



The NAIOP Executive Development (NED) Program is a 6-month personal and professional development program designed for professionals with 10+ years of commercial real estate and related experience.

Leaders today need increasingly sophisticated and agile mindsets characterized by maturity in perspective taking, the ability to deal with uncertainty and ambiguity, comfort with challenging assumptions in self and others and the capacity to learn and integrate new understanding.

To truly develop this capacity, we need to move away from focusing on what leaders know, towards **understanding how leaders make sense of the things they know**. This requires mindset development - investigating beliefs, biases, habits and autopilot behavior. The majority of leadership development time and money is invested in the realm of skill development - preparing leaders to successfully achieve stated objectives; building mastery in areas with relatively well defined and agreed upon outcomes (e.g. sales, hiring skills). To develop mindsets to match the demands of today, a different approach is needed.

Why? We are wired to avoid change; and brain research suggests our largely unconscious habits of mind drive our behavior. This means 90% of our decisions, motivations and reactions are influenced by automatic, unconscious processes. We naturally default to familiar solutions and processes, even when they no longer match the new or changing environment. Therefore, we need **experiences that disrupt habitual ways of doing things to open our minds**. We also need exposure to different worldviews and a process of reflection to integrate and make sense of new perspectives.

Neuroscience on “sticky” learning tells us that **deeply meaningful learning over time is critical to gain the impact we seek from leadership development programs**. Additionally, research has consistently demonstrated that people develop in relationship with others. Sustainable learning and growth happens when people feel they are in a safe community, when they are challenged and when they are engaged in connected and authentic (or deep) dialogue. To accomplish mindset development in NAIOP, it needs to occur in a cohort over time. Let us introduce, the NAIOP SFBA Executive Development (NED) Program...

*“The NED Program was a very interesting and valuable program, and I was so happy to be part of the inaugural class.*

*We took a very deep look at ourselves as individuals, how that impacts our decision making, and how we can better communicate with and lead others. I was impressed how the program broke down barriers that we often put up in the workplace, and how we got to know our classmates on a very personal level. I am grateful for the friendships formed, skills gleaned, and look forward to applying these lessons as I continue to develop my career.”*

**Kristy Davis**  
Truebeck Construction



Questions? Call 415-369-9625 or visit [www.naiopsfba.org](http://www.naiopsfba.org)



## Participant Time Commitment

The NED Program will lead its dedicated cohort of participants through a personal development journey over a six-month period, beginning in May and ending in December 2022. The six sessions will feature three overnight retreats, interspersed with three skill building workshops, small group virtual check-ins and optional coaching. Participants will also be asked to spend several hours between sessions working on assignments.

**Attendance at all of the retreats and classroom courses is mandatory for all program participants.**

*The NED program assists in preparing its members to take the next steps in their commercial real estate careers by providing the opportunity for personal development and to build management, negotiation, presentation, and other essential skills.*

## 2022 Program Schedule

### Personal Development Retreat (Part 1)

Wednesday, May 18 at 5:00 PM - Friday, May 20 at 1:00 PM  
Location to be announced

### Skills Workshop

Wednesday, June 8 from 2:00 - 5:30 PM  
Downtown San Francisco, CA

### Reflect & Learn

Break during July and August to reflect and implement skills learned.

### Personal Development Retreat (Part 2)

Wednesday, September 14 at 12:00 PM - Thursday, September 15 at 1:00 PM  
Location to be announced

### Skills Workshop

Wednesday, October 12 from 2:00 - 5:30 PM  
Downtown San Francisco, CA

### Skills Workshop

Wednesday, November 9 from 2:00 - 5:30 PM  
Downtown San Francisco, CA

### Personal Development Retreat (Part 3) & Graduation

Wednesday, December 7 at 5:00 PM - Thursday, December 8 at 8:00 PM  
Location to be announced

**About NAIOP:** NAIOP San Francisco Bay Area Chapter, the Commercial Real Estate Development Association, is the leading organization for commercial real estate developers, owners and related professionals in office, industrial and mixed-use real estate. The Chapter offers a full calendar of educational programs and resources on topical issues as well as social and networking events for its 700+ members and guests. Nationally NAIOP comprises 19,000+ members in 53 chapters across North America. The San Francisco Bay Area Chapter is the 8th largest chapter of NAIOP. Learn more at [www.naiopsfba.org](http://www.naiopsfba.org).



## Application Process & Tuition

**A maximum of 20 students will be accepted for this program through a detailed application review process.** The application period opens in September with applications due March 15. All applicants are notified of their status in March, and the kick-off retreat occurs in May. Classes will be held monthly from May through December, aside from July and August, which is the students' time to implement newly learned skills in their respective workplaces.

The NED Program strives to achieve diversity across all areas including industry specialization, corporate representation, age, gender and ethnicity, which will offer the NED Program student an opportunity to strengthen his or her individual skill sets in areas considered vital to the top real estate firms. Program members will be selected by NED advisors who are NAIOP San Francisco Bay Area Chapter leaders representing various corporations and industry specializations.

### Qualifications

Successful applicants will likely meet the following qualifications:

- Must be a member of the San Francisco Bay Area Chapter of NAIOP, or must commit to join if selected for the program
- Must be a professional in the commercial real estate industry (however, current employment is not mandatory)
- Should be at least 35 years of age
- Should have approximately 10 or more years of professional experience, ideally in commercial real estate
- Graduates from the NAIOP Young Professionals Group (YPG) Program are encouraged to pursue this program as a next step, if they also generally meet the above criteria
- Must be willing to commit the time, resources and skills required for active involvement in the program including but not limited to, attendance at all program events
- Must practice high standards of professional and personal integrity
- Must demonstrate leadership qualities and capabilities as well as positive attitudes
- Graduates from the NAIOP Young Professionals Group (YPG) Program are encouraged to pursue this program as a next step, if they also generally meet the above criteria (Note: previous enrollment in YPG is not a requirement).

### Program Tuition

The total tuition fee for the NED program is \$5,000 and must be paid in full by April 15, 2022. Tuition covers the cost of retreat lodging, provided meals, and all program materials and instruction.

Individuals accepted into the program must also be current NAIOP-SFBA Chapter members, or must have their membership application completed and paid by April 15, 2022. The fee for NAIOP SFBA membership ranges from \$300-\$875 per person, depending on your age and/or the number of other members from your company. For details, contact [admin@naiposfba.org](mailto:admin@naiposfba.org).



# NAIOP SFBA - NED PROGRAM 2022 APPLICATION

## Application Form

**Deadline for Application: Tuesday, March 15, 2022**

Apply online at [www.naiopsfba.org](http://www.naiopsfba.org) or by submitting all signed pages of the attached application form to NAIOP San Francisco Bay Area Chapter at [admin@naiopsfba.org](mailto:admin@naiopsfba.org).

NAME \_\_\_\_\_ DATE OF BIRTH \_\_\_\_\_

COMPANY NAME \_\_\_\_\_ POSITION TITLE \_\_\_\_\_

BUSINESS ADDRESS \_\_\_\_\_

PHONE (MOBILE PREFERRED) \_\_\_\_\_ EMAIL \_\_\_\_\_

HOME ADDRESS \_\_\_\_\_

### Please Select or Describe Your Company's Industry/Specific Business:

- ARCHITECTURE AND DESIGN FIRM
- CAPITAL BROKERAGE — DEBT AND/OR EQUITY INTERMEDIARY
- CRE BROKERAGE — LEASING
- CRE BROKERAGE — SALES
- CRE CONTRACTING (GENERAL, SPECIALTY SUB, BUILDER, OTHER)
- CRE DEVELOPMENT COMPANY (& MANAGEMENT) (PUBLIC / PRIVATE)
- CRE INVESTMENT COMPANY (& MANAGEMENT) (PUBLIC / PRIVATE)
- FINANCE (BANK, INSURANCE COMPANY, CONDUIT, AGENCY, OTHER)
- LAW FIRM
- PROPERTY AND ASSET MANAGEMENT COMPANY
- PROPERTY SERVICES (INSURANCE, TAX: BROKERAGE OR ADVISORY)
- OTHER \_\_\_\_\_

### Attachments

- Resume:** Please attach a current resume which includes a description of your current job function, all previous places of employment including internships, and your education background. Resume should be limited to two pages, if possible.
- Cover Letter:** Please help the NED Program advisors and selection committee get to know you by providing a cover letter. Some questions you may wish to answer are:
  - Why did you choose the commercial real estate industry?
  - What are your short-term and long-term career goals or objectives?
  - What experiences or skills do you bring that would make your contribution to this group particularly impactful?
  - Why should we select you to be in the program?
- [Optional] Letter of Recommendation:** Candidates are invited to include a letter of recommendation with their application form, preferably from a member in good standing of NAIOP and returned by the author to the NAIOP SFBA office. The letter of recommendation should define the relationship with the applicant (e.g. current employer, employee, client, former business associate, etc.). The recommendation may also wish to address why the applicant would be a valuable contributor and benefit from the NED Program, and any personal knowledge of the applicant's leadership abilities, work ethic, personal and professional integrity.
- [Optional] Employer Endorsement:** Due to the time commitment required, we highly encourage applicants to obtain a letter of employer endorsement when they apply for this program. However, this is not mandatory.





## Meet Your Program Instructors



### Dr. Julie A. Chesley

Dr. Julie A. Chesley is a Ph.D. and an associate professor of organization theory and management at the Pepperdine Graziadio Business School. Dr. Chesley's teaching focuses on personal and group transformation as well as the critical thinking and analysis required to successfully lead change. Dr. Chesley has also been on the faculty at the United States Air Force Academy and at Colorado College.

Julie has been deeply involved with the NAIOP Young Professionals Group (YPG) program for a number of years as an instructor, has enjoyed working with NAIOP and is extremely enthusiastic about being involved in this next step of self-development for mid-career professionals.



### Rita Williams

Rita is currently a Facilitator, Consultant and Instructional Designer for Power Speaking Inc., leading 1 and 2-day intensive presentation skills training courses. As a Senior Consultant she has led presentation training for DeFinis Communications since 2007 and media sales training for Noll & Associates since 2005. Those topics include Negotiation, Business Development, Presentation Skills, Conflict Management, Key Account Management and Time Management.

Prior to facilitating training and immersing herself in the communication arena, Rita spent 15 years selling in the broadcast industry. This includes 7 years as VP National Sales at Univision Television Group, and 7 years for Cox Communications TV Stations and Rep firms. She was focused on new business development and tapped her resourcefulness crafting creative marketing solutions. Her background in media and sales allowed her to learn about many other industries, and she now facilitates programs among many of them, including real estate, law, finance, engineering, hi-tech, medicine, art, travel and the public sector.

Rita is a Board Member on the Lincoln Park Homeowners Association, volunteers as a mentor for Women Unlimited, is a San Francisco City Guide, and runs a speech program for youth to build confidence in elementary and middle school. Rita is a Northern California native, graduated from UC Berkeley in Political Science and Economics, and lives in San Francisco with her husband and son.



## Meet Your Program Instructors



### Lindsey Nehls

Lindsey Nehls is an executive coach and workshop trainer. After years as an executive in clean-tech, where she was SVP of Sales, she realized her true passion was in leadership coaching and organizational development. She loves to help individuals, teams, and organizations evolve and grow.

Lindsey brings the perspective and understanding of what it is like to sit in the seat. As SVP of sales, she has scaled sales organizations - created the vision, culture, and go-to-market strategy, developed sales talent, and established effective processes to drive success. Over her tenure, she has successfully managed turnarounds increasing sales by 1000%, led \$200 million business units, and delivered a billion dollars in enterprise sales. She has been through several acquisitions, helped sell two companies, and lead teams through all the change that comes with new ownership.

Lindsey is a Harvard Business School and Middlebury College alumna. She is certified in New Ventures West Coaching to Excellence, DISC, Booth, and Center for Creative Leadership 360 assessments. When she is not with her clients, she is mountain biking, skiing, and spending time with her family.