



KEYSER
relentless client champion

CREATING SUCCESS THROUGH
SELFLESS SERVICE

PAPUA NEW GUINEA



ME





ROADMAP

- 1 MY JOURNEY TO RUTHLESS**
- 2 A DIFFERENT WAY...**
- 3 CREATE THIS CULTURE FOR YOURSELF**

Polling Question 1: Jonathan believes EVERY
business leader should be:

Ruthless

Super Ruthless

Super Duper Ruthless

Not Ruthless – Right Answer

A photograph of a cheetah pack attacking a wildebeest in a savanna. One cheetah is leaping onto the wildebeest's back, while another is lunging from the right. A third cheetah is on the left, facing the wildebeest. The scene is set in a grassy field with a blurred background of trees and a cloudy sky. The text "MY JOURNEY TO RUTHLESS" is overlaid in white, bold, sans-serif font, centered horizontally and partially obscured by a thin white horizontal line above and below it.

**MY JOURNEY TO
RUTHLESS**

TOP 10

WAYS LANDLORDS & BROKERS TAKE ADVANTAGE OF YOUR BUSINESS

1 BOGUS COMMON AREA MAINTENANCE CHARGES

Landlord's can overcharge for operating expenses routinely and then intentionally reduce the tenant's ability to audit the charged expenses with limitations on when audit rights can be invoked, when the landlord will pay for the audit, and who can perform the audit.

2 PARKING CHARGES

Landlord's are trying more and more to give themselves an arbitrary right to increase the pricing for parking after the first year of the term of the lease, at their own discretion. This kind of cost exposure to the tenant over a long term lease should not be tolerated and should be clearly defined and negotiated.

3 TI OVERAGES - UNEXPECTED INVOICES

Some landlords are knowingly underwriting their buildings where renovations are needed and not including enough budget for tenant improvements for the spaces. Other landlords have their in house contractor or construction managers intentionally not value an engineer during the build out process so that the tenant improvement budget falls short.

4 UNCAPPED OPERATING EXPENSE CHARGES

Controllable expenses need to be capped, otherwise it is an open door for the landlord to build in above market expenses and additional profit centers.

5 RESTORATION RIGHTS

Having the tenant pay to "restore" a space to its previous condition at the end of the lease term is oftentimes onerous to the tenant and doesn't make sense.

6 LOPSIDED RELOCATION RIGHTS

Landlord relocation right language in a lease is typically poorly written and needs to be properly negotiated including clearly spelling out cost allocation, timing issues, space equality issues, and how the process will be executed if the right is invoked by the landlord.

7 EXORBITANT HOLDOVER CLAUSES

Considering the significant number of tenants that can and do go into "holdover", landlords habitually try to charge 150% to 200% rents.

8 CONSTRUCTION MANAGEMENT FEES

Construction Management fees are a profit center for the landlord where after the tenant negotiates a tenant improvement allowance, the landlord has their Construction Manager charge a fee based on a percentage of the TIA for basically letting contractors come into the building during the buildout process.

9 INSUFFICIENT, SUBORDINATION & NON-DISTURBANCE AGREEMENT PROTECTION

If a landlord does not grant a tenant a properly worded SNDA, the tenant is put at a great risk for their right to occupy the space if the landlord decides to sell the building.

10 INFLATING THE BUILDING SIZE

Landlords can grow cash flow with an inflated load/add-on factor or by re-measuring their buildings. This can greatly affect a tenant's rent always to the tenants' detriment.

A man with a mustache, wearing a white dress shirt, a dark tie, and a grey vest, is shown from the chest up. He is holding a cigar in his mouth, and a wisp of smoke is rising from it. The background is a plain, light grey wall. The text "GOOD OLE JOE" is written in a bold, white, sans-serif font across the center of the image, flanked by two thin white horizontal lines.

GOOD OLE JOE



A DIFFERENT WAY

A photograph of four business professionals in a meeting. In the foreground, a man in a grey suit is holding a white coffee cup and saucer, looking towards a woman in a light-colored blazer who is also holding a coffee cup. To the left, another man in a light-colored suit is looking towards the man with the coffee. In the background, a fourth man in a dark suit is partially visible. The scene is set in a bright, modern office environment with large windows in the background. The text "WHAT DOES SELFLESS SERVICE LOOK LIKE?" is overlaid in large, white, bold, sans-serif capital letters across the center of the image, flanked by two horizontal white lines.

**WHAT DOES
SELFLESS SERVICE
LOOK LIKE?**

A photograph of a modern, multi-story building with a glass facade and a lower section with a textured, metallic-looking wall. The building is set against a cloudy sky. In the foreground, there is a paved plaza with some greenery and bushes. The text "SELFLESS SERVICE WITH CLIENTS" is overlaid in the center in a large, white, sans-serif font, flanked by two horizontal white lines.

SELFLESS SERVICE WITH CLIENTS

TOP 5

NEGOTIATING HACKS YOU CAN USE TODAY

1 THE HOUDINI

Once you find the most favorable options in the market, identify a “shortfall” in each option. It shouldn’t be a deal-breaker, but should be something “very important” to you.

2 GUN TO THEIR HEAD

With two, top options identified, deliver a LOI to Landlord A and say if you sign today, without any changes, you win.

3 STRAW MAN STRATEGY

Over exaggerate the importance of a particular item, like building signage, when, in fact, it may not be something you prioritize highly.

4 GOING DARK

In negotiating, silence or lack of communication can be your most powerful tool. To allow for a period of silence, create a “deadline” that is weeks before the actual deadline.

5 BIG FISH... LITTLE POND

When market options are limited, you can understate the square footage requirements to artificially expand the list of believable alternatives, and competition.



YOU MIGHT BE WONDERING...



SETH ROGEN

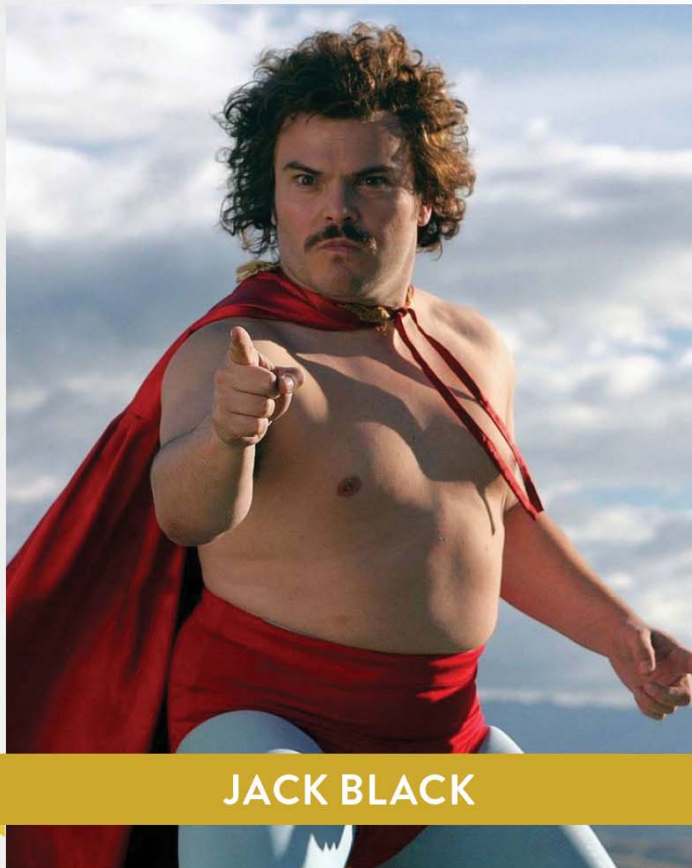


CHRIS FARLEY



MICHAEL WEATHERLY

HOW ABOUT NOW?



JACK BLACK



DREW CAREY

Polling Question 2: Jonathan looks most like:

Seth Rogan

Chris Farley

Michael Weatherly

Jack Black

Drew Carey



**CREATE THIS CULTURE
FOR YOURSELF**

POLL QUESTION 2:
WILL CULTURE HAVE MORE, LESS, OR THE SAME LEVEL OF
IMPORTANCE IN A POST-PANDEMIC WORLD?

MORE IMPORTANT
LESS IMPORTANT
REMAIN THE SAME

People walking around with DIY masks like



Quarantine is lifted and everyone can finally leave their homes.

Murder Hornets:



2020 every second



Zoom meeting, audio only

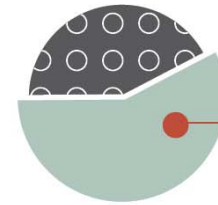
Zoom meeting with video



WHY SHOULD THIS MATTER TO YOU AS A CFO?

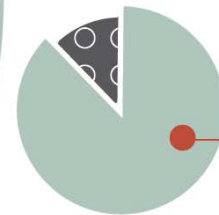
CULTURE IMPACTS ORGANIZATIONS'
REVENUE GOALS.

“ON AVERAGE...”



69%

of employees don't believe in the cultural goals set by their leaders



87%

don't understand them, &

90%

don't behave in ways that align with them.

By closing these gaps, companies are **9% more likely** to meet or exceed their annual revenue goals.”



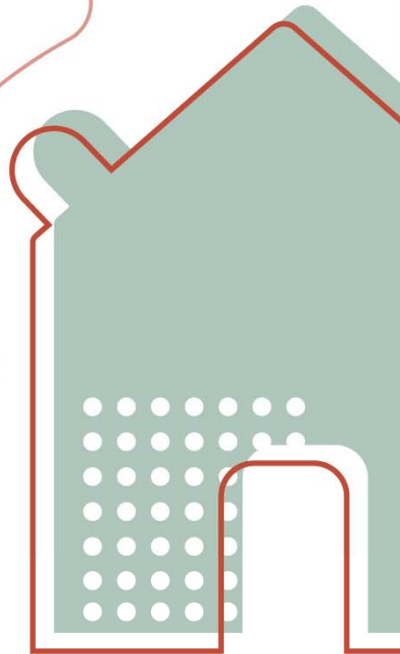
POLL QUESTION 3:

WHAT % OF YOUR WORKFORCE DO YOU PLAN TO KEEP
WORKING REMOTELY AFTER COVID-19?

0%, 20%, 40%, 60%, 80%, 100%, Don't Know

OUR BUSINESS ADVISORY
SERVICES RESEARCH SHOWS...

BASED ON PERSONALITY,
**FEWER
THAN 20%**
OF EMPLOYEES ARE SUITED
FOR LONG-TERM
REMOTE EMPLOYMENT.



WHAT IS BEING OVERLOOKED?



Productivity Impact



Cultural Disconnect



Employee Preference



Functional Role Challenges



Confidentiality &
Security Considerations

TWO AUDIENCES



In-Office Employee



Remote Employee



DIFFERENT MINDSETS. DIFFERENT CHALLENGES.

BOTH CRITICAL

POLL QUESTION 4:

Has your organization completed your long term plan for in-the-office employees vs. remote along with a human capital impact study to determine the cultural impact?

Y/N



**YOU MUST BE THE CHANGE YOU
WISH TO SEE IN THE WORLD.**

—Mahatma Gandhi

3 LEVELS OF REINVENTION



JK'S KEYS TO SUCCESS

1

PLAY
THE
LONG
GAME

2

SELF-IMPROVEMENT

3

COACHABILITY

4

BE
PRESENT

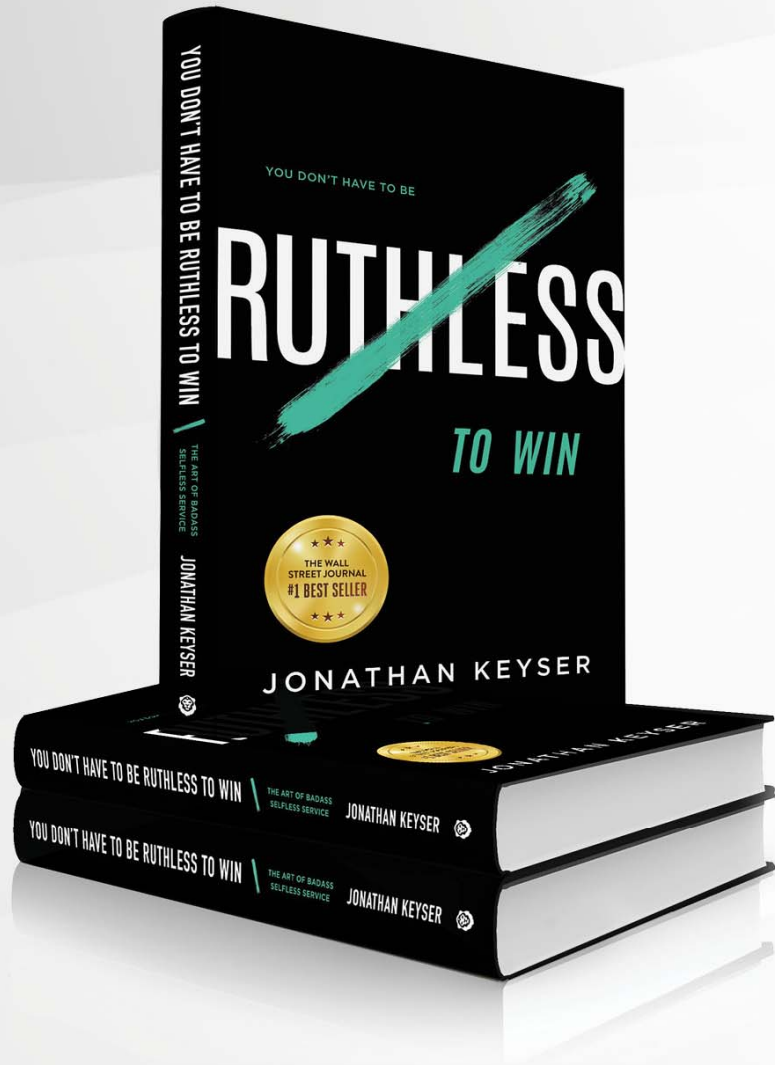
5

NEVER
PUNISH
MISTAKES



A close-up, low-angle shot of a person's legs running over a path made of old, muddy tires. The person is wearing blue athletic shoes with green laces. The background is blurred, showing another person's legs in the distance. The overall scene is outdoors and appears to be a rugged, challenging environment.

**A CHALLENGE
FOR YOU**



#1 BESTSELLER

THE WALL STREET JOURNAL.

| TITLE | AUTHOR/PUBLISHER | THIS WEEK | LAST WEEK |
|--|--|-----------|-----------|
| You Don't Have to Be Ruthless to Win: The Art of Badass Selfless Service | Jonathan Keyser/Lioncrest | 1 | new |
| Educated: A Memoir | Tara Westover/Random House | 2 | 1 |
| Ball of Collusion: The Plot to Rig an Election and Destroy a Presidency | Andrew C. McCarthy/Encounter | 3 | new |
| When the Air Hits Your Brain: Tales From Neurosurgery | Frank Vertosick Jr./Norton | 4 | — |
| Three Women | Lisa Taddeo/Avid Reader/Simon & Schuster | 5 | 4 |
| The Subtle Art of Not Giving a F*ck: A Counterintuitive Approach to Living a Good Life | Mark Manson/Harper | 6 | 10 |
| Becoming | Michelle Obama/Crown | 7 | 9 |
| The Philosophy Book | DK Publishing/DK | 8 | — |
| Ottolenghi: The Cookbook | Yotam Ottolenghi/Ten Speed | 9 | — |
| Caravaggio: A Life Sacred and Profane | Andrew Graham- | 10 | — |

WHEN THE TIME IS RIGHT, **YOU'LL BE READY.**

Get the

1. "Workplace Strategy in a Post-COVID World" White Paper &
2. Free 20 Minute **Workplace Assessment**
& Facilities Strategy Call at:

www.keyser.com/fei





QUESTIONS?

WWW.KEYSER.COM



IT'S TIME TO **CHANGE** THE
WAY WE DO THINGS.