



1 Inspiration and motivation lead to success - not the bonus

Transformational leadership means leading with inspiration and motivation. Transactional leadership, on the other hand, refers primarily to the exchange of benefits: Salary for work. In terms of effectiveness, transformational leadership clearly beats the transactional approach. The success rate is 19% versus 1%.

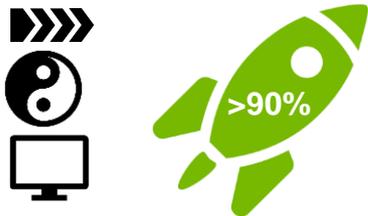
2 Processes, culture and IT are more effective than any manager

Even the best leadership is trumped by the track record of clear processes, efficient IT systems and a good corporate culture. These are the true accelerators of corporate success (track record > 90%). It has also been shown that good processes and a positive corporate culture cast a good light on the manager, i.e. they can compensate for leadership deficits.



3 Significant loss: process quality declines

Despite the high effectiveness of processes and corporate culture, there is a serious loss. The degree of implementation, especially in process management, is rated below average by employees (-3%). Worse still, process quality in the industry has actually fallen by 21% over the last ten years..



4 Defensive leadership behaviour is dangerous

If managers only intervene when problems are already serious, this is reflected in a negative track record (-21%). Intervening only when necessary is particularly detrimental to employees and also reduces productivity, process efficiency and innovation.

5 Individuality counts - Managers still have to learn this

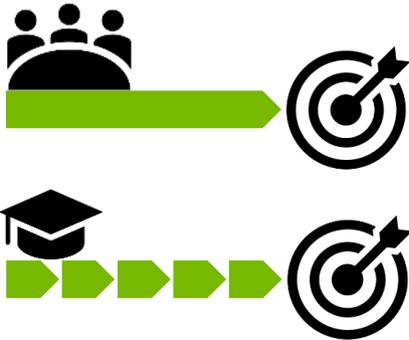
The biggest gap (13%) between displayed and desired leadership behaviour lies in the individual consideration of each employee. Strengths and personal needs should play a greater role. Individuality is in the foreground. Society is striving for individualisation - especially Generation Z (Gap 14%). But managers have not yet internalized this trend.



6 Health, health, health: the success factor in the war for talents

From the point of view of tomorrow's employees, there is a completely different delta: health is the trump card! Health promotion in the workplace, measures to reduce stress, vegan nutrition are primary wishes of Generation Z. All this should support the manager, provide for digital breaks and counteract a merging of work and private life through digital media.



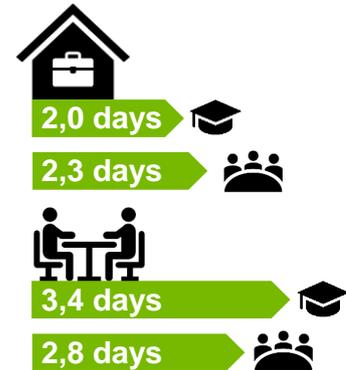


7 Generation Z: small-scale work tasks, active controls

Particularly in the areas of task distribution and control, there is a clear generational difference: Today's employees in the real estate industry do not want meticulous work specifications and appreciate goals with a great deal of room for action. Overly detailed controls are counterproductive. Generation Z, on the other hand, is happy with small-scale work assignments and actively demands controls. Managers must adapt to a distribution of tasks in "Twitter steps".

8 Contact with colleagues trumps contact with the manager - especially in Generation Z

Contact with colleagues is more important in virtual collaboration than contact with the manager. On average, employees would like to see their manager 2.6 days per week, their colleagues, on the other hand, on 2.8 days. For Generation Z that is too little; she wants to see her team at least 3.4 days a week. Accordingly, the home office quota is also at 2.0 days per week is lower than for employees in the real estate industry (2.3 days).



9 The ideal manager-to-employee ratio is 11.6 employees

The optimal team size differs depending on the core process. In valuation, the ideal is 8.9 employees; in strategic property management or leasing, the number is increased to up to 14.5 people. However, if the teams are highly diversified or the work is primarily decentralised, the span of control should be reduced by up to 6%.

10 Workload increases in the digital age – but so does satisfaction

Compared to conventional office work, managers report an additional effort of 9% for digital collaboration, employees put it at 8%. But satisfaction is also on the rise. Despite an increased workload, the level of satisfaction is 14% higher among managers and 12% higher among employees.



Although digital collaboration is technically based, the real success lies in the social. The corporate culture determines the success or failure of mobile working. Structured processes are equally critical to success. Both aspects are essential for the virtual collaboration and far more important than the behaviour of an individual manager. Management concepts must be redefined in this respect. However, the low level of implementation in the real estate industry proves that these important prerequisites for smooth interaction in the digital age are not yet in place.