something

that warrants being dissected.

Ms. Hill explains, "Preparedness is working our way back to the beginning of an emergency, and all the things that have to come into play in that arc. Once that emergency starts to tick, all the things you planned, are going to take a backseat to different and more pressing events happening. Then, out of these newly prioritized events occurring, other events are going to flourish. Understanding preparedness, is understanding that a storm does not hold a fixed destination. Landing a plane where once one assumed there was a landing point, is simply not going to work. What is the real meaning of destination in the midst of an unfolding crisis? The destination is found buried in a uniquely personal time arc we measure as productivity in the course of a day, a week, a month, a year. When you're in the midst of an emergency, that time arc is rapidly adjusting inside us relative to the rhythm of the events unfolding in crisis.

How does that fit in? "Fear and fear management is not only proportionate to a generally accepted level of risk, it is also proportionate to our understanding and characterization of what risk means individually to each one of us. We perform based on a unique combination of our inner clock and the clock we are taught to abide by. Again this is a uniquely personal experience. Thus, REHEARSAL and PREPAREDNESS are essential work states to carefully execute in order to achieve high-octane performance. Rehearsal also allows us to preserve our strength under stress, reducing fear".

But the day to day management of a building must continue, before, during and after a crisis. "It's quite a difficult thing to balance both what is normal outside an emergency and a crisis, plus extrapolate and think about what that crisis situation looks like. These two parallel worlds operate simultaneously, in tandem. And since the leader is the one who controls the group clock, to really be effective as a manager, as a person in a thought leadership position, one has to be able to evaluate both worlds and work from both of them simultaneously. This requires a full understanding of the fact that we are conditioned to, and abide by, an in-

ternal clock during a regular work schedule. It also requires the realization that each member of a team has a different and unique response duration, and that the tandem of the emergency clock and each individual's preconditioned clock yields a MEASUREABLE behavior-performance".

From a practical standpoint is there a silver lining to any of this? "Because we are living in a fraught environment fear can be used in a good way. Meaning it's important to be afraid of something that can harm your body, harm your business, your company's reputation, your data or most importantly the safety of your building's occupants and employees".

Excellent, thank you Mardi! We will harness this power for the better good and one way to learn how to prepare is sending building staff to FEMA CERT training. One such Community Emergency Response Team Training is offered by the Battery Park City Authority, Parks Dept. With an emphasis on Leadership Skills it is geared to high-rise buildings, focusing on preparation for, and response to, sudden overwhelming disasters. • Battery Park City CERT http://www.bpcert.org/Home_Page.html • Videos: CERT Hands on Drill Part 1 <http://youtu.be/ljEoesHQhd0?t=1s> Wrap up Discussion Part 2 http://youtu.be/Z_fuGjIHXmc?t=7m17s.

I also recommend to vendors and service providers that this training is something you should seriously consider. By sending your service and sales force, while it certainly is good business, more importantly, it makes your field staff much more sensitive to the needs of your customers, and the community your company serves.

Margie Russell, executive director of the NY Association of Realty Managers (NYARM) has a wealth of experience from a real estate career that began 30 years ago. Formerly a property manager of some of the city's largest multifaceted cooperative and condominium apartment and mixed-use buildings, she increased the market value of stagnant buildings through innovative problem solving, project management and staff retraining. She coordinates, plans and conducts the NY Accredited Realty Manager Certification program and educational/networking events for building management and industry professionals in the Greater NY Area. mrussell@nyarm.com 212.216.0654 <http://www.nyarm.com/contact.htm> www.nyarm.com and view her educational seminars http://www.youtube.com/results?search_query=margie+russell

Mardi-Ellen Hill is a recognized member of the Wall Street Journal Women of Note network. She works as a Thought Leader Consultant, Speaker and Writer, bringing new knowledge based platforms to business and educational venues world wide. She is also the Creator/CEO of a new global entertainment enterprise. Formally the head go MEH Multimedia LLC, Ms. Hill is forming a new company with her dynamic multifaceted team. Stay tuned for news about her Feb 2015 event presented by Composers Now, a festival held in the five boroughs of New York City. Log on to her site. www.menduniversebuzz.wordpress.com