The Shared Space Summit - 2020
Charles Vogl: The Art of Community
Publication Date: 15 September 2020

Watch the video here.

Amanda Farmer: Hello, and welcome to this summit session. I'm Amanda Farmer, the Founder of Your Strata Property and your Summit Host. My guest today is Charles Vogl. Charles is the Author of the bestselling book, The Art of Community. His newest book is called Building Brand Communities. I've read both books and I highly recommend each of them. Charles has so much to share about the importance of community building in our apartments, and I know this session is going to spark plenty of new ways for you to think about this age old concept of community. The Shared Space Summit is all about shifting your perspective, finding new ways to tackle common problems, problems that have become even more difficult in these tough times. Charles certainly brings this shift of perspective to his summit session. The summit is also about action. How can we put these great lessons to work in our communities?

Right after the interview I'll be back to share with you my own summit shift. That's the one pace of information that I personally took from this interview that I know is going to be put to good use in my own community and the communities I'm serving. The particular summit shift I have to share from this interview is absolute gold and I'm already seeing how this idea operates in the high functioning communities that I work with every day. So, do join me at the end of the interview so I can share with you my summit shift. I'm wondering if you might actually guess what it is when you're tuning into Charles. For now, let's head right on over to my chat with Charles Vogl.

Charles Vogl, welcome.

Charles Vogl: I'm delighted to be invited.

Amanda Farmer: Pleasure to have you here with us today. I want to start, Charles, with your book here, The Art of Community. I have my copy here, if anyone can see that in the lights. And I was having a look at the endorsements on the back and I can see here, Alan Price, the founding director of the Global Leadership Initiative at Harvard Business School, has said that *"the book is powerful, practical, and inspiring; emerging or veteran leaders who integrate these principles will build communities that are more resilient, passionate and harmonious, in the face of adversity and uncertainty."*

Now that was written, I think in 2016, about four years ago. And we are now today, seeing communities face the type of uncertainty and adversity that some of us probably couldn't have anticipated. Do you think some communities are better prepared for this, for the current world state than others?

Charles Vogl: I think that there's a lot of evidence that certain groups of people, depending on how much they trust each other and how much we call a foundation of relationship were in place before there was a challenge, are finding ways to get this challenge far better than others. And in the case of a pandemic, there are very quantifiable measures, not the least of which are infections and deaths. So yes, no question there are people who are doing better and worse and fortunately, or unfortunately, it's also evidence that for those of us who want to do well in the world in groups, the groundwork of building relationships very often, if not always, needs to happen before there's a crisis.

The time we want to ask for help or ask questions to help us understand how things are spiraling out of control is not when things are spiraling out of control, and that's an investment in bringing people together ahead of time. I would use the term *"building community,"* but I'm okay if anybody uses any other term.

Amanda Farmer: You mentioned that, Charles, trust, and that's something that I really want to talk about today. In your latest book, Building Brand Communities, you used the term *"building a trust bank"*, and that really resonated with me. The people that I help and our viewers today, as you know, are people who live in apartment buildings, strata, we call them, you might call them over there, homeowner associations. And I see, myself, in my day to day work, those who trust the people who are leading their community, whether that's the committee or the council of owners, just do so much better, they're much better off and can achieve more powerful things in their community. What does building a trust bank mean?

Charles Vogl: Well, there are literally whole books on building trust and how trust is lost and so let's just acknowledge that if anybody wants to take this seriously, it's a much deeper subject than we can touch on here and while I can speak on it, I'm not the expert on this. For the context of stepping forward in a leadership role in community, the way I think about trust in a pragmatic sense is this idea that we have experiences that tell you that I'm competent to do what I say I'm going to do, that I understand what you need and your perspective, and that anything that I do will be consistent with that. And it might be something you don't like, like I might say, while everybody's locked up at home during a pandemic, *"We're going to have a sound curfew at eight o'clock at night. Please turn off or turn down your stereo because all of your neighbours are always around every night."* You may not like that.

If you think I'm looking out for me and just want to be petty, then that conversation is going to go poorly. If we've had experiences where you think I actually want the elderly, the sick, parents who are putting children down for nighttime stories, to have a quiet place to live to do that, you may be more compliant. But in order for you to understand that, we will need to have experiences that might be called 'conversations' where you understand I'm not out to get you, I'm trying to create a place where we all have a place where families can successfully rest in the evening.

Amanda Farmer: And you said that conversations and communication is something that we talk about a lot. I talk about it on the podcast and I talk about it with my clients that if you can master that art of communication and communicating effectively, you're going to be much better off. And I can see how that then feeds into that idea of building trust, establishing who you are, what you stand for, why you're doing the job you do. If you're a Chairperson, a Secretary, a Strata Manager, I'm not doing this because I just want to rule the roost here, I'm doing this for the benefit of the whole, and communicating that.

Charles Vogl: Yes, the danger that I see is we can tell people the communication is good and that that is true, it is not wrong. The danger I see happens is this belief that communication only needs to be good when it's needed right away. And when we're in community, and I define community in my work as a group of people who share a mutual concern for one another i.e., they're not out for individuals and they're not trying to dominate each other.

There can be competition involved, but they do care about the welfare of one another. That investment of good communication needs to happen before there's a crisis. And if you don't understand that, then you don't invest in it or you will consider it a bother or you would actually stamp it out. And then now, if we're going to use the COVID example, we're all stuck around each other all the time and some people want to play stereos at nine o'clock at night and other people are putting kids down for bed, now we start the communication?

That's probably not going to go well. It might go well but probably not. So if we want to take our role seriously about being a leader, and all I mean by leader is we're creating a future that wouldn't exist without collaboration. We need to invest in that communication, really, as soon as possible, as soon as we want to connect people we're going to collaborate with in the case of a housing situation, living together.

Amanda Farmer: Another concept that resonated with me, Charles, from your work was that of the strong core. And you talk about the 'strong core' together with the Pareto Principle. Can you explain that for us? Because I saw that really mapping across to: we have a core of committee members or a council of owners who are then working with the larger owners' corporation or body corporate. What's the strong core all about?

Charles Vogl: All right. Well, so the book you're referring to is my latest book called Building Brand Communities, in that I'm specifically speaking to organisational leaders who are investing in building community, people who care about the welfare of one another, connected to an organisation; and that can employees, that can be customers that can be collaborators. So when we're thinking about building community in that context, we need to understand that all those employees or all those customers are not going to equally participate in any given community effort. Which is to say, we can't hold that standard up for any person tasked and helping to knit them together, be that ourselves or delegated. And as a general rule, we see it following a pattern that's well known as the Pareto distribution, for those who don't know it's also known as the 80-20 rule. And in that Pareto distribution, we see that no more than 20% of resources, which could be members, produces no less than 80% of the results, whatever the results are: fundraising, volunteer hours, whatever it is.

And it can very often be what we call the exaggerated Pareto distribution, it could be two people out of 100 are doing 90% of the work, and we actually see that in online communities, where what less than 1% of a online community is doing well over 90% of the work. The reason we need to understand those principles is if we step forward and leadership, we need to recognise that we're probably not going to get to even 50% of intense investment. Now, it might be, in a really heavily active group, the worst 10% of participants are still pretty involved, but we're still going to see radically unequal participation. And when we understand that's going to happen, first of all, we get to stop beating ourselves up because most people are not participating as much as the top 20%.

But the second thing is we need to understand for the long term success of that community, we really need to protect that top 20%. And then if we go another Pareto distribution, the top 4% needs to be protected because if they leave, if there's a sick person in their family and they move away, or in a corporate environment, somebody offers them a job and they leave, there is an outsized damage to the functioning of that community in whatever it's doing, which could be social, it could be political, maybe even commercial. And part of that is making sure that we in the leadership role are listening to their needs more, and when they have a need, it's responding more quickly than say the bottom 80% of participants. Now, that doesn't mean that any given community becomes a cult around the top 4% people or that they're allowed to participate in a way that's not generous i.e., not committing to the welfare of the whole membership. But we need to understand they're not equal in their value and we need to protect them and serve them more, otherwise we lose what we're creating.

Amanda Farmer: Wow. That is such a refreshing take on what is a really common problem or perceived as a problem, I think, in our communities here with two out of 100 doing 90% of the work, that definitely happens and it's a cause for frustration. So it's really interesting to hear you say that shouldn't necessarily be something frustrating, that's something quite normal and something that we need, and those people are naturally going to rise to the top, if you like, in communities and become those leaders, and we need them and we have to protect them, I really love that.

Charles Vogl: Well, to be clear, it's not that there's a static standard participation. So if we have 100 members, when I show up not knowing anything about what's going on there, I'm assuming that no less than 80 out of those 100 are not very active. And that of the remaining 20, roughly 16 of them are active but they're not really charging forward and making the organisation grow and serve. And then roughly four people are really doing their intense work. And it might be that it's not top four it's top 6, and it might be it's not top 20 it's top 15, but you get the idea, it's not top 16. So, there are a number of ways we can increase participation, and conceptually we can think about the numbers, for example. We can make those bottom 80% participants, we call that the general membership, we can raise that bar.

So if you're going to continue to be a member of our group, whatever that group is, we need to have an agreement from you that the minimum level of participation, be that dollars or hours committed or trips participated in, is higher. And what you're really doing is you're creating an inner ring and you're pushing out people who just aren't committed enough to warrant the investment of the people investing in the community. And it could be that you invite people on the outside so that bottom 80% is better.

So one of the things I know that it's missing when leadership wants to expand participation, is missing invitations. And I know Amanda, you've been in several groups where you wanted to commit more, you want to participate and you're just waiting for an invitation. And even with those invitations, we can anticipate that we're going to see uneven participation after, but we can increase participation by inviting people in and empowering them to demonstrate some kind of leadership in the community. So if someone is really wringing their hands about uneven participation, the first thing to ask is, *"Well, what are we inviting people to do more of?"* And often it's really lousy things like, come to an event that you didn't ask to be hosted at a time that's not convenient for you, that kind of thing.

Amanda Farmer: Yes, it was only yesterday, I was talking to a client who was asking about how they can, as a committee, more efficiently deal with owners who are making applications to renovate their apartments. So they've just been flooded, as a lot of us have at the moment, people are home, they want to improve their properties, they want to renovate and there's an approval process to go through, and the committees just feel overwhelmed. And I suggested, why don't you form a sub committee, who might be a renovation subcommittee? And it can include people in the community who have some expertise; maybe they're retired engineers or architects or contractors or designers and they're interested in contributing to that particular item, that particular issue.

They don't want to be a committee member and deal with everything, but they have this specific interest in helping with the renovations and reaching out to them and asking them, *"Hey, are you interested? Here's an opportunity."*

Charles Vogl: So, if I could add onto that, Amanda. What I've noticed is that many people in leadership want to skip over the invitation part and they make what, I call, announcements, *"We need help with the subcommittee for renovations."* Is that bad? It's not bad. If anybody is on the fringes of participating or doesn't yet feel welcome to the group, are they going to run over and commit more time and risk themselves with that kind of, air quote here, *"invitation?"* No.

But if Amanda calls and says, *"Charles you're in the community, we understand you have experience with renovations. We have a need for proving plans for neighbours who want to use this to improve their homes, will you commit four hours a week to looking over the plans and consulting with your neighbors so they can prove their homes this time?"*

Wow. I'm much more likely to jump in with my time. What's the difference? One is an invitation, the other is an announcement. If you never make the invitations, guess what?, people don't accept them. And you might get lucky with your announcements. And what I like to point out when I'm working with executives who want to connect, be it employees or customers or innovators in their field, *"Consider in your entire adult life, how many communities you're connected with now that you feel really supported in that you commit to, that you take risks with, that you found through the announcement. And my guess is the number of hovers around zero."*

Amanda Farmer: Indeed, I'm thinking to myself of those communities that I'm a part of where I have had, call it the tap on the shoulder, or the personal invitation and definitely our strata communities are exactly the kind of place where that can happen. These are the people you live with, these are your neighbors, you're seeing them every day, you know who they are, you have that personal connection with them, nothing wrong with a tap on the shoulder.

Now that takes me, Charles, to the welcome. You talk about the art of the welcome, how we can better welcome people into our communities is something that we see a lot of our communities struggle with, new people coming in. They are purchasers, they are brand new owners, maybe they've never lived in strata before, they don't really understand the rules that apply, that it's a bit different to living in a freestanding property. We have tenants who are coming in on a 12 month lease, I see a lot of buildings struggle to connect with these people, to have a process for connecting with them. You've articulated this in your book, how important the welcome is, can you share a bit of that with us?

Charles Vogl: Sure. When we're welcoming new members, and very often there are prospective new members in many communities, and that might be true with your listeners as well. Whether they know it or not, they're looking to see that the people they're meeting share at least some of their values, enough of their values and some purpose. In the case of, we've talked about this, your listenership the purposes may be pretty simple, live in peace together. Live harmoniously or without conflict, perhaps.

But they're looking to find out that there are people there who share their values. And if we don't provide a conversation, an experience, that helps them learn that, they're never going to learn it. And they're going to hope for it or they're going to wonder, *"Do these people share my values?"* If, Amanda, you move next to me and I say, *"Amanda, so happy. you're here. By the way, since you're moving in your boxes now, I want you to know I go to bed at eight o'clock and that means there cannot be no music. And by the way, I don't like fireworks because they threatened my house. And by the way, we had a problem with the dog with the last neighbor we had here, so please don't get a dog, and blah-blah."*

Those might be all totally reasonable requests by a neighbor living five feet away, but that's not a fun relationship because I haven't demonstrated, *"Oh, and I want to know people like you. And I want to be helpful when you're sick, and I want to look out for your home when you're traveling, and I want us both to have a peaceful place to live as we live our lives."* That might include can you please get the music down after eight.

So the welcome is part of establishing, *"Hey, before the other stuff comes into play," and it will come, "please understand we do share values and, in this case we're in the same room talking, purpose together."*

And that always includes asking questions and listening, *"Amanda, obviously you're here moving into our neighborhood now. I'm curious what inspired you to move into this neighbourhood?,"* or in my case, into California, or into this home.

And then showing you that I understand you, and not in some manipulative way but genuinely learning what it is you want to do, and you see that. And we call that the welcome. There needs to be time for that. And I can't believe how many organisations I see schedule approximately zero minutes and they assign approximately zero people to ensure visitors and new members have a welcome. And Amanda, you've to been many places, you've been to many conferences, you've been to many organisations, more is better. You don't want one person welcoming you to a new conference, 5, or 10, or 3 a day would be fantastic. So we need to recognise the welcome is important and it only happens because there's a time to do it, and it only happens because someone does it.

Amanda Farmer: Yes. And I do see that all the time that there is no space made for the welcome or to meet these new people in our communities. And then, as you say, something goes wrong, the new tenant has put the garbage in the wrong spot, is creating noise has the dog that they're not supposed to have and it's the committee saying, *"How dare they? Didn't they know? They should know, they should realise..."* Well, if you haven't connected with that person, communicated with them, as we've been talking about, started building that relationship, which is so easy, and I do it in my own building, I've got new neighbors recently, knock on the door, say hello, then how can you expect them to know and understand what your community is all about?

Charles Vogl: What I love about your example, Amanda, is that in order for you to get there you have to invest the time when there isn't a problem. And the example of the neighbor with the garbage, I've been that garbage neighbor and nobody explained to me it has to go in the right side. So I took it to the place with the most space. Why to the most space? Nobody puts garbage there. And in this case, here's a good example where we do share values and purpose, I want this to be a clean place for my neighbours thus the garbage is in a bag and set out for pickup, and my purpose is the same, I'm trying to get the garbage out.

If you come up to me and your first question is, *"How dare you put the garbage on the left side?"* Even though there actually is a grounding of shared values and purpose, you have just destroyed our relationship that shares that and now we're fighting. And if you had communicated me in any way that said, "Charles, I'm delighted that we're both trying to make this work, they don't take the garbage unless we put it on the right, that's why there's less room there." Instead of being a bonding relationship where a neighbour is helping me make it work in these circumstances, now we've got a conflict. And believe you me, when the next big thing comes, I'm not going to consider that neighbor a help, I'm going to see them as a threat and I'll act accordingly.

One of the ways I handle that in my neighborhood is I bake cookies and I take them around the neighborhood and I offer them to people. And quite frankly, I don't care if they eat cookies or not, I hope they do, but if they don't, it's not about the cookies. The cookies are a prop for me to approach someone's door, for them to see that I'm not there to sell them anything or complain about something, I'm offering cookies. And if you say I don't eat sugar, it's fine, the prop allowed me for you to see I just want to connect with you without selling you something. And I do it, in part, so that when something goes wrong, be it for them or for me, our first conversations are not, "I have a problem with you," or, *"You need to help me something."*

Amanda Farmer: Now, what would you say, Charles, to viewers who are hearing all of this and saying, *"Charles and Amanda sounds great, but you're in fantasy land. That is just not going to happen in our community or we don't have the time for it."* I hear that a lot, *"We don't have the time to connect... Everyone's coming in and out, we're in a 300 apartment building, we have more important things to do."* What do you say to those people who I am sure are listening and thinking that?

Charles Vogl: Well, building community, building these relationships are unfortunately, or fortunately like everything else in our life. Your results are going to be completely consistent with what you're investing. And if you're going to tell us, Amanda and Charles, that you're investing nothing, then you're going to get results consistent with that. And if you're happy with that, God bless you.

I want to live in your building, I don't live near your building, I don't want to talk to people or complain about what's going on in your building because you're not investigating and you're getting those results. If there are 300 people, then what I'm hearing is that there needs to be some kind of structure, if you really want there to be relatedness, where you can create people in lists no bigger

than 7 to 10, we would call them pods in some of the organisations we've working at, and make sure that everybody knows what their pod and have ways to make sure that someone's contacting them at some regularity. In my imagination, in a building, no less than four times a year sounds right to me, and that would be the bare minimum.

And I'm guessing that one of those times is during the holiday season in December, so that only leaves three more times. More would be better. And of course, cultures are different, expectations are different and needs are different, and so there's no magic formula. But we can notice, if you're not investing the time, the phone calls, the knocks on the doors, the delivering the cookies, you're going to get results consistent with that. And let's not, anybody act surprised.

Amanda Farmer: Yes. And you can see the time suck that happens down the track when you're dealing with all of these problems that have been caused because you haven't made that investment upfront.

Charles Vogl: Right.

Amanda Farmer: Let's talk about shed spaces, Charles. We have so many shared spaces in our strata communities, we call it common property, and it could be anything from the foyer, to the lift, to the gym, the swimming pool, beautiful rooftop terraces that we're lucky to have in some buildings, backyard areas, could be a community hall or a meeting room. How can we use our shared spaces better?

Charles Vogl: What we can talk about in principle if we're talking about people sharing spaces and building community is the importance that people need to know they are safe enough. Maybe not completely safe, but safe enough. And one thing to me, when I come to use that common space, if I don't know that someone's going to ding me for having a screaming two year old, and I can't control if and when my two year old screams, I'm not going to feel safe there. How often am I going to come? When I'm there, how friendly am I going to be? On the other side, if someone wants to be in those spaces to do something peaceful and they don't know if there's going to be a loud party there or they're not going to know when there isn't a lot of party there, that it's not safe participate at.

And so, there is a body of work that I can't articulate all here about how we manage expectations and keep a place safe. But this other understanding is that we need what in my work we call a ‘host’. There is somebody who understands there are general principles of how the space is going to be used. Is it a place for vigorous political debate? Is it a place for people to bring kids? Is it a place for people to sit contemporarily for hours without disturbing? I don't know. And maybe it's all of those things at different times, and then they have to be communicated.

Nonetheless, there's somebody who knows how that space is going to be used, hopefully as a reflection of the community values, and is going to enforce that in whatever ways are appropriate. And if you don't want screaming kids while someone's having a wedding reception there, then enforcement might mean, *"Charles, from six o'clock to 10 o'clock tonight there's a wedding reception so no kid space, can you come tomorrow at 10:00?"*

Easy enough, that there's somebody there. And if this is done well and all things tend to be done well and properly, when we participate as members we have the security that someone's watching and they will respond, and as Austrum reported, proportional to the infraction. If one kid is screaming, we don't get banned from the pool for a year. Someone says, "Charles, right now, this is disturbing, can you come back in 30 minutes? Or can we make a kid's time on Saturday mornings from 11:00 to 1:00," something like that.

Amanda Farmer: Charles, you talk about vulnerability and sharing vulnerability within our communities, particularly, leaders sharing vulnerability and stories of failure. I really love that because I had an experience in my own community where I had come in as a new owner, joining a new committee and they'd had some bad experiences. And at the time when I joined, we were also going through something difficult and I was trying to bring my expertise to the table to help them with that. And they were referring back to, *"Oh, remember 5 years ago when this horrible thing happened."* And it was something quite difficult but they were laughing about it, and they were sharing that story with me and it immediately made me feel better about the difficult challenge we were facing then, because I thought, *"Okay, these guys have been through something hard before, I think we'll be able to get*

through this one." Can you talk a little bit to that, it doesn't seem intuitive that we should have our leaders showing vulnerability and sharing stories of failure within a community? Why is that so important, do you think?

Charles Vogl: Well, this is a really deep and important subject, Amanda, I'm glad you brought it up. First, we need to acknowledge that how much and how vulnerability is shared is extremely culturally specific. And there are different kinds of cultures, there are so-called face saving cultures, dignity cultures, and the American South, and all three cultures relate to vulnerability differently. And the only reason I bring this up is there is no one formula. And we also know that people who have different power status in our cultures, for example, women have a different place than men, how they show vulnerability is read differently. So I bring it up so that if you're anybody talking about vulnerability, you understand there is no one formula and you're going to have to experiment how and how much by whom in your community.

And we can talk about the fact that it is important, because vulnerability, and in this case, I refer to Brene Brown's work where amongst her definitions, vulnerability is when we reveal something we're afraid if people knew about us they would reject us. So the fact that this group did something that was not successful, maybe people think they're incompetent and not trust them with anything, maybe. We need to understand that if we don't show any vulnerability, then all we're showing is a pretension of invulnerability, a pretension of superiority. And it's not true, because we don't know anybody who doesn't make mistakes, who hasn't been hurt, who doesn't regret something, it's there.

Well, if you look through our lives, of all the people you've wanted to build a trusting relationship with, none of them treated you with a pretension of supremacy and invulnerability. In fact, there was a guaranteed relationship of a conflict with you and distrust, they're not admitting mistakes, they're not admitting they grow. One of the things we're sharing when we share, *"This was a hard time for me and I wasn't strong enough for it, or I wasn't wise enough for it, or I was too naive for it,"* is we're sharing our path toward maturity.

Now I know when someone says this, don't let them in. Now I know when someone doesn't deliver, don't ask them to do it the next time and tell them it's okay. I have grown from that experience. And most of us feel more comfortable with people we're trusting when we're learning; A, they're not perfect, they're not pretending they're perfect; and B, they are maturing to be more effective in the role they want to serve. We extract that from the relationship and what are we left with? Someone who's not growing, someone who hasn't grown and someone is pretending they're something they're not. Good luck making that work.

Amanda Farmer: Yes and good luck trusting that person. I love how we've come full circle back to trust and how important that is. Thank you so much for sharing your wisdom with us here today. I know that our communities and their leaders will be able to take a lot of this back and action a lot of your principles that you've been talking about. We do have links to your work below this video, including your most recent book, Building Brand Communities: How Organizations Succeed by Creating Belonging. And I do encourage everyone to check out Charles's books.

Thank you so much, Charles. Add into the world and please keep doing the good work that you've been doing, it's been a pleasure.

Charles Vogl: No problems, I'm delighted I got to share this time with you, Amanda. Thank you.

Amanda Farmer: I hope you enjoyed my interview with Charles Vogl, bestselling author of The Art of Community. The links to both of Charles's books are here below and I do recommend you get your hands on them. You'll also find the link to Charles's website below. Now the Shared Space Summit is not just about information, it's also about action. If you've taken away some action steps from this interview, fantastic. I'd love for you to share those with us over on the Facebook page. There's a link below to that page. That's where you'll find us debriefing live, each afternoon, this week. I even have some more special guests over there for you to chat with. I'd love to hear your thoughts and answer your questions. Now, you're ready to hear my summit shift? This is the one piece of genius from that interview with Charles that really resonated with me. And I want to make sure that it hit home for you too.

Charles said, *"We need to understand that not everyone is going to equally participate in any given community effort. We can't*

hold everyone to that high standard of participation. It's not unusual in high functioning communities for two people out of 10 to be doing 90% of the work, and when we recognise that we can stop beating ourselves up about it. We will have radically unequal participation in our communities. The same people serving on the strata committee, the same people, attending meetings, the same person overseeing the hard projects. And you know what, that's okay. In fact, it's important we recognize this so we can protect those people or that person to make sure they're willing and able to keep serving our community in the way that they do so well."

Now that is a very different perspective on a common problem that I see in communities all the time, the lack of engagement or lack of participation. Charles is challenging us to ask, *"Is this such a bad thing?"* Now throughout the whole summit, I am here as your summit mentor, supporting you to make the most of all the summit sessions and put into action what you've learned. I'll continue to give you my summit shift at the end of each session. Go ahead and line up which session you're going to watch next. Will it be Cat Carmichael, Sam Reese, Ethan Burns, Dr. Alex Morris? We have an incredible lineup of guest experts for you. The summit closes this Friday. The good news is if you are a member of the Your Strata Property online community you will continue to get access to all the summit sessions. I am popping them in the members only video library at the end of this week. If you're not a member then head on over to **stratamembership.com**, because for this week only, just while the summit is open, we are welcoming new members into our community.

This is the only online community of strata owners and strata managers that is supported by a team of strata experts, led by me, a qualified practicing strata lawyer. We're answering your questions in our Q and A forum, giving you access to the templates, the tools, the resources that you need to ensure peaceful and profitable apartment living. You'll find all the details over at **stratamembership.com**, including the summit bonus. The bonus is especially for you because you're joining our online community this week as part of the summit. The bonus is your summit souvenir playbook. I've prepared for you a complete list of key takeaways from each summit session, including every one of my summit shifts and the action steps that you can take in your communities to implement precisely what our summit guests are sharing in their interviews. Valued at $197, the summit souvenir playbook is yours for free when you join the membership this week. Head on over to **stratamembership.com** for more details and get ready for your next summit session.

I'll see you there.