

# Up, Down, and Across: Solving the Communication Puzzle

presented by



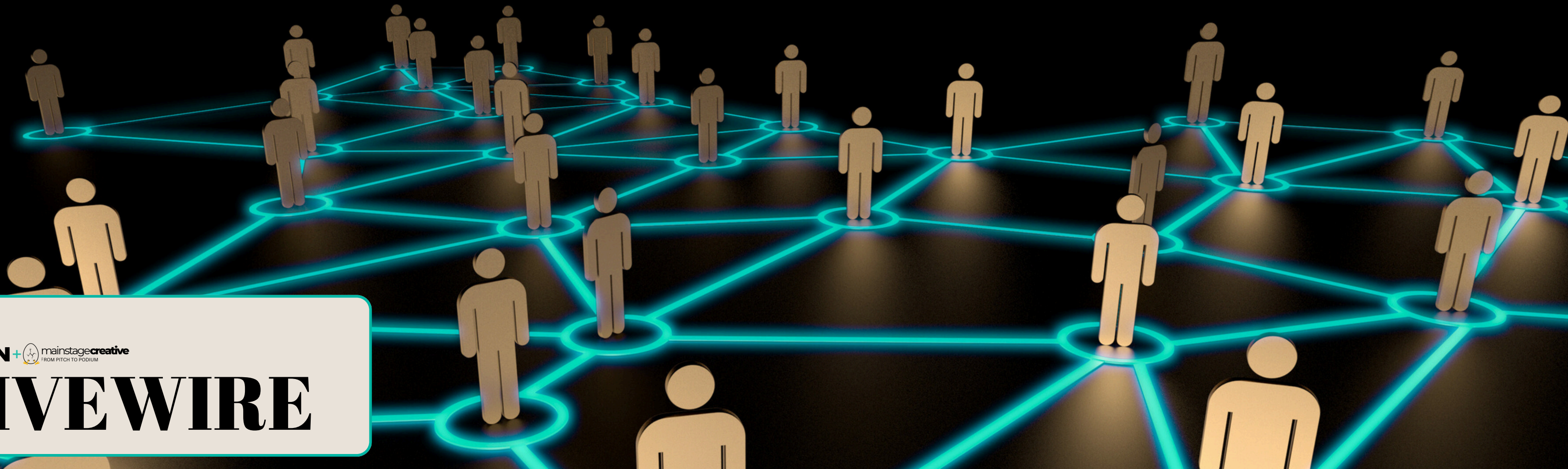
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# The Puzzle

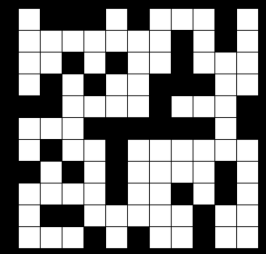
Solving For Team Alignment



# AUDIENCE POLL!

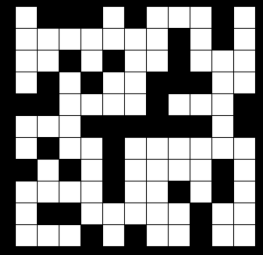
What do you think is the biggest obstacle to effective communication across teams?





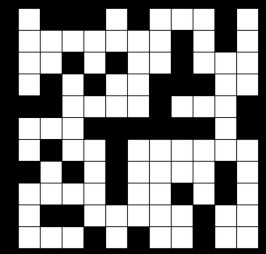
## Clue 1: Breaking Down Silos

- Define alignment in operational terms
- Map shared goals and KPIs
- Identify friction points: timing, tools, ownership, tech
- Establish a central source of truth for terminology and decisions
- Outcome: Fewer bottlenecks, clearer execution, faster results



## Clue 2: Winning Buy-In

- **Communicate in terms of what your audience values most**
  - **Ownership: Return on investment and risk reduction**
  - **Operations/Marketing: Workload clarity and efficiency**
  - **Onsite: Simpler workflows and quicker wins**



## Clue 2: Winning Buy-In (continued)

- **Tailor messaging to your audience's priorities**
- **Build trust through transparency, clear expectations, and feedback**
- **Define success metrics and show how teams contribute**
- **Align teams around shared goals and visible progress**

# One Down

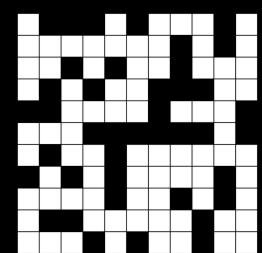
Tailoring Your Message to Your Audience



# AUDIENCE POLL!

When a performance issue is identified at the property level, how quickly does it typically get escalated to operations or leadership?

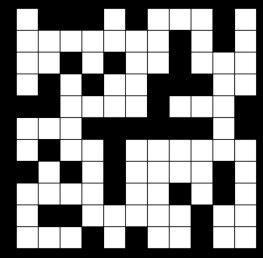




# Communicating Up: Ownership, C-Suite, Asset Manager

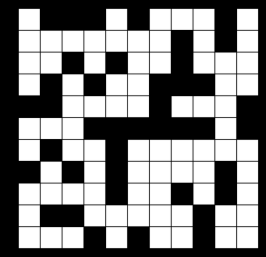
*Focus: Decision support and business outcomes*

- Start with what changed and why it matters
- Pair root causes with solutions
- Quantify the financial impact and changes to timelines
- Make the support needed very clear
- Finish with upside



**Communicating Across: Operations, IT, Accounting,  
Legal, HR, Maintenance, Marketing**  
*Focus: Clarity, coordination, and workload alignment*

- **Define impact to team workload and resident experience**
- **Confirm system or compliance dependencies**
- **Communicate budget changes and training needs**
- **Coordinate timing to avoid conflict or duplication**



## **Communicating Down: Support Staff, Leasing Teams** *Focus: Context, empowerment, and execution*

- **Acknowledge current challenges to build trust**
- **Explain the “why” behind the change**
- **Quantify the financial impact and changes to timelines**
- **Crowd-source quick wins and frontline insights**
- **Share priorities and celebrate small wins**

## Relevant KPIs

Ownership, C-Suite, Asset Manager	Revenue, ROI, leasing velocity, exposure
Operations, IT, Accounting / Finance, Legal, HR/Training, Maintenance, Marketing	Traffic volume, conversion ratios, response times, reputation statistics
Support Staff, Leasing Teams	Leads by channel, response times, conversion at each stage, reputation sentiment, missed tour rates

# Two Across

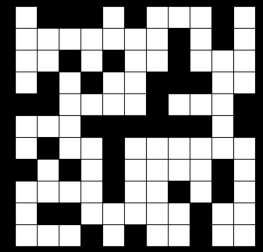
Dos and Don'ts



# AUDIENCE POLL!

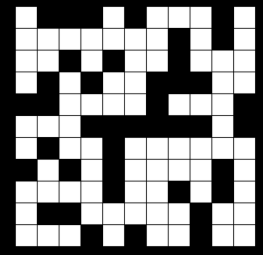
Which best describes how your team communicates updates and decisions across different levels of the organization?





## Do

- **Go first with the bad news**
- **Use clear and concise language**
- **Offer bite-sized timelines**
- **Tie fixes to shared KPIs**
- **Document decisions in one shared place**



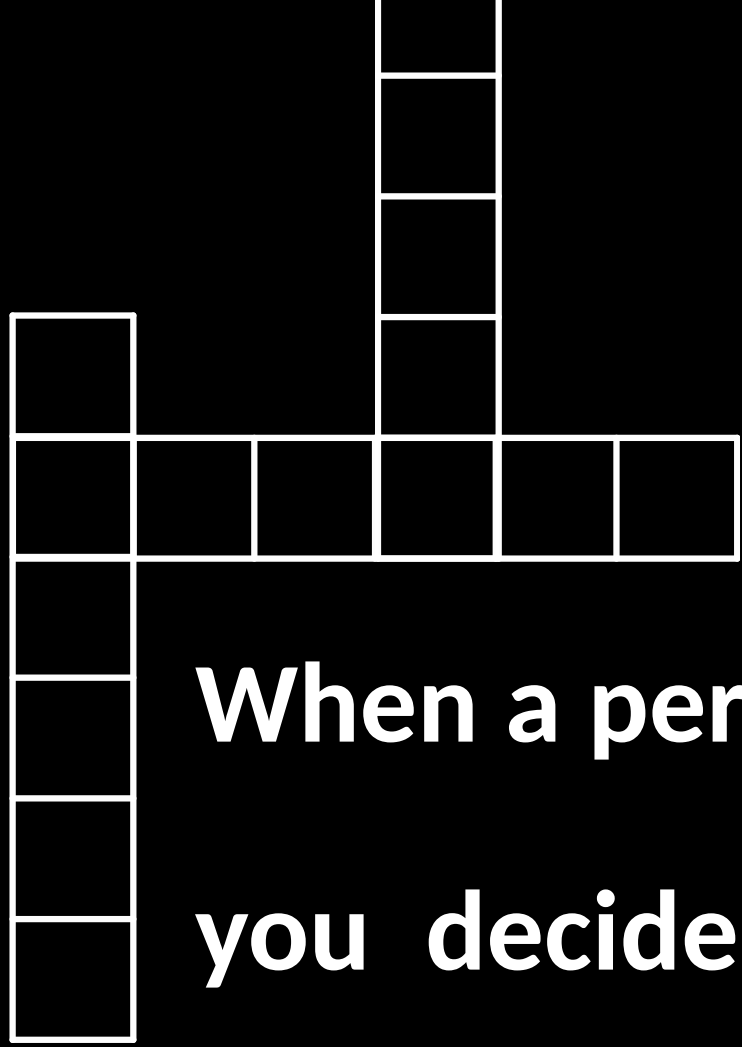
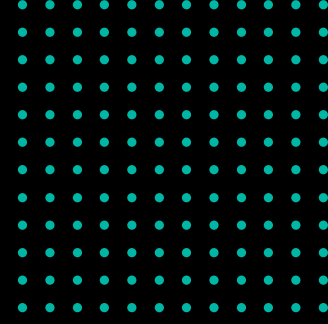
## Don't

- Bury problems in optimistic fluff
- Speak only in jargon
- Leave next steps ambiguous
- Focus solely on the tech, not the business outcome
- Scatter updates across emails, chats and slide decks

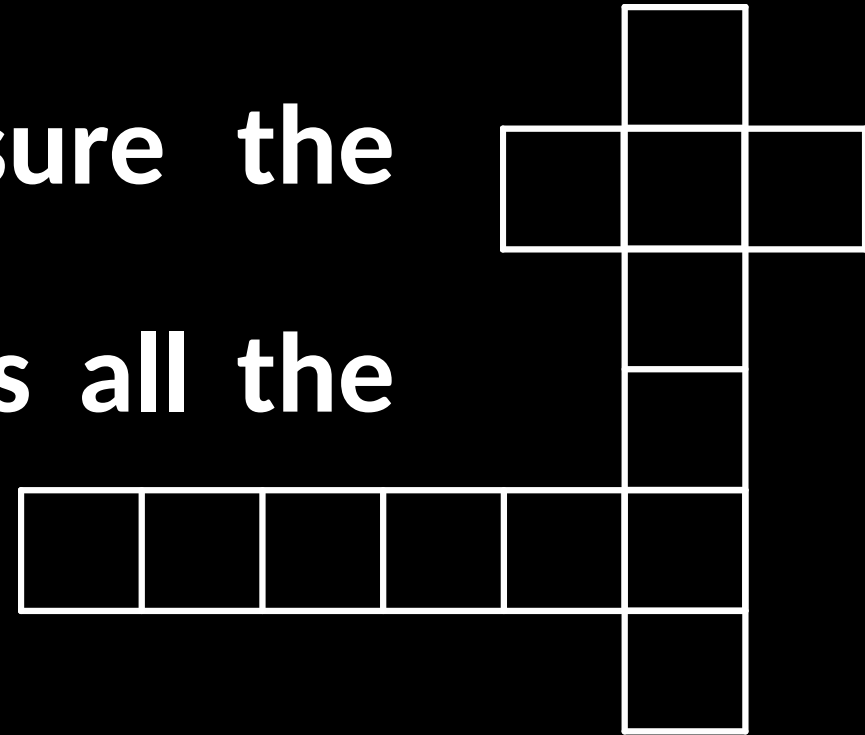
# Fill-In-The-Blank

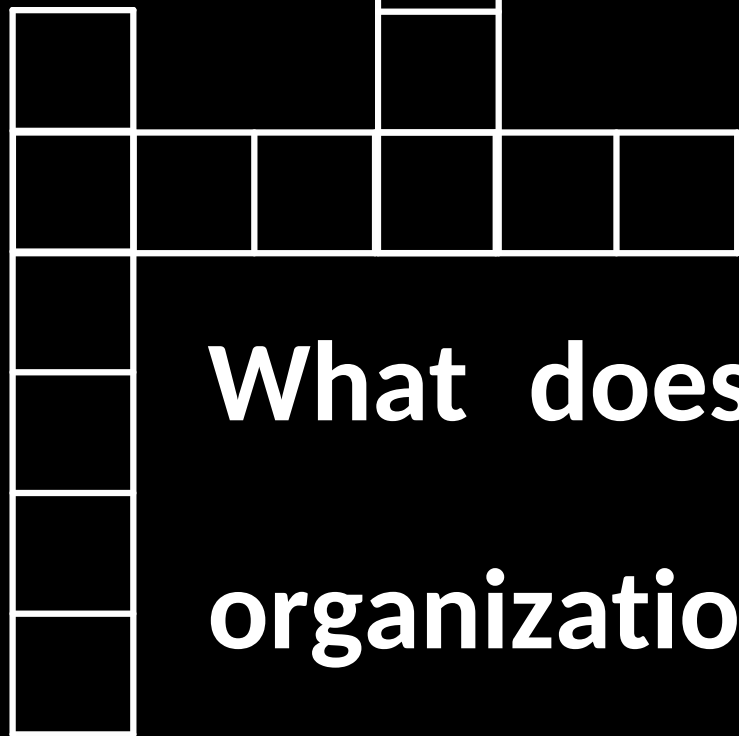
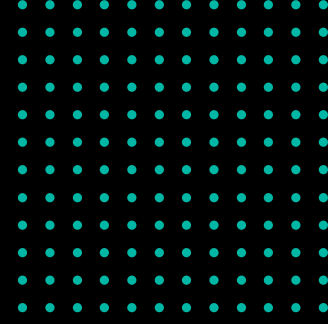
Real Life Communication Examples



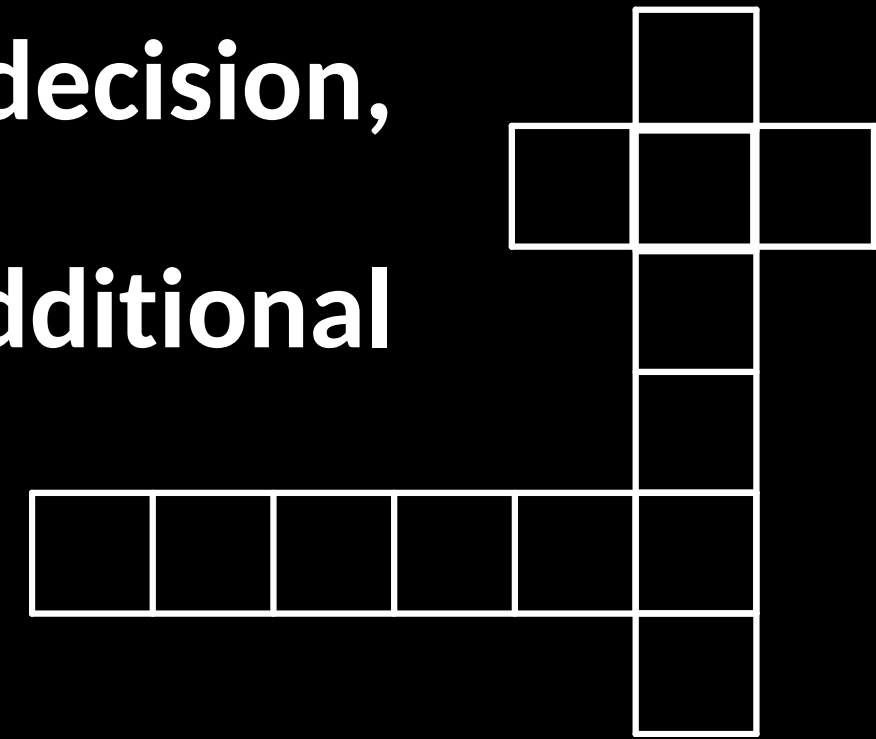


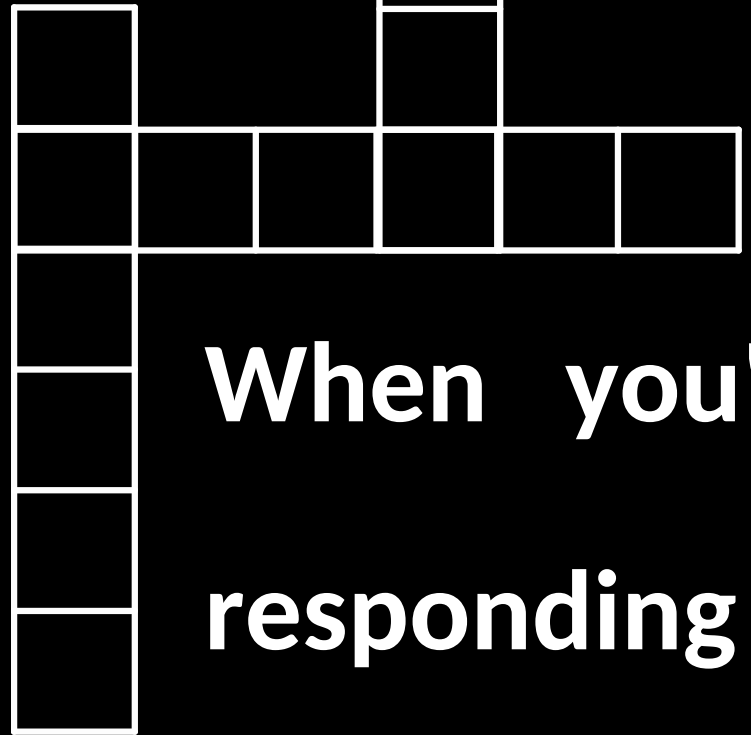
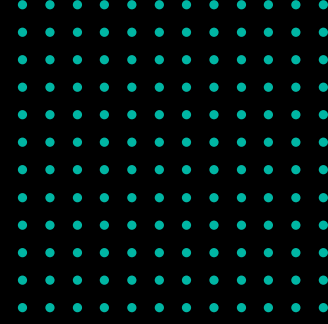
**When a performance issue or new initiative surfaces, how do you decide what information gets communicated to each level of the organization, and how do you ensure the message stays clear as it moves from onsite teams all the way up to the C-Suite?**





**What does "closing the loop" actually look like in your organization — how do you make sure the onsite team feels heard and informed after leadership has made a decision, especially when the answer involves change or additional asks of them?**





**When you're rolling out a new marketing initiative or responding to a problem, how do you balance the urgency of moving quickly with making sure operations and onsite teams have enough lead time to execute with confidence?**



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# FINAL THOUGHTS



# Session Wrap-Up



### **Decode Your Audience:**

Identify what information matters most to leadership, cross-departmental peers, and onsite teams, and learn how to tailor your message for each group to drive understanding and action.

### **Connect the Grid:**

Strengthen communication across your organization by aligning goals, KPIs, and terminology ensuring every “across” and “down” entry supports the same overall picture.

### **Eliminate the Black Squares:**

Recognize common communication roadblocks and apply practical strategies to improve clarity, collaboration, and buy-in across team



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