

Decentralized Growth for Your Business

**Developing a win-win scenario for a
successful hybrid work model**



Fact:

The highest-performing companies have embraced hybrid working models, and the vast majority of employees prefer it. If ever there was a win-win scenario in the history of the modern workplace, it would be a successful hybrid work model and the decentralized growth it makes possible.



Decentralized growth creates efficiencies, improves productivity, and increases the quality of life in a society where we are all juggling competing demands for equally urgent and important needs. Over the past several years, Cresa has embraced a model of growth that takes full advantage of a decentralized mindset. As a result, we have expanded to 50 markets across North America, growing our team and expanding our business portfolio, including complex industries such as life sciences.

We are in the commercial real estate program management business. Advising companies on how their workspaces can help their people realize their potential to do their best work is what we do every day. We have seen decentralized models work for nearly every type of business we have counseled and for our own business. Hopefully, these simple (not necessarily easy) tips will unlock that opportunity for yours.



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DECENTRAL(ize)



Define

Your team members need to know how their success will be measured so that they can have the autonomy to achieve it. Make goals clear, attainable, and measurable. If your team is guessing about how they fit into your larger business objectives, they will likely guess wrong.



Equip

A goal without a plan is just a wish. Good intentions will remain just that if the tools to achieve success are not provided. You need to equip your team with the information, technology, and people they need to succeed.



Create

Be intentional about creative and meaningful connection points. In-person experiences don't need to be frequent, but they need to have value. We bring our entire national team together twice yearly for all-hands meetings that build camaraderie and trust.



Engage

Communications is a two-way proposition. Instead of just pushing out content via standard internal communications platforms in a sea of information pollution, solicit feedback and create opportunities to measure the impact of those communications efforts. What is the open rate on emails from leadership? How often do team leaders connect 1:1 with their direct reports? What opportunities do you provide to ensure your people are able to tell you what they need to hear?



No Excuses

Build a culture that empowers people to solve problems without fear of repercussions for not following arbitrary protocols or guidelines. Policies are important for consistency, but service is everything and solving a problem will always trump avoiding conflict. Every problem has a solution. Give your team the confidence and support to find them.



Trust

You need to trust your people to know how to manage their time effectively and know when they do their best work. So long as they deliver quality work on time, does it matter when or where they do it?



Reflect

This is a learning process, and technology constantly evolves to open up new opportunities (and conflicts) in our work. Pause to reflect upon how you operate and adjust accordingly. Maybe new technologies can help decrease the time spent writing quarterly reports? Maybe that weekly email update is no longer opened by most people, so should become a quarterly newsletter? Have an “always-learning” mindset and be open to strategic change.



Advise

Build opportunities for your team leaders to advise your executive team on how their teams function and what might help them function better so that everyone can learn from each other.



Love

In all things, assume good intent first and have grace when mistakes are made. Because when your people are given the direction to know what is needed, the freedom to do what is needed, and the space to correct what needs fixing, they are more likely to love what they do and do what they love. And love always wins.



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When you embrace the decentralized model for growth, you not only increase opportunities to expand more quickly, but you also help bolster a culture of problem-solving and creativity essential to innovation and long-term success. When you let go of some of your control and empower your people to lean into your business objectives and trust them to be creative, the potential is limitless.

For more information, please visit:

cresa.com