

Keller Center Research Report

September 2022 (Volume 15, Issue 3)



Fostering Success through Goal-Focused Leadership

Sara Jansen Perry, PhD, Lars U. Johnson, PhD, L.A. Witt, PhD, and Daniel P. McDonald, PhD

How Screen Time Affects Sleep and Work Performance

Haiyang Liu, PhD, Yueting Ji, PhD, and Scott B. Dust, PhD

Reducing Social Anxiety to Boost Sales Performance

Bruno Lussier, PhD, Matthew Philp, PhD, Nathaniel N. Hartmann, PhD, and Heiko Wieland, PhD

Making the Brand-to-Customer Relationship Work

Claudio Alvarez, PhD, Danielle J. Brick, PhD, and Susan Fournier, PhD

INSIDER: Sales Secrets

Isabella Ip, MBA Candidate

INSIDER: Think Again: The Power of Knowing What You Don't Know

Tyler O'Mary, MBA Candidate



Baylor University

HANKAMER SCHOOL OF BUSINESS

Keller Center Research Report

Baylor University, Keller Center for Research
Hankamer School of Business
One Bear Place #98007, Waco, TX 76798
www.baylor.edu/kellercenter » Keller_Center@baylor.edu

Keller Center Research Report is a trademark owned by Baylor University.
© Baylor University. All rights reserved.

Editorial Staff

Randy Hacker, MBA
Executive Director

Marjorie Cooper, PhD
Editor

Amanda Rodriguez, MBA
Associate Editor

Table of Contents

Fostering Success through Goal-Focused Leadership	1
<i>Sara Jansen Perry, PhD, Lars U. Johnson, PhD, L.A. Witt, PhD, and Daniel P. McDonald, PhD</i>	
How Screen Time Affects Sleep and Work Performance	5
<i>Haiyang Liu, PhD, Yueting Ji, PhD, and Scott B. Dust, PhD</i>	
Reducing Social Anxiety to Boost Sales Performance	10
<i>Bruno Lussier, PhD, Matthew Philp, PhD, Nathaniel N. Hartmann, PhD, and Heiko Wieland, PhD</i>	
Making the Brand-to-Customer Relationship Work	13
<i>Claudio Alvarez, PhD, Danielle J. Brick, PhD, and Susan Fournier, PhD</i>	
INSIDER: Sales Secrets	18
<i>Isabella Ip, MBA Candidate</i>	
INSIDER: Think Again: The Power of Knowing What You Don't Know	22
<i>Tyler O'Mary, MBA Candidate</i>	

Fostering Success through Goal-Focused Leadership

Sara Jansen Perry, PhD, Lars U. Johnson, PhD, L.A. Witt, PhD, and Daniel P. McDonald, PhD

There are numerous styles of leadership that an individual may choose to implement depending on the type of job. One frequently used leadership style is goal-focused leadership. It places an emphasis on goal-setting and task achievements. A manager using this type of leadership implements clear processes, sets deadlines, delegates but oversees assignments, and provides guidance to help employees reach goals quickly. It is an extremely structured style and is often used when the job requires several tasks to be completed within a short timeframe and/or in hierarchical or bureaucratic environments. Due to the potentially demanding nature of this leadership style, emotional exhaustion can set in for employees, leading to lower productivity and poor results; however, studies show that goal-focused leadership can be beneficial if used within the appropriate conditions. As one example, when paired with a non-discriminating style and high cohesion among coworkers, these conditions can reduce the risk of emotional exhaustion.

Demands vs. Resources

Goal-focused leadership (GFL) is most prevalent in settings where job tasks are highly demanding. To discover if GFL is right for a certain job, the Job Demands-Resources Model can be helpful. This model compares the balance of demands and resources that are required and given in a certain role. Demands can include anything required



in the job: long hours, conflicting roles, unclear expectations, or high levels of physical activity. Conversely, a resource can be anything that originates from within oneself or is given to an individual so that he or she can attain goals, protect well-being, and meet the demands of the job. Resources can include feelings (like a sense of accomplishment), clarity of expectations, time, or money. The more demands a job has, the more resources are required, but when resources are scarce, the more likely it is that symptoms of burnout, including emotional exhaustion, can set in. When resources are plentiful, however, some demands may be beneficial if they motivate an employee to perform at high levels. A manager can provide some of these resources for his or her employees, which in turn, can reduce the need for employees to expend unnecessary cognitive and emotional resources in completing tasks.

GFL can act as a demand or a resource, but two ways this type of leader can provide resources for employees is by prioritizing non-discriminatory behaviors and by encouraging coworker

cohesion. By fostering a culture where these resources are commonplace, employees can have a higher emotional exhaustion tolerance, leading to more productivity and, ultimately, more profit for the firm, even amid other highly demanding conditions.

Leadership Behaviors and Cohesion

A manager displays non-discriminatory behaviors by consistently avoiding unfair, discriminatory practices and by placing importance on inclusion, belonging, and welcoming input and involvement from all team members. Research suggests that displaying this type of behavior results in higher well-being, retention, productivity, and less stress.

Cohesion is the strength of the relationships among employees as they work together under the same leader. When a team is highly cohesive, their ability to accomplish tasks and endure stress is greater than when cohesion doesn't exist. This type of team displays trust among members, and they are able to work together to increase productivity, well-being, and commitment. The goal of utilizing all three practices together—GFL, non-discriminating leadership, and cohesion—is to lower the emotional exhaustion of employees; however, when one of these is lacking, it undermines the potentially beneficial effects of the other two.

Results

Our study consisted of observing the relationship between GFL, non-discriminating leadership, and cohesion in a setting where GFL commonly occurs: the military. We analyzed levels of all three factors in two samples of deployed military personnel in non-combat zones to determine which combination was the most successful at lowering emotional exhaustion of employees. GFL paired with non-discriminatory behaviors had little effect on lowering emotional exhaustion of employees, as did GFL paired with cohesion among employees. However, all three together equipped employees to avoid emotional exhaustion, even as they work longer hours and face other demands. This means that in a highly demanding job setting such as real estate, GFL paired with a non-discriminatory leadership style and workplace cohesion may be a winning combination to foster favorable employee well-being.

Real Estate Implications

Real estate management often occurs under high levels of stress and performance pressure. Employees and agents can also feel the demands of the job, leading to burnout in the workplace. Due to competition and the time-sensitive nature of real estate, the goal of managers should be to make the team as productive and healthy as possible. Goal-focused leadership can be a tactic to ensuring that the team is meeting deadlines and accomplishing goals. Displaying non-discriminating behaviors to make sure every team member feels included will foster a culture of confidence, innovation, and productivity. Encouraging cohesion among the team members will allow one's team to endure more demands and create trust among the team. The use of all three

practices together has been proven to lower emotional exhaustion of employees, which will likely lead to higher profitability in the long run.

Recommended Reading

Perry, Sara Jansen, Lars U. Johnson, L.A. Witt, and Daniel P. McDonald (2021), “Equipping Soldiers to Benefit from Goal-Focused Leadership: The Moderating Effects of Non-Discriminatory Leader Behaviors and Workgroup Cohesion,” *Military Psychology* 33(5), 341-355.

About the Authors

Sara Jansen Perry, PhD

Assistant Professor of Management, Baylor University

Dr. Sara Jansen Perry (PhD – University of Houston) teaches courses in HR Staffing & Employee Relations, as well as Negotiation & Conflict Resolution, and conducts research on stress at work, future work modes (such as remote and hybrid work), and leadership influences on these dynamics. In 2017, she won the Outstanding Scholarship Award for research productivity among tenure-track faculty at Baylor University and the Young Scholar Award in the Hankamer School of Business. She has published in several high-visibility journals, including *Journal of Applied Psychology* and *Journal of Management*, in addition to a book published by Oxford University Press entitled *Organized Innovation: A Blueprint for Renewing America’s Prosperity*. She also serves on the editorial board for *Human Resource Management* and as a reviewer for *Journal of Management* and *Journal of Applied Psychology*, among others. She is a member of Academy of Management, Southern Management Association, and Society for Industrial and Organizational Psychology.

Lars U. Johnson, PhD, M.Ed.

Assistant Professor of Management, University of Texas at Arlington

Dr. Lars Johnson (PhD – University of Houston) not only received his MA and PhD in IO psychology at the University of Houston, but he also received an M.Ed. in Educational Administration at Lamar University. At UTA, he teaches Human Resource Management and Staffing & Performance Management to undergraduate and graduate students. His research primarily focuses on leadership, well-being, and workplace diversity/inclusion issues. Additionally, he also runs a lab called LeadWell Research which focuses on the use of 360-degree feedback for leadership development, longitudinal employee performance, scale development, employee exhaustion, and more.

L.A. Witt, PhD

Professor, The University of Houston

Dr. Alan Witt (PhD – Tulane University) is a professor of Management & Leadership, Public Policy, and Psychology. He has authored over 400 journal articles, professional papers, and

government technical reports and was named a fellow in the American Psychological Association and the Society for Industrial and Organizational Psychology. Prior to teaching, Dr. Witt was a human resources director in the financial services sector. He has consulted with public sector organizations at the local, state, and federal levels and with private sector organizations of all sizes.

Daniel P. McDonald, PhD

Executive Director, Patrick Air Force Base

Dr. Daniel McDonald (PhD – the University of Central Florida) and his team developed, transitioned, and institutionalized the DEOMI Organizational Climate Assessment (DEOCS) and Assessment to Solutions process. DEOCS is now used by over 21,000 leaders and 3.6 million members of the Department of Defense. For this work, he received the DoD Medal for Exceptional Civilian Service, which is the highest honor a career civilian can receive. Prior to becoming a Director at DEOMI, Daniel worked as a Senior Research Psychologist for the Naval Air Warfare Center, Training Systems Division, and The Chief of Naval Personnel's Human Performance Command. Since his arrival, he has attracted over 50 million of unprogrammed dollars to the institute through coordination with the Office of Diversity Management and Equal Opportunity and other agencies.

How Screen Time Affects Sleep and Work Performance

Haiyang Liu, PhD, Yueting Ji, PhD, and Scott B. Dust, PhD

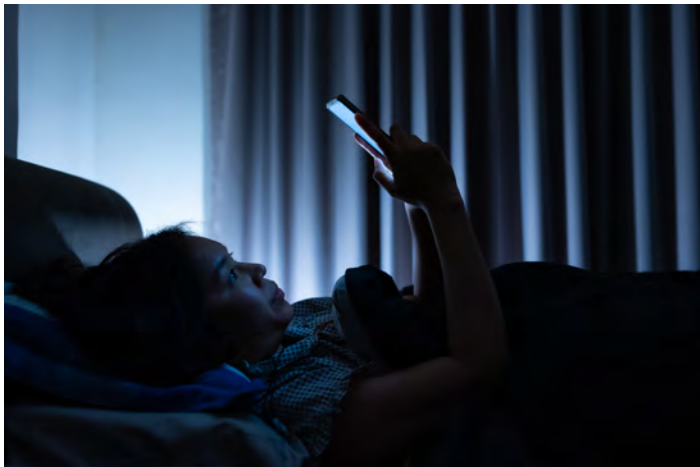
Have you ever been told to turn off your electronics and give your brain some rest from screen time right before you go to bed? You may have been told that exposure to electronic stimuli will disrupt your sleep schedule and have a negative effect on your well-being the next day. Our research illustrates that this is only sometimes true. In our research, we examine *cyber leisure* to evaluate electronic effects on next-day vitality and performance through sleep quantity and quality, bedtime procrastination, psychological detachment, and the moderating role of mindfulness.

Our Study

For the purposes of this study, we focus on cyber leisure, which is using electronic devices to seek relaxation, recreation, and entertainment.¹ Cyber leisure is like other lower-effort recovery activities such as watching TV, reading a book, lounging on the couch, or doing nothing, in that it is relatively passive and takes limited physical exertion.²

We proposed a dual-path model to measure how full-time employees used their devices at the end of their workdays and how that usage has a positive or negative effect on next day's psychological vitality and job performance. The subjects completed a survey three times daily for ten days—at bedtime, the next morning, and the next afternoon. We hypothesized three key points that were confirmed by our results.

Detrimental Cyber Leisure



Increased evening cyber leisure is negatively and indirectly related to that night's sleep quantity and sleep quality via evening bedtime procrastination. Bedtime procrastination is defined as doing something before going to sleep that distracts or interrupts the act of going to bed. Cyber leisure is associated with bedtime procrastination because individuals have a hard time ending their cyber leisure and trying to go to sleep. The more an individual delays bedtime,

the more sleep quantity and quality are diminished. This commonly occurs because users stumble across a source, such as social media or a news report, that triggers strong emotions—stress, guilt, or anger.³⁻⁶ Such intense emotions can disturb sleep-wake regulation, decrease the amount of deep sleep and sleep efficiency, and increase awakenings throughout the night.^{7,8}

Cyber leisure is a stimulating and highly engaging experience, so it's recommended to engage in cyber leisure earlier in the evening rather than immediately before bed.⁹ Our suggestion is, if you find yourself regularly procrastinating going to sleep due to engaging in cyber leisure, it is important to have a proactive plan. Consider putting away the device earlier in the evening or putting it out of reach altogether so it does not detract from the crucial eight hours of quality sleep that your body needs to function properly the next day.

Beneficial Cyber Leisure

We also find that cyber leisure can also be beneficial, depending on how it is used. Increased evening cyber leisure is positively and indirectly related to that night's sleep quantity and sleep quality via evening psychological detachment. Psychological detachment is defined as an individual's sense of being away from the demands of work and feeling mentally disconnected by refraining from work-related thoughts and activities.^{10,11} It's important to know when to mentally distance yourself from work. This is a healthy method of recovery, and devices can be a great tool to use when looking to recover from a long day.

Recovery occurs when the psychophysiological systems being activated by work demands are no longer being called upon. This psychological detachment is necessary to avoid mental, emotional, and physical burnout. Experiencing such burnout depletes our body's neuroendocrine system and alters our next-day performance and vitality. Engaging in leisure helps individuals stop thinking about work demands, which helps them relax, and enables the psychophysiological systems to return to baseline levels.¹² Therefore, we suggest using cyber leisure wisely can be a beneficial form of psychological detachment.

Trait Mindfulness Associations

Trait mindfulness acts as a conditional moderator, determining whether cyber leisure is detrimental or beneficial to an individual's sleep quantity and quality, and in turn, next day psychological vitality and performance. Trait mindfulness is the tendency to be attentive to and aware of what is taking place in the present and entails the self-regulatory capacity to bring our attention back to the present moment.^{13,14}

At lower levels of mindfulness, people tend to pay less attention to the present, potentially making them less likely to consider or question why they should discontinue engaging in cyber leisure.¹⁵ As mindfulness increases, employees are more likely to acknowledge their circumstances with clarity, making them less likely to allow the immersive activity of evening cyber leisure to disrupt their plans to go to sleep.¹⁵

Along those lines, we found that higher levels of trait mindfulness mitigated the detrimental impact of cyber leisure on bedtime procrastination and enhanced the beneficial impact of cyber leisure on psychological detachment.

Real Estate Implications

The impact of participating in cyber leisure at the end of a long workday can be both beneficial and detrimental for real estate professionals' next-day vitality and performance. Whether cyber leisure will be beneficial or detrimental depends upon one's ability engage in cyber leisure mindfully, making the most of the relaxation



experience but without getting carried away. Agents and team leaders need to be able to work to the best of their ability at their firms and in the field. If employees are delaying sleep because they are glued to their devices at night, they will have less psychological resources available for next-day productivity. Lower levels of sleep quantity and quality are associated with impaired memory, learning, attention management, impulsive decision making, a propensity to make errors, and reduced overall cognitive performance.¹⁶⁻²⁰ Such conditions can also result in hostility and reluctance to help others in the workplace.^{21,22}

The best thing real estate professionals can do when engaging in cyber leisure is to be mindful while doing so. Cyber leisure can facilitate psychological detachment, which is healthy and necessary to recover and prepare properly for the next day. However, it is important to be disciplined and set time limits on cyber leisure. Doing so will ensure that you get high quality sleep so that you can engage your real estate clients with high-energy and at your optimal performance level.

Recommended Reading

Liu, Haiyang, Yueting Ji, and Scott Dust (2021), “‘Fully Recharged’ Evening? The Effect of Evening Cyber Leisure on Next-Day Vitality and Performance Through Sleep Quantity and Quality, Bedtime Procrastination, and Psychological Detachment, and The Moderating Role of Mindfulness,” *Journal of Applied Psychology*, 106(7), 990-1006.

References

1. Bae, Youngchul (2013), “Chaotic Phenomena in Addiction Model for Digital Leisure,” *International Journal of Fuzzy Logic and Intelligent Systems*, 13(4), 291-297.
2. Lavoie, Jennifer A. and Timothy A. Pychyl (2001), “Cyberslacking and the Procrastination Superhighway: A Web-Based Survey of Online Procrastination, Attitudes, and Emotion,” *Social Science Computer Review*, 19, 431-444.

3. Carney, Colleen E., Andrea L. Harris, Taryn G. Moss, and Jack D. Edinger (2010), "Distinguishing Rumination from Worry in Clinical Insomnia," *Behaviour Research and Therapy*, 48, 540-546.
4. Meier, Adrian, Leonard Reinecke, and Christine E. Meltzer (2016), "'Facebocrastination'? Predictors of Using Facebook for Procrastination and its Effects on Students' Well-Being," *Computers in Human Science*, 64, 65-76.
5. Reinecke, Leonard, Tilo Hartmann, and Allison Eden (2014), "The Guilty Couch Potato: The Role of Ego Depletion in Reducing Recovery Through Media Use," *Journal of Communication*, 64, 569-589.
6. Stainton, Murray, Clarry H. Lay, and Gordon L. Flett (2000), "Trait Procrastinators and Behavior/Trait-Specific Cognitions," *Journal of Social Behavior and Personality*, 15, 297-312.
7. Kim, Eui-Joong and Joel E. Dimsdale (2007), "The Effect of Psychosocial Stress on Sleep: A Review of Polysomnographic Evidence," *Behavioral Sleep Medicine*, 5, 256-278.
8. Van Reeth, O., L. Weibel, Karine Spiegel, Rachel Leproult, Christine Dugovic, and Stefania Maccari (2002), "Interactions Between Stress and Sleep: From Basic Research to Clinical Situations," *Sleep Medicine Reviews*, 4, 201-219.
9. Geng, Jingyu, Lei Han, Fengqiang Gao, Min Jou, and Chun C. Huang (2018), "Internet Addiction and Procrastination Among Chinese Young Adults: A Moderated Mediation Model," *Computers in Human Behavior*, 84, 320-333.
10. Etzion, Dalia, Dov Eden, and Yael Lapidot (1998), "Relief from Job Stressors and Burnout: Reserve Service as a Respite," *Journal of Applied Psychology*, 83, 577-585.
11. Querstret, Dawn and Mark Cropley (2012), "Exploring the Relationship Between Work-Related Rumination, Sleep Quality, and Work-Related Fatigue," *Journal of Occupational Health Psychology*, 17, 341-353.
12. Sonnentag, Sabine, and Charlotte Fritz (2006), *P. L. Perrewé & D. C. Ganster (Eds.)*, Amsterdam, the Netherlands: Elsevier.
13. Brown, Kirk W. and Richard M. Ryan (2003), "The Benefits of Being Present: Mindfulness and its Role in Psychological Well-Being," *Journal of Personality and Social Psychology*, 84, 822-848.
14. Smallwood, Jonathan, and Jonathan W. Schooler (2015), "The Science of Mind Wandering: Empirically Navigating the Stream of Consciousness," *Annual Review of Psychology*, 66, 487-518.
15. Siegel, Jerome M. (2005), "Clues to the Functions of Mammalian Sleep," *Nature*, 437, 1264-1271.
16. Barnes, Christopher M. (2012), "Working in our Sleep: Sleep and Self-Regulation in Organizations," *Organizational Psychology Review*, 2, 234-257.
17. Bratzke, Daniel, Bettina Rolke, Michael B. Steinborn, and Rolf Ulrich (2009), "The Effect of 40 H Constant Wakefulness on Task-Switching Efficiency," *Journal of Sleep Research*, 18, 167-172.

18. Elmenhorst, David, Eva-Maria Elmenhorst, N. Luks, Hartmut Maass, E.W. Müller, Alexander Samel, Martin Vejvoda, and Juergen Wenzel (2009), “Performance Impairment During Four Days Partial Sleep Deprivation Compared with the Acute Effects of Alcohol and Hypoxia,” *Sleep Medicine*, 10, 189-197.
19. Frenda, Steven J. and Kimberly M. Fenn (2016), “Sleep Less, Think Worse: The Effect of Sleep Deprivation on Working Memory,” *Journal of Applied Research in Memory & Cognition*, 5, 463-469.
20. Hsieh, Shulan, Tzu-Hsien Li, and Ling-Ling Tsai (2010), “Impact of Monetary Incentives on Cognitive Performance and Error Monitoring Following Sleep Deprivation,” *Sleep*, 33, 499-507.
21. Barnes, Christopher M. (2012), “Working in our Sleep: Sleep and Self-Regulation in Organizations,” *Organizational Psychology Review*, 2, 234-257.
22. Barnes, Christopher M., Sonia Ghumman, and Brent A. Scott (2013), “Sleep and Organizational Citizenship Behavior: The Mediating Role of Job Satisfaction,” *Journal of Occupational Health Psychology*, 18, 16-26.

About the Authors

Haiyang Liu, PhD

Assistant Professor of Management, The London School of Economics and Political Science

Dr. Haiyang Liu’s (PhD – Peking University) research encompasses several domains within organizational behavior, including personality, wellbeing, and technology. Dr. Liu has published in the *Journal of Applied Psychology*, *Personnel Psychology*, *Human Relations*, *Journal of Leadership and Organizational Studies*, *Nankai Business Review*, *Journal of Vocational Behavior*, *European Journal of Work and Organizational Psychology*, *Journal of Career Assessment*, *Academy of Management Discoveries*, and others.

Yueting Ji, PhD

Assistant Professor of Management, Central University of Finance and Economics

Dr. Yueting Ji’s (PhD – Renmin University of China) research focuses on the impact of technology on organizational behavior. Dr. Ji has published in the *Journal of Applied Psychology*, *Personnel Psychology*, *Frontiers in Psychology*, *Journal of Vocational Behavior*, *Journal of Cross-Cultural Psychology*, and others.

Scott B. Dust, PhD

Fealy Family Chair in Entrepreneurship, University of Cincinnati

Dr. Scott Dust’s (PhD – Drexel University) primary areas of research are leadership, leader-follower relationship, and teams. Dr. Dust has published in the *Journal of Applied Psychology*, *Journal of Business and Psychology*, *Journal of Social Psychology*, *Personal Psychology*, *Leadership and Organizational Development Journal*, *Journal of Career Development*, *The Leadership Quarterly*, *Group and Organization Management*, *Journal of Organizational Behavior*, *International Journal of Management Reviews*, *Human Relations*, and others.

Reducing Social Anxiety to Boost Sales Performance

Bruno Lussier, PhD, Matthew Philp, PhD, Nathaniel N. Hartmann, PhD, and Heiko Wieland, PhD

Numerous professions, including sales, involve duties that can lead employees to experience social anxiety, or anxiety resulting from the constant presence of personal evaluation or judgment from others in real or imagined situations. In the workplace, it can appear when speaking in front of a group or expressing opinions in front of superiors. Social anxiety is especially likely to affect salesperson performance.



Studies show that social anxiety is directly correlated with nonverbal and verbal communication behaviors, such as rambling, shaky hands, and unnecessary apologetic behavior. These types of behaviors can be extremely detrimental to a salesperson, especially when working directly with customers. The process of decreasing social anxiety starts with reframing these situations from threats to opportunities. This reframing mindset can be achieved through strong sales manager support and mindful acceptance, which can, in turn, lower social anxiety and boost employee sales performance.

Mindful Acceptance

Mindful acceptance is defined as enhanced attention to and awareness of current experiences or present reality. In other words, it is the simple recognition and acceptance of feelings that arise. Those with high mindful acceptance do not get caught up in the emotions of situations and are able to separate themselves from said situations. They tend to have a clearer train of thought and ease in decision making, which takes less effort and processing power. High mindful acceptance is often associated with a curious, open, and positive approach to different experiences and can aid in reframing social anxiety-inducing situations into opportunities rather than threats.

There are several strategies we recommend to achieve a high mindful acceptance. The first is speaking positive affirmations to oneself. Thoughts like “you can do it,” “it will be okay,” “it’s out of your control,” or “one task at a time, one day at a time,” can aid in the reframing of uncomfortable situations and reinforce positivity. Second, daily habits can increase mindful acceptance. Exercising regularly, [putting the phone down](#), sleeping the recommended eight hours per night, meditation, and healthy eating are all examples of daily habits that can increase mindful acceptance. These habits can help individuals become more energized, more in control of their feelings, more focused, and better at managing social anxiety.

Strong Manager Support

Increased support from managers is the second strategy we recommend to lower employee social anxiety. We define manager support as the extent to which a manager values salesperson efforts and cares for salesperson well-being. In their position of authority, managers have the ability to influence and increase the performance of their employees. Managers can also help employees understand how to learn from mistakes and reframe problems as opportunities. While supervisors' overall presence and judgments are known to cause social anxiety, the opposite is true if said presence is positive. The more the managers interact with their employees, the more comfortable employees will be when facing constructive criticism. Additionally, more interactions between managers and employees foster better relationships, allowing managers to better understand root causes for employees' social anxiety. Increased support from managers leads to more social connectedness at work, which has been proven to lower stress. Managers are in a position of authority where they can control the amount of stress-related anxiety by coaching employees on proper ways to react to each stress-inducing situation.

Real Estate Implications

Because real estate is a relationship-oriented industry, it is important to take proper steps to mitigate social anxiety, as those who suffer from social anxiety can potentially lose clients or profitable deals. Agents can decrease social anxiety by practicing mindful acceptance, such as speaking positive thoughts like “you can do this,” right before an important meeting with a client, putting the phone down and ending procrastination, or even getting eight hours of sleep per night. These measures are not only proven to increase mindful acceptance and lower social anxiety, but they are also proven to lower stress. When anxiety and stress are low, confidence is boosted, making it easier to land that important client or land that career-changing deal.

Another strategy to mitigate social anxiety, thus increasing performance and profitability, is manager support. Managers should engage with their employees and form relationships with each one. This is imperative, as it allows managers to learn how best to help each employee lower their anxiety. Managers have the power and ability to help lower employee anxiety levels by tailoring their approach to fit each individual employee's needs, thus coaching employees through difficult and uncomfortable situations. While real estate can produce uncomfortable situations, mindful acceptance and increased manager support can help individuals lower their social anxiety and increase performance.

Recommended Reading

Lussier, Bruno, Matthew Philp, Nathaniel N. Hartmann, and Heiko Wieland (2020), “Social Anxiety and Salesperson Performance: The Role of Mindful Acceptance and Perceived Sales Manager Support,” *Journal of Business Research*, 124, 112-125.

About the Authors

Bruno Lussier, PhD

Associate Professor of Marketing, HEC Montréal University (Canada)

Dr. Bruno Lussier (PhD – Grenoble University) conducts research on sales force effectiveness, business-to-business (B2B) selling, relationship marketing, mental health, and ethics. He has published multiple articles in outlets including the *Journal of the Academy of Marketing Science*, *Journal of Business Ethics*, *Industrial Marketing Management*, and *Journal of Business Research*. He serves on the ERB of *Industrial Marketing Management* and *Journal of Business Research*. Prior to his academic career, he held various positions in sales and marketing in several B2B firms.

Matthew Philp, PhD

Assistant Professor of Marketing, Ryerson University

Dr. Matthew Philp (PhD – Queen’s University) researches issues related to buyer and consumer behavior in a digital and social media context. His work has been published in various academic publications, such as the *Journal of Consumer Psychology*, *Journal of Business Research*, *Marketing Letters*, and *Psychology & Marketing*.

Nathaniel N. Hartmann, PhD

Assistant Professor of Marketing, University of South Florida

Dr. Nathaniel N. Hartmann (PhD – Purdue University) works with companies to perform managerially oriented research on issues related to sales force effectiveness, buyer behavior, and innovation. Nathaniel has been the recipient of the Shelby D. Hunt/Harold H. Maynard Award for making the most significant contribution to marketing theory in *Journal of Marketing* within a calendar year.

Heiko Wieland, PhD

Associate Professor of Marketing, California State University Monterey Bay

Dr. Heiko Wieland (PhD – University of Hawaii) researches socio-technical innovation processes, market formation, value creation, and professional selling. He began his career in various managerial positions in sales in the technology industry. He was awarded the 2018 Shelby D. Hunt/Harold H. Maynard Award for his contributions to marketing theory. Heiko has work published in the *Journal of Marketing*, the *Journal of the Academy of Marketing Science*, and other top-ranked journals.

Making the Brand-to-Customer Relationship Work

Claudio Alvarez, PhD, Danielle J. Brick, PhD, and Susan Fournier, PhD

When it comes to buying products, we all tend to have favorite brands to which we are loyal. Is it because we prefer familiarity, receive a benefit, appreciate high quality or affordability, or because we developed a personal relationship and have a deeper meaning that goes beyond typical consumer-brand behaviors? Studies show that brands and customers have relationships that are very similar to human relationships. Brand relationships can now be identified through templates that organize thought and action, such as brand love, commercial friendships, and exchange or communal relationships.^{1,2,3}



Our Study

Our research looks at how consumers' relationships with brands change over time. The purpose of this study was to take a deeper look at how consumers' actions create, maintain, transform, and terminate with brands throughout these relationships. Three questions were asked to address brand relationships. First, what are the main tensions that consumers face in the dynamic nature of consumer-brand relationships?⁴ Second, what actions do consumers take to navigate these tensions? Finally, how do consumer actions preserve or disable brand relationships?

Brand Relationships and Tensions

Brand relationships can be broken down into four relational tensions: connection-separation, affect-instrumentality, ideal-real, and new-known oppositions. These relational tensions are analogous to those that have been found in interpersonal relationships^{5,6} and organizational relations^{7,8}.

The *connection-separation* tension involves the opposing tendencies to make a brand part of daily life yet assert the freedom to break away and choose other brands. The *affect-instrumentality* tension is the interplay between emotions that brands elicit and the utilitarian nature of brands as commercial objects. *Ideal-real* is the tension between expectations ascribed to consumers and brands—expectations that come from previous experiences, word-of-mouth, social norms, or industry standards—and the actual behaviors they perform in any given interaction. The *new-known* tension contrasts the excitement and risks that consumers experience in new or changing relationships with the orderly comfort of well-established routines with a brand.

Consumer Actions

It takes work for consumers to deal with the tensions that emerge as they interact with a brand. We define "relationship work" as consumers' use of actions that build, shape, and/or terminate brand relationships as they address relational tensions. We've included examples to illustrate each of the seven consumer actions that we identified as variations of relationship work:

1. **Balancing:** searching for compromise or a middle ground between the two ends of a relationship tension.
Example: I like my agent; she's showed us some good properties. I'm not convinced she's found the best options for us, but she is really nice and seems to be working hard for us.
2. **Segmenting:** prioritizing one option of the relationship tension in certain periods or domains and the opposite end at other times or domains.
Example: Our agent was super sociable and told us everything about the neighborhood when we took the day off from work to tour houses with her. The next day we were back at work and had no more time to socialize. We really appreciated that our agent kept texting to a minimum and helped us through the buying process quickly and efficiently.
3. **Bridging:** activities that change the pattern of future interactions between consumers and brands.
Example: Our agent was late for our first two appointments. We liked the properties we saw and really wanted to keep working with her, so we voiced our concerns. She took our feedback to heart and started showing up on time.
4. **Reframing:** changing the perspective to resolve contradictions between opposing tensions, oftentimes using terms from interpersonal relationships to describe the brand.
Example: We were super disappointed that we didn't close on a house we loved, but our agent helped us see that losing out on some deals was part of the process in a seller's market. Our agent was like a coach to us, guiding and motivating us along the way.
5. **Disorienting:** interacting with the brand in a way that makes opposing demands irreconcilable.
Example: I love that our agent seems so on-the-ball with our house hunting. She is pulling great houses for us to look at and has ideas to help us expand our search criteria. But, she is constantly contacting me throughout the day with questions and updates, and I can't focus on my other tasks. There is no way around it – to find a good house with her, we need to sacrifice our lives.
6. **Denying:** completely rejecting or eliminating one pole of a tension.
Example: We want to get the list price when selling our home. If our agent cannot get an offer for that amount, we will find another agent who can.
7. **Polarizing:** increasing the contrast between opposing poles, such that resolution of relational tensions is not possible.

Example: Our agent found us a property in our preferred school district, but it is priced way too high. We would love to move to a better neighborhood, but reality is that we cannot afford to move.

Relational Outcomes

A key learning from our research is that the actions taken by consumers to deal with relational tensions have profound impact on the trajectory of the brand relationship.

Balancing and segmenting actions foster equilibrium in the brand relationship. Any shocks to the relationship, such as a failure to deliver on expectations or substantial changes in market conditions, are absorbed without the brand losing its original appeal and identity for the consumer.

When consumers use bridging and reframing actions, they fundamentally transform the brand relationship in a positive way. For instance, a purely transactional, business-oriented relationship with an agent may be reinvented as a commercial friendship. Rather than remaining largely the same, as with balancing and segmenting actions, bridging and reframing produce substantial change over time.

The other three consumer actions are associated with less positive brand relationship trajectories. Disorienting actions produce vicious cycles that trap consumers in unsatisfying relationships. Consumers stay with the brand for a while because they don't see a way out, but they may talk negatively about the brand and may not even be profitable for the brand to serve. Denying and polarizing actions generate conflict in the brand relationship, resulting in rough breakups or relationships that never fully develop. Friendly termination is also a possibility, most notably when consumers reframe conflicts or vicious cycles as signs that the brand relationship did not work for them but could potentially work for other consumers.

Real Estate Implications

In real estate, agents and brokers represent their firm and brand, which leads to consumer-brand relationship implications. Real estate professionals should establish a good relationship with clients—not for selfish reasons—but to benefit the client, the agent, *and* their relationship. This includes understanding tensions that emerge in each client relationship—tensions between connecting with and separating from the agent, between emotional and utilitarian needs, between ideals and what is possible to accomplish, and between embracing the new and keeping things as they have always been. Most importantly, real estate professionals should pay attention to how consumers are dealing with these tensions. Do consumers experience opposing tendencies as irreconcilable and painful? Or do they find ways to compromise and build bridges? Rather than striving to be perfect, our research encourages agents and brokers to embrace the challenges of relating with their clients, so that both sides can work together to make the relationship work.

With customer relationship management and time, you and your firm will win over new relationships that will be mutually beneficial and successful.

Recommended Reading

Alvarez, Claudio, Danielle J. Brick, and Susan Fournier (2021), “Doing Relationship Work: A Theory of Change in Consumer-Based Relationships,” *Journal of Consumer Research*.

References

1. Aggarwal, Pankaj (2004), “The Effects of Brand Relationship Norms on Consumer Attitudes and Behavior,” *Journal of Consumer Research*, 31(1), 87-101.
2. Batra, Rajeev, Aaron Ahuvia, and Richard P. Bagozzi (2012), “Brand Love,” *Journal of Marketing*, 76(2), 1-16.
3. Price, Linda L. and Eric J. Arnould (1999), “Commercial Friendships: Service Provider-Client Relationships in Context,” *Journal of Marketing*, 63(4), 38-56.
4. MacInnis, Deborah J. and Valerie S. Folkes (2017), “Humanizing Brands: When Brands Seem to Be like Me, Part of Me, and in a Relationship with Me,” *Journal of Consumer Psychology*, 27(3), 355-74.
5. Baxter, Leslie A. and Barbara M. Montgomery (1996), *Relating: Dialogues and Dialectics*, New York: Guilford Press.
6. Rawlins, William K. (1992), *Friendship Matters: Communication, Dialectics, and the Life Course*, New Brunswick, NJ: Transaction Publishers.
7. Kreiner, Glen E., Elaine Hollensbe, Mathew L. Sheep, Brett R. Smith, and Niyati Kataria (2015), “Elasticity and the Dialectic Tensions of Organizational Identity: How Can We Hold Together While We Are Pulling apart?” *Academy of Management Journal*, 58(4), 981-1011.
8. Smith, Wendy K. and Marianne W. Lewis (2011), “Toward a Theory of Paradox: A Dynamic Equilibrium Model of Organizing,” *Academy of Management Review*, 36 (2), 381–403.

About the Authors

Claudio Alvarez, PhD

Assistant Professor of Marketing, Baylor University

Dr. Claudio Alvarez’s (PhD – Boston University) research investigates brands, brand meaning, and consumer-brand relationships, with a particular focus on questions that have strategic implications to marketing practice. He uses qualitative analysis as well as experimental techniques in his work. His research has been published in the *Journal of Consumer Research*, *Journal of Consumer Psychology*, and *European Journal of Marketing*, among others. Before joining academia, Dr. Alvarez worked for the strategic management consulting firm Monitor Group (now Monitor Deloitte).

Danielle J. Brick, PhD

Assistant Professor of Marketing, University of Connecticut

Dr. Danielle Brick's (PhD – Duke University) research investigates how close relationships and consumer behavior jointly influence consumer well-being. Within this broader topic, her research can be organized into three themes: the interplay of brands and people, brand relationships, and shared consumer decisions and experiences. Dr. Brick has published in *Journal of Consumer Research*, *Health Communication*, *Journal of Consumer Psychology*, *The Routledge Companion to Consumer Behavior*, *Journal of the Association for Consumer Research*, *Journal of Product Innovation Management*, and others. Dr. Brick also served on the review boards of several scholarly publications and done countless reviews for others on an ad hoc basis. Before academia, she worked on biomedical research in the Neuroendocrine Unit at Massachusetts General Hospital. She also has served on many committees and boards for her university and department. In recognition of her contributions, Dr. Brick has been the recipient of several awards and honors from multiple universities.

Susan Fournier, PhD

Allen Questrom Professor and Dean of Marketing, Boston University

Dr. Susan Fournier (PhD – University of Florida) is a leading researcher and international voice in the field of branding and consumer behavior. Her work spans the disciplines and methods of marketing, psychology, anthropology, and finance with a signature research style that delivers profound theoretical insights and applications for business practice. Dr. Fournier has published in *Journal of Consumer Psychology*, *Journal of Marketing Research*, *Harvard Business Review*, *GfK Marketing Intelligence Review*, *The Routledge Companion to Consumer Behavior*, *Forbes*, *Journal of the Academy of Marketing Science*, *NIM Marketing Intelligence Review*, *Journal of Marketing Communications*, *Journal of Consumer Psychology*, *Journal of Advertising*, *Business Horizons*, and others. Dr. Fournier is also a long-standing member of the editorial boards of the *Journal of Consumer Research*, *Journal of Marketing*, *Journal of Relationship Marketing*, *Journal of Business-to-Business Marketing*, and *Marketing Theory*. She also serves as Senior Consulting Editor for the *Journal of Brand Management* and sits on the Senior Advisory Board of the *Journal of Product and Brand Management* and *GfK Marketing Intelligence Review*. Before academia, she served in a variety of critical management positions including Marketing Research Manager at Polaroid Corporation, Account Manager at Yankelovich, Clancy Shulman, a leading marketing research firm, and Vice President and Associate Research Director at Young & Rubicam Advertising in New York—at the time, the largest private advertising agency in the world. She also has served on many committees and boards for her university and department. In recognition of her contributions, Dr. Fournier has been the recipient of several awards and honors from major journals throughout her career.

INSIDER: Sales Secrets

Isabella Ip, MBA Candidate

Starting a sales career can be a daunting experience, especially since *sales* can include a variety of situations and individuals as well as numerous different sales approaches. While there are an overwhelming number of resources available to help one build a successful career, it may be easier and more effective to turn to experienced individuals who have demonstrated great success in this field. In “Sales Secrets,” author Brandon Bornancin shares advice and perspectives from 104 accomplished sales individuals to help novice and experienced sales professionals alike succeed in what can be a long-lasting and lucrative career.

THINK POINT #1: Focus on the Customer

The sales experts in “Sales Secrets” agree: the customer is at the heart of every sale and should always be a salesperson’s priority. It is important to understand the desires and goals of the customer, which will look different in each transaction. By asking questions and listening, salespeople may understand the customer’s point-of-view and authentically learn to help customers reach their goals. Too much emphasis on one’s personal sales goals can take the focus away from the goal of customer satisfaction.

Asking quality questions is at the core of being able to understand the customer at a deeper level, but there is an art to asking questions. It is important to first note that quality questions are concentrated on understanding customers’ issues, their priorities, and why these factors are significant to them. Additionally, when selling in specific markets, using common jargon within the field will allow for a more comfortable and familiar conversation with your customer. This may involve including context in questions to help customers understand the point-of-view from which you are asking questions. Although quality questions are important in understanding the customer, actively listening to the customer is also vital. Instead of thinking of the next comment or question, listen carefully to what the customer is saying. Learning to listen from this perspective allows customers to complete their thoughts on the topic.

Another tactic recommended by sales experts is to reiterate a summarized version of the customer’s statement in order to eliminate misconceptions. Listening primarily involves verbal cues, but a vital component to listening is also understanding nonverbal cues, such as body language and tone of voice. To allow the customer to be more comfortable, it may be helpful to match or mirror the customer’s projections of body language and verbiage.



Complete solutions that work toward clients' goals emerge from a deep understanding of your clients. In some instances, though, there may be components of customer needs that cannot be met. In this situation, it is important to identify a solution that may assist the customer in taking the next steps. By focusing on the customer's best interests, even when you may not be able to make the sale, you will build trust and an authentic relationship with your customer. This trust could allow the customer to be more comfortable with you as their salesperson or agent and could result in a sale in the future.

THINK POINT #2: Practice Makes Better

Sales does not always come naturally, but skills can be greatly improved through consistent practice. Experts in Bornacin's book insist that practicing through role play increases confidence, improves flexibility, and simply enhances sales skills. Practice also helps project confidence and improves salespeople's tone and effectiveness in their body language. Sales is a skill; therefore, it will take continuous practice, discipline, and incremental growth to improve.

Experts recommend role playing with various individuals and in different settings. For example, it can be valuable to role play with peers to practice common objections and methods to address them. On the other hand, role playing with more experienced salespeople allows for observational learning and mentorship. A formal setting generally allows for formal feedback in the form of a scoring rubric or direct feedback. Managers can also use this time to review a recorded call and talk through improvements. Role playing can also be very helpful in an informal setting as a practice without consequences. Informal role play and practice can range from 5-15 minutes and should be a part of a daily or weekly routine.

THINK POINT #3: Perspective is Key to Success

Failure is common in sales and can lead to burnout and a lack of motivation. Therefore, it is important for salespeople to have qualities of passion, perspective, and perseverance. First, salespeople should have passion to sell to improve the lives of their clients. This passion enables salespeople to remain driven, even in spite of disappointments. Passion should be paired with authenticity and honesty, because without these two factors it can be easy to simply focus on passion.

Perspective allows salespeople to interpret different situations and learn from them. For example, when problems occur, it is important to take ownership and focus on how the outcome could have been improved. Constructive thinking and positive interpretation are effective responses to problems that arise.

Perseverance—or focusing on the bigger picture and pushing through even when quitting seems better—is also vital for sales success. A persevering mindset fosters motivation for competent

and complete work, as well as the ability to evolve through changes in the environment. Most of the time, perseverance simply involves showing up, being present, and being invested.

THINK POINT #4: Narratives Elevate the Message

In order to sell, an agent must be able to convey his or her message to the client. Using a narrative or a storytelling approach may lead to increased sales performance. Storytelling involves recounting a problem and its solution that has occurred in another customer's life. Narratives also clarify for the client the value of the product or the service. These stories can also be used to produce examples of how purchasing this product or service will benefit the customer.

Salespeople should have stories within their portfolio to use for introducing themselves, completing the sales pitch, identifying and resolving objections, closing the sale, and managing relationships with customers. Although telling stories can be very useful in persuading customers, it is important to share authentic stories and testimonials. Storytelling should be used only under the umbrella of serving the customer to the best of the salesperson's ability.

THINK POINT #5: Constant Learning is the Secret Ingredient

At the end of the day, sales and the sales environment are constantly evolving, which indicates that salespeople should likewise be consistently adapting. Constant learning should happen each day, and this learning will compound little by little to create a significant impact. Constant incremental learning also helps prevent fatigue and burnout. Constant learning consists of three



main components: constant calibration, being curious, and seeking help.

Constant calibration encourages salespeople to continuously test what they know or don't know. This constant reevaluation allows for transparency to identify the lack of knowledge or the need to shift perspectives. Being honest with one's knowledge gap will help to create motivation to constantly seek new information and knowledge.

Being curious causes salespeople to learn more about the environment in which the sales effort works. For example, it can be vital to continuously learn about the industry, competing firms, potential sales, and how each person (clients and agents) may vary. Although reading does not have a direct relation to sales, reading for long periods of time can increase concentration span as well as the ability to be curious.

Although constant learning is individually motivated, sales should not be an individual task. It is important to ask for help when necessary. Find a mentor to assist when situations seem hopeless or difficult; seek out peers who are going through the similar situations and assist others with the knowledge gained through continuous learning. Asking for help or seeking a network is not a sign of weakness, but rather it can lead to strengthening resolve and sales performance.

Real Estate Implications

Real estate agents should focus on learning customer needs and preferences through quality questions, listening, and paying attention to body language. Similarly, real estate agents can practice with their peers and mentors in order to increase confidence and skills. Understanding the success of practice, brokers and managers can also require and implement informal and formal forms of practice in their firms. Through practice, real estate agents can also use narratives or storytelling to help their clients imagine themselves in these new spaces. Perspective and continuous learning also assist real estate agents as they work through disappointments and learn to adapt to the changing real estate market.

Although common threads were found within the 104 narratives within this book, it quickly becomes obvious that none of these individual threads are simple. Each factor, component, and element of advice given by these mentors is filled with layers of wisdom that can be applied to real estate sales.

Recommended Reading

Bornancin, Brandon (2020), *Sales Secrets*, Independently published: Brandon Bornancin.

About the Author

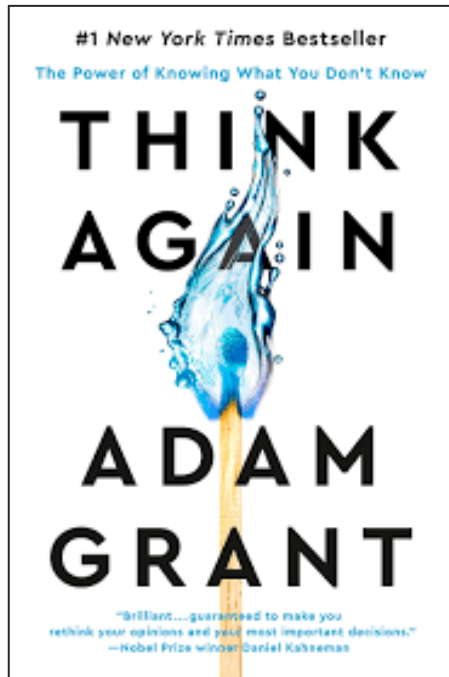
Isabella Ip, MBA Candidate Baylor University

Isabella Ip is a graduate student from Coppell, Texas. She earned a Bachelor of Business Administration in Business Fellows and Economics with a secondary major in Biology from Baylor University in May 2021. Isabella is currently pursuing an MBA at Baylor University with a concentration in Healthcare Administration with hopes to work as an administrator in a hospital after graduation.

INSIDER: Think Again: The Power of Knowing What You Don't Know

Tyler O'Mary, MBA Candidate

As humans, our tendency is to cling to our beliefs. This occurs every single day with religious beliefs, political views, and even miniscule things like the correct way to tie a shoe. Arguments



arise; people even start to despise each other just because they have opposing stances on various topics. A stubborn mindset can damage relationships between friends, family, and coworkers, unless people change the way they approach disagreements. This change involves shifting mindsets, rethinking stances, and unlearning old habits. Throughout history, the need for this shift has occurred even with the most intelligent people. Wilbur and Orville Wright fought and argued constantly, and when they opened their mind to others' ideas, they developed the first airplane. Steve Jobs initially shut down the idea of adding the iPhone to Apple's products because he thought it would cannibalize their computer products. It wasn't until employees worked for months to convince him that he let them build a prototype. The world's most famous people would not have been as successful—they might not have even made history—if they never rethought their views and stances.

In *Think Again: The Power of Knowing What You Don't Know*, Adam Grant explains that “thinking again” can help you find new solutions to old problems, spot problems that were not addressed in old solutions, and may even help you change the world. Because change is constant, if we don't adapt to it, we'll fall behind everyone else. The process of beginning to think again starts with ourselves, then our interactions with others, and finally plans for the future. If you want to maximize your potential for success in your life and your career, the art of rethinking needs to be utilized every single day.

THINK POINT #1: Individual Rethinking

Old habits die hard. People form opinions and cling to them as tight as they can. As we think and talk about these opinions, we often fall into the mindsets of three different professions: preachers, politicians, and prosecutors. We preach when our sacred beliefs are in jeopardy; we deliver speeches to protect and promote our ideas; and we enter prosecutor mode when we recognize flaws in others' opinions. To open our minds, Grant recommends we think like those in a fourth profession: scientists. A scientist is forced to rethink everything. They are expected to doubt everything and be curious about what they don't know. The best way to open our minds to

new ideas is to doubt everything we think we already know and embrace the joy of being wrong, as failure is an opportunity for growth. When you realize you are wrong, don't be embarrassed or get discouraged; instead, learn from mistakes and use that new knowledge to improve yourself.

One way to implement the joy of being wrong is by inviting others to question your thinking. Instead of getting into a heated argument that will lead to no change, approach it with the scientist mindset. Truly listen to what others have to say, learn something new, and don't shy away from constructive criticism or new evidence.

THINK POINT #2: Interpersonal Rethinking

Whether it is selling a property, helping clients secure financing, or even confronting coworkers, to be successful in this industry, it is important to have strong communication skills.

Approaching arguments with a scientist mindset doesn't always mean you will or even should change your mind. Sometimes the other person is wrong, and for that case, Grant introduces a strategic game plan.

First, ask better questions and implement the art of persuasive listening by increasing the number of questions you ask and decreasing the number of statements. By asking the right questions, you can help another person come to your opinion on their own. Ask *how* instead of *why*, ask what evidence is needed to change their mind, and ask how they formed their initial opinion. These questions will help the other person think about where their opinions are rooted and if they are well-supported by facts and evidence.

Second, approach a disagreement as a dance, not a battle. Battles include two opposing sides that, as they fight, will continue to believe their original opinions. Dances take two sides working together. To start this dance of a disagreement, find and acknowledge the common ground between the two sides. Admitting points of convergence doesn't show weakness; rather, it shows you are willing to negotiate, which will motivate the other side to do the same. Also, remember that less is more in a disagreement. Don't pile on fact after fact, as doing so can make your audience defensive and cause them to reject your opinion based on the weakest points. Instead, choose your strongest argument—one that will be the most convincing.

THINK POINT #3: Collective Rethinking

Encourage an environment where your team takes the scientist mindset and is willing to listen with an open mind. Practice having more nuanced conversations with your team, fostering a learning culture, and staying open to rethinking the future. There are always more than two sides to every story, so instead of thinking "right or wrong," embrace the idea that every opinion is like a prism with many lenses.

Create learning cultures by questioning the validity of established best practices and creating psychological safety. With the constantly changing marketplace, what may have been the ideal routines in the past may not be successful in the future. We can abandon best practices by allowing people to implement their innovative ideas (with test runs beforehand); however, some won't feel confident to challenge the past routines if they don't feel safe enough. Psychological safety starts with humble leaders who do not discourage people when they fail.

Lastly, be open to rethinking the future. Throw out the ten-year plan because life (and your plans for it) are ever evolving. Planning just one step ahead, and not one hundred, can keep you open to rethinking. Constantly doubt your opinions and what you think you know, allow yourself to learn from others, and foster a learning culture.

Real Estate Implications

The art of rethinking is imperative in real estate, as it allows your team to innovate and create a safe learning culture within your company. You never know when someone has an idea (but is too scared to say it) that could drastically change your firm, so allow people to embrace their creativity. The real estate market is constantly evolving, so when you open your mind to the idea of rethinking, you allow yourself and your team to become more successful than ever.

Recommended Reading

Grant, Adam, *Think Again: The Power of Knowing What You Don't Know*, Penguin Random House LLC: New York, New York.

About the Author

Tyler O'Mary, MBA Candidate

Baylor University

Tyler O'Mary is a graduate student from Austin, Texas. He earned his Bachelor of Business Administration from Baylor University with a double major in Finance and Entrepreneurship and Corporate Innovation. Tyler is currently pursuing an MBA at Baylor and plans to pursue a career in the commercial real estate industry.



Keller Center Research Report

Baylor University | Keller Center for Research | Hankamer School of Business
One Bear Place #98007 | Waco, TX 76798

www.baylor.edu/kellercenter | Keller_Center@baylor.edu

*Keller Center Research Report is a trademark owned by Baylor University
© Baylor University All rights reserved.*