

Your Estate Manager success story – How to do it (Formerly named a Job Description for Estate Managers)

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Frank found himself being screamed at by his boss, Kathleen, at the top of her lungs in Switzerland. His boss was melting down, “I don’t tell people what I want, they just need to know it instinctively. Moreover, I don’t talk to the help or staff. I talk to the rich, my friends, not to piss-ants. You’re fired and all 26 of the staff can go too. Everyone’s fired, fired, FIRED!!!” Frank departed the Swiss estate a week later after having arranged goodbyes for each of the team members within two days. Today, he is working for a Forbes 50 listed estate and family in New York and Connecticut.

Frank’s story (and my subsequent interview of him) happens often. Normal people develop patents and become rich overnight. Wealthy folks pass large sums of money down to their children whom become affluent in a second. Since the lottery was created, a few short years ago (and proliferated massively to all American states) – millionaires are being born in mere minutes.



Perhaps these new millionaires marry and begin to buy up homes worldwide, and staff them. Most often the spouse (ladies and gentlemen) gets handed the role of hiring and firing, scheduling and dealing with time-off requests, vacations, sick and can’t come in today, misbehavior and in the worst cases of my career – discovering theft, drinking or drug usage. The loving spouse has never been trained to lead and manage, to coach and mentor, to inspire and teach. Often, a Household Manager will then be hired for 85k to 125k. In many cases, for numerous homes owned – an Estate Manager will come in for 125k to 250k. **How to handle the new manager**... wait a minute, when it doesn’t work out, let us go back to the drawing board and discuss, “**how to hire and then handle**, the new manager.”

Often, a coping mechanism that can create havoc in a family’s life is repeated firings of staff or switching out managers every couple of years. Like a fine hotel, you cannot build continuity into the equation of a smooth running life and happy home when you always have a different manager. The constant upheaval wrecks havoc on your peace and serenity.



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In this article, I would like to discuss hiring with your best foot forward. Empowering you with knowing what to look for in skill sets and experience as well as certified credentials when interviewing. A number of our candidates and owners have also mentioned that having this article helped them to know what to work on in resumes – to become an Estate Manager. They also tell us that these standards have helped them to clearly see where a Household Manager fits in and when an Estate Manager begins. Knowing the distinct and explicit differences between the two has proven helpful.

The most important thing to remember is that, when bringing in a new Estate Manager - **everyone wants this person to succeed**. The staff, the office and the family. The end goal in sight has always been for the smooth flow of homes, standards to be established and for most forms of dissatisfaction to end. It all begins here. No employee or team member goes to work thinking, “I can’t wait to get it wrong today!” Every human being inherently desires to do a good job and to GET IT RIGHT. Of course! To be a success and make your boss happy is the dream. The highest form of working successfully is when you, GET IT RIGHT - and your boss thanks you and pats you on the back.

I can’t even begin to discuss duties and responsibilities for an Estate Manager – let alone mention Success Criteria or skill-sets needed to achieve – without first discussing a few items. These will be entirely focused on you and your family and how to make hiring and management of an Estate Manager as easy and wonderful as possible.

WHY ALL THE NEED FOR HOUSEHOLD AND ESTATE MANAGERS? A lot of folks ask me why all the need? Why is there such a boom? Let me address that first, so we can see some history and develop an understanding. Then, I’ll move on.

Wealth in America is only increasing. The number of millionaires is at an all time high and will continue to escalate. Deborah Brewster of the **Financial Times** recently reported, “The number of households with \$5 million or more in investable assets — excluding the family home — rose by 26 percent to a record 930,000, according to a study by Spectrem Group. That is the biggest jump since Spectrem began its survey in 1996. The number of millionaires rose by 11 percent, to a record 8.3 million – the second biggest jump in the decade since they were surveyed.” Naturally, we need more managers as the **SIZE OF HOMES** increases worldwide to unprecedented building and footage.

FOR ALL OF THE BREADWINNERS OUT THERE: Like myself, if you want to keep your spouse - the one you love and adore - happy, here is your warning bell going off RIGHT NOW. Perhaps you will place them in charge of everything on your estates?

Be honest and fair to him/her. Not everyone is prepared to master a 30,000 square foot estate (let alone two of them+) as well as lead and manage staffs of up to 50 people, a CFO accountant, a CEO (Estate Manager), numerous COO’s (Household Maintenance Engineer, Pool Technician, Head Housekeeper, etc... **ON A GRAND SCHEME THIS IS JUST LIKE RUNNING A PRIVATE RESORT (S).**

Not everyone one is prepared to be a General Manager of a property.

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Your love has a life filled with robust activities, small business ventures of their own, groups and clubs, interior designing, baby care and child rearing, etc... They are not **all** putting on suits and slogging it away in an office (like you) until 8 p.m. talking about, “mastering the sales program,” or, “crushing the three closest Fortune 1000 competitors.” They are not like you. Be kind to them. How long has it taken you to master proper leadership, mentoring, coaching and uplifting, motivational yet inspiring management? Adjectives like those are not inherited. In most cases, it is outrageous to throw Household, Estate or Resort Management onto someones back – let alone the people we cherish.

RUNNING A RESORT: This is equivalent to thrusting an inexperienced manager at a corporation into leading and running a hotel or property with staff. The best part is, guess what



often happens? The spouse fails at the job, ends up disappointed or has a melt-down episode. Naturally, the necessary thing to do is fire or terminate the Manager. In dozens of Estates, Households and Resorts we have seen the ultimate chaos and mania this brings. It personally will affect your life and home

I have to mention this also... - it is quite unfair. Now, I know you never planned it that way – given the

reality of it all – in simple business discussion not only would you agree with me (and over 94% of you do) BUT, your loving spouse does also. Please, take a second to just consider this, privately. In the mean time, let me share some more facts with you from another trusted and valuable source.

GROWING AFFLUENCE IN AMERICA & THE GROWING NEED: Les Christie, a **CNN Money Staff Writer** also has been commenting on the facts and wrote, “more than 35 percent of the affluent are retired and 36 percent are business owners. The overwhelming majority – 86 percent – are married, and the mean age is just under 56.” What that ends up invariably meaning is that the Spouse of the House gets thrust into a management role of your staff (many times this is an ever expanding staff or NEW staff) at typically an affluent age. Many of us are worldly enough and old enough not to necessarily want to change much within ourselves. The more affluent we get the more power and control we seek. I am 42 years old and a 21-year military (high-ranking) veteran. I have lived all over the world. I can speak from experience in saying I have much to still learn, yet, at times I have found it difficult to learn from young folks. This is because of my rank, power, cash and emotional presence of my esteemed stature. The more power your family obtains, the more money, influence and presence – the higher your emotional state will go. I don’t know a billionaire yet who wants to put up with any shenanigans – yet temperance is best. Yet it can be draining as well. It helps to keep this in mind as well as to read good journals of balanced living – like Psychology Today. I am quite

serious. In the long run, the factors of older, affluent masters dealing with younger, knowledgeable servants – will be easier to enjoy. Life becomes pleasant and exhilarating once again with a top notch staff that knows and enjoys their, “place.”

12 SUCCESS CRITERIA WHEN LOOKING FOR AN ESTATE MANAGER: There are, naturally, 12 Success Criteria™ and when they are understood as a fun-loving, “litmus test,” – all affluent owners and their Estate Managers will be thrilled with abundant happiness. Holding prospective Estate Managers, “up to the light,” will help you determine where the shadows are and what will happen if you get the resume too close to the light bulb.

I used to offer Estate Manager and Household Manager Job Descriptions. With the growing corporate trend of proffering Position Plans (where you want someone to reach and stay at) instead of Job Descriptions, I changed to better assist Forbes 400, Fortune 1000 and affluent clients - likewise.

Before you hire an Estate Manager to help you run your homes across a few states or a few countries, try to plan as your business does everyday. Estate Managers typically are remunerated between 100k and 400k per annum. Most are degreed and do not referred to as “houseboys,” want to have a specific talk side of the office whom derail your Estate Manager. knows what an Estate understand the position, degrees and certifications colleagues at your company will openly express to you that, “paying someone 40k per annum to tell Housekeepers what to do is outrageous.” These are the worst people, completely unfamiliar with Household and Estate Management to get any advice from.



Until folks get it in their head that you are very serious about treating the position and person with respect – you WILL have a few company departments, “snack,” on them. Until you make it clear that your homes and this position are not going to be a revolving door of ever changing people – no one will take you serious. On your corporate side, don’t be shocked to find out that there are no less than a few people willing to be disgruntled over, “the new wonder lady being paid 150k to tell housekeepers what to do all day long.” They will subliminally do enough damage and create enough roadblocks for your Estate Manager – to be rest assured they will fail. In all of the clients Estates and homes, worldwide, I have helped at – I would say that this is occurring 45% of the time. Fail to plan – plan to fail. **NEXT... HOLDING INTERVIEWS...**

HOLDING INTERVIEWS:

1. Use all of your acumen in interviewing – you are an expert there already. Fully include your spouse and have your questions on paper, before the candidate arrives. Don’t, “wing it,” or act superior during it. Be yourself, be kind – this could be the one you will form a very genuine relationship of trust with. Showcase yourselves as a happy, together team. Have

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them picked up and dropped off at the airport. Rental cars for a one hour interview in a city they do not live in are a sure sign of pettiness and not taking the job seriously. **Plan on teaming with** someone who really wants to be a success and whom truly wants to make you happy. As the coach of the team – you are responsible for it's success or failure. You also get to be on stage with the Quarterback and Owner and receive the Lombardi Trophy if you win!

2. Deeply plan on a proper arrival for them, assign a transition team to coach them in. All of the normal things you did to bring in a top executive should be done here – AND HOW. Magazines from the area, moving guides, a helpful introduction to a Realtor and meeting them at the airport – all goes a long way to their ultimate settling in and success. Have the transition team stop by on moving-in day and help them. Send them a small plant as a welcome gift or something on behalf of the family that says, "We know you are very stressed out with moving, yet, want you to be a success in your job!"

3. Establish strong management, superlative and **inspiring leadership** with coaching over them. If your spouse is going to be their manager, and he/she is ill-prepared for a leadership



role – help them to attend some Doctor Steven Covey Leadership and Management classes. Or, look to some local leadership or management courses at a local University. You cannot thrust such an important role onto a spouse, your cousin or sister if they have no leadership success stories. Repeatedly, in private discussion with cousins, siblings and spouses they always tell me they thought they could give it a try, got into a dominance struggle of power and control and ultimately said and did things that no leader, no manager and no coach would ever do. When comparing this mistaken behavior against leadership and management success stories in the

corporate world with them, they easily see and wish they had been better prepared.

You can also assign a senior leader as a coach to your spouse from the office to assist them in developed responses, how to manage people, how to tackle a tough quandary. Allowing the management of your homes and Estates to be run in any less than a professional, business-like manner will take its toll on you. Whomever you choose, give them the benefit of first being able to admit to you, "I have not managed a work force, am not familiar with HR law, FMLA, OSHA and all of that stuff." Then, have an excellent leader work with them via personal interaction as well as a great book or two and help them to become great at it via a few leadership classes. They will do a great job and be extremely pleased.

The major difference between the Estate Managers of Europe and Asia versus American homes and Estates is this: we are three times more relaxed than them. They are strict and stuffy

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– we are laid back and new money. The boundaries are strict there and not here. We start off by calling people by their first name and don't understand how the feudal-castle-royalty thingie all seems to work. If we would just run our homes like we run our businesses – with top level American management – this would fix everything.

A GREAT AND HELPFUL BOOK: The very best book I can recommend is by Jeffrey J. Fox and is called: **How to Become a Great Boss: The Rules for Getting and Keeping the Best Employees.** This book is worth it's weight in gold when compared against the havoc created by constantly hiring new Managers. Even if they only stay for a few years...you don't need or want that.



It's a tiny and rather small book. If your spouse or cousin or sibling reads that and puts it to practice – you'll have nothing left but joy to experience!

Trust me, I am the next person you will see – this is what I do. I get sent to estates and resorts to build teams, to facilitate, help out - and to avoid firings. Sometimes, I have been sent in when an entire staff is terminated. Some folks call my boss NIGHTMARES ARE US. I'll just be mentioning all of these helpful things again for your assistance. On the worst side of the system I can tell you I have seen major, mistaken firings, lawsuits by previous employees and threats of actions over tremendous errors made by:

1. A lovely, non-belligerent wife mistakenly wrote an email to her Estate Manager bashing her for “being too old for the job and this was why you are being fired.” The Estate Manager was 48 and sued for \$320,000.00 and won. The wife regretted all of the trouble and, “wished I had been taught how to manage and lead teams – as well as these ever changing laws.”
2. A stay-at-home gentleman that screamed and cursed repeatedly in front of witnesses over safety equipment being purchased such as OSHA required Right to Know Centers. When a young Mexican Housekeeper was hospitalized over partial blindness from some cleaning chemicals, her family sued for \$80,000.00 and splashed the name all over the news. The resultant loss of business to the owner of the home (who owned a local successful factory) was cataclysmic. Paying on the lawsuit was minor.
3. When a brother of a famous rock-star refused to let a Master Gardener have a month off for a major illness, he was quietly approached by the Estate Manager. The brother handled all of the homes, aircraft and yachts. He told the Estate Manager he was dismissed also and he didn't think FMLA applied. They settled out of





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court for a few million dollars and the brother does not run anything for the family now.

WONDERFUL SERVICE FOR YOU! My goals are to help you hire a long, long-term Estate Manager that provides wonderful service to you and yours, whom you are happy to smile with and see walking down the driveway! When you have an employee whom thrills you with fun or exciting results – why you can’t help but enjoy it. When employees are getting up in the morning saying, “I can’t wait to go to work today!!!” – This is an amazing and electrifying phenomenon.

I list a chart that showcases Position Plans and Required Skill sets for you to be examining and looking for. Your needs will vary and their resume **will not fill every single requirement**. No one ever will. The idea is to coach, mentor and encourage a person to, “close the gap,” in the areas they are weak in. The largest concern is personality pairing – first and foremost. Being affluent means having more money than they do – so you ultimately hold all of the cards as the boss – never worry about being King or Queen. But, you can find a great deal on a diamond straight out of the Congo. With your **good-hearted polishing**, you can build the dream service and dream team you truly deserve. Remember, no candidate is going to be perfect or a perfect fit in all areas. It is both the placement company and your job to build the individual, sculpt them and get them the training they still need – over time. Don’t despair. In the Laurel Placement system we have consistently reversed the model – we will agree with you to accept a less skilled person due to a great work ethic and personality and then provide them the training and certification they need.

Skill Set, Duties and Responsibility	Typical Required Success Criteria and Skill Sets
Management	<p><i>Superlative, demonstrated skills in managing task lists, people and work projects. Fully capable and/or certified in computer applications of spreadsheets and communications (Apple or Windows packages).</i></p> <p><i>Budgetary responsibility experience commensurate with needs of the estate system. What is the largest budget they have ever been responsible for? How deep into accounting have they gone...Excel, QuickBooks, Timberline, and Peachtree? List and discuss some favorite management principles, philosophies and books. Discuss management challenges and how they overcame several examples. Here a degree is very important.</i></p> <p><i>A Bachelors is recommended but a Masters is better. An MBA is excellent for large homes across numerous countries. Able to build and promulgate job descriptions. Demonstrate extensive knowledge of OSHA and EEOC laws.</i></p>
Leadership	<p><i>A comprehensive understanding and resume showcase of knowing the difference between Management, Leadership and Mentoring is typically</i></p>



	<p><i>discussed in this phase. Documented success stories are proven by the candidate. Possibly authored and published articles or other success stories recognized by significant authorities are shown. Leadership mannerisms are discussed - that they use. “Do as I do and also as I tell you to do.” Do they know how to lead by example – give five examples. Specifically ask what Leadership classes, schools and programs they have graduated from or attended. Have them make a list of them.</i></p> <p><i>A leader knows what to do in a crisis situation – also. Are they First Aid, CPR adult, CPR child and CPR Infant certified? Are they certified to use an Automatic External Defibrillator (AED)? Are they Red Cross certified to baby sit?</i></p>
<p>Mentoring</p>	<p><i>The capability to coach teams and grow them utilizing average, organic labor pools - on average pay. Previous documented experience in growing commonplace teams into top-level performing groups. Documented performance in building teams into world-class level service standards that typically would cost twice as much. Able to explain the areas they would teach and instruct in for Valet, Crystal, China, Cookery, Gardens, New Construction, Smart Home, Alarm Design, Driving, Protection, Computerization, Service in at least five different methods (French service, American service, Russian service, etc...), Art and Artifact Care, etc... What areas will they grow people in to make the whole staff more valuable than they already are?</i></p>
<p>Establish Family Service Standards System</p>	<p><i>Creation of Service Flow and Family Desired Service Standards (not their own system). Getting onto the Family’s agenda. Set up and create needed books and manuals for the family like a Safety Manual, Household Manual and Employee Manual. Build lists and standards documents and continue to streamline them and make them better over time. Provide knowledge of and proven experience in doing so. Build ALWAYS and NEVERS lists for each home. Type and print master standards for use in all homes. Being a Certified Household Manager (CHM) or Certified Estate Manager (CEM) is critical or the capability to obtain such within 24 months.</i></p>
<p>Physical Security Standards</p>	<p><i>Understand and know about all aspects needed for family concerning alarm systems, CCTV and biometric access controls. Previous design, blueprint and installation experience is a plus. Written or authored articles/designs in security periodicals a plus. Membership in corresponding societies and associations like the American Society for Industrial Security or others keeps them sharp.</i></p> <p><i>Lighting, locks, building and safe room experience along with duress signaling experience crucial. In some instances, the family may have minor concerns about Act of God weather plan concerns such as tornado, hurricane, fire or earthquake planning. These areas are of</i></p>



	<p><i>important concern – look for expert experience here. In some cases dirty-bomb, blast concerns are very valid – again – ask for expert experience to be documented and for proofs.</i></p> <p><i>Automobile, yacht and aircraft attack concerns also need to be handled by an expert. The Estate Manager often has graduated numerous schools on Anti-terrorism (US State Department, USMC, USA or others) and can readily be more of a help to any Security Leader already on your team. In these regards – there can be the best qualified and the least qualified. You take your life into your own hands when you treat this area with casualness.</i></p> <p><i>Graduates from reputable personal protection and driving schools like Executive Security International (ESI), US Secret Service (USSS), FBI, CIA, Department of Defense and Tony Scotti’s Vehicle Dynamics Institute (VDI) provide the strongest skills. You are not looking for mania – what you are looking for is protection during the <u>once in a lifetime attack</u> someone in your family could experience.</i></p>
<p>Personal Protection Standards</p>	<p><i>Bodily protection measures are important and different from physical protection as they not only include personal protection but electronic protective methods. These include high-level meetings held in the mansion that could be bugged or tapped. Electronic countermeasures technologies are important to be understood as the office typically offers the greatest protections and the estate does not. Digital theft, copying, banking online, scams, schemes and photographing are all areas to evaluate and put your Estate Manager to the litmus test against. In all cases – these skills can still be taught – should an Estate Manager not have them in their CV.</i></p> <p><i>Duress codes, devices and signals are critical and must be understood. Ask them to explain the difference between all three for the average family.</i></p> <p><i>Bodyguard and weapons proficiencies/techniques may be needed and to most extents, not all Estate Managers can facilitate those needs – but some can. Before hiring or evaluating in this area – know that graduates of Executive Security International (ESI) will carry a Personal Protection Officer (PPO) designation behind their name. In all cases – in all of these areas – look for certifications and graduations that lead to designations. “Self appointed,” authorities and the local Black Belt rarely bring the skills that are needed.</i></p>
<p>Purchasing, Vendor Negotiation, Inventory and</p>	<p><i>A full understanding and documented experience in secure purchasing practices is needed. Review of all credit card holder statements on each estate is typical. Procedures to be established or utilized are necessary</i></p>



<p>Vendor Practices</p>	<p><i>to avoid major scams or stings by an occasional employee. Even the longest serving Butler of 28 years can fall victim to an urgent need for money some decade – this is where established policies and procedures with counter-checks and balances come into play. It can and may happen to you – setup strong procedures with fail-safe mechanisms. People stating they are above the rules are dangerous.</i></p> <p><i>Management of pantries and storage rooms, shelf-life and rancidity First-in-First Out (FIFO) rotation, multiple supplier bidding and contract negotiations for best practices as well as using inventory software. The Estate Manager should be familiar with all of these methods/practices and be able to explain them in great detail.</i></p> <p><i>Experienced in negotiation and how to build friendly and rewarding relationships with vendors. Contract clauses and full review is capability is important. Be familiar with pool systems and design, pest control techniques and contracts, entertaining to the large level event with staging, massive tents and major bands, budgets, agreements and utilities experience is mandatory.</i></p> <p><i>The best Estate Managers have a Certified Food Executive (CFE) or Master Certified Food Executive (MCFE) or Certified Food and Beverage Executive (CFBE) designation from the International Food Service Executives Association (IFSEA) or American Hotel and Lodging Association (AHLA). Know what to look for and if you hire someone whom does not have the credentials – lay out a plan that they must adhere to in pursuit of increasing their learning.</i></p>
<p>Computerized Implementation across Multiple Countries and across Multiple Home</p>	<p><i>IT Security is critical as family computers need a Hard Firewall and Norton System Works, software Firewall and Antivirus or some other software your I.T. GOD is using. Estate Managers should be able to step in and setup a video conference or fix a computer for a child in need. Banking systems and modern technologies offer website building on Secure Socket Layer platforms – being a Webmaster would be helpful. Graphic design in Adobe Photoshop comes in handy for manuals as much as it does for children in school. Backing up hard drives to secure, portable hard drives is important and keeping them in safes is critical. Your people should know how to do this or how to be taught by the Estate Manager.</i></p> <p><i>During an interview Estate Managers should be able to easily demonstrate how to password protect an Adobe .pdf document to prevent cutting and pasting, modifying - as well as printing – the first sign of not being TECHNOLOGICALLY ADEPT or able to protect you. Transaction security is paramount just as is a contractor changing words on a document after it is signed under the Digital Signature Act. Avoid half-million dollar lawsuits by hiring the best. Estate Managers</i></p>



	<p><i>should be miniature magicians that your I.T. GOD can rely on. They should also be able to build Internet Use Policy Manuals for all staff using computers.</i></p> <p><i>Ask about password security and WHAT a good password would be? Call me for the right answer. How often should passwords be changed? Where should they be kept, in a drawer, a safe or behind artwork? Hiring, “the smile,” instead of hiring the person whom was very skilled will be the difference between getting ripped off or not.</i></p> <p><i>Being very familiar with cross-dimensional dynamics to link homes via Alternet software and VP networks (VPN) is beneficial. Currently, only the top Forbes 50 families have access to systems like these on a grand scale, but I expect this to spread in 2008 and beyond towards 2050. Homes all over the world linked to one another with full video and audio is the future now.</i></p>
<p>Manage Entertaining Events</p>	<p><i>Beyond the simple, local event being conducted by a Household Manager – be able to produce larger events. Production, coordination and management of mega-events. Create the finishing touch on all large functions. This includes contracts for portable refrigerators and freezers, knowledge of electrical and AMPERAGE requirements to avoid the stage going down in the middle of dinner. Remember amperage – it will get them. Service standards, colors and linen knowledge, glass, crystal and china standards as well as etiquette values and protocol needs, menu and food idea creation with inspiring ideas for fun and lively events. What are some major events they have managed (not WORKED AT – managed). Describe some exciting and fun-filled ideas for a family party night...</i></p> <p><i>Leasing equipment and outsourcing Chefs and Servers along with mass food purchasing from companies like US Foods or Sysco can be important to save tremendous amounts of money and to increase quality for guests. Here, F & B Director, Party Manager, Restaurant Manager, Sommelier and previous Chef experience are invaluable. Certified Executive Chefs (CEC) from the American Culinary Federation and Hazardous Analysis Critical Control Points (HACCP) certification or SERVSAFE certification are invaluable.</i></p>
<p>Manage Smart Home technologies</p>	<p><i>Previous design and experience with green-building, Lutron, Crestron, BOSE, SONY, home theater, satellite radio and other technology companies can be extremely helpful. Low voltage and high voltage installation experience (hands-on) is very helpful as is a very high-level aptitude and IQ. The capability to grasp the dynamics of Smart Home design and installation can assist primary designers greatly.</i></p>



<p>Care for Fine Collectables</p>	<p><i>Cataloging, preservation and fine care of antiques, statuary, china collections, tapestries, carpets, automobiles, silver, artifacts, fine wine collections, artwork and storage systems. Previous conservation work or with the British Conservatory Trust, Smithsonian, Louvre or fine art galleries is extremely beneficial for you and your collections.</i></p> <p><i>Of particular note are the cataloging, photographing and recording of collections. An estate Manager whom is able to 360 degree photograph each piece in a collection, research each piece and write an educated mini-dissertation of study on each piece can up to quadruple the value of a collection by having it reevaluated.</i></p> <p><i>Estate Managers whom know when to use a mink brush on gilt frames and when not to will teach less experienced staff more.</i></p> <p><i>Develop appropriate vendors and bridge relationships of trust to check lighting on canvas, warp and weft, mold and mildew, workmanship, moisture content in the air and all other facets of destructive environmental risk for collections.</i></p>
<p>Private Jet, recreational machines and Yacht relations</p>	<p><i>Experienced with the management of fleets of aircraft and sea craft. The Estate Manager whom knows detailed information about numerous machines designed for recreation will also be helpful – from Sea-Doos to snow mobiles and hunting 4 x 4’s (mini tractor). Helicopter familiarity can be deemed helpful as well.</i></p> <p><i>Can they fly in the air? Do they get motion sick? Are they prone to heavy sea-sickness? Do they know how to swim? Are they rescue-swimmer certified or lifeguard certified? Could they get certified if you require that?</i></p> <p><i>At times, some families have the need for fractional ownership into fleets and will require the Estate Manager to lease a yacht or plane – here food preparation, contractual obligations and negotiations can be very helpful. If these items are on your radar screen in the future – ask about the exact and specific skills and experiences. Does the Estate Manager know how to operate any of these man-made machines? What is the depth of their experience? If discussing repairs with a shop, do they know what they are talking about or would they get taken advantage of?</i></p>

A final word about the power of recognition – for teams and staff... A recent report on a study of more than 200,000 workers over 10 years, asked about the power of recognition. The results, as reported on the BLR website, Compensation.BLR.com, were striking. Among the data:

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--73 percent of employees say they “feel engaged” when their employers offer “high recognition.” That number drops to under 17 percent when recognition is low.

--70 percent of employees in a high-recognition environment say they intend to stay with their organizations, a point to consider when the entire job world is talking “retention.”

--The converse is also true, according to the study. Some 79 percent of employees say they leave their jobs due to a lack of appreciation.

What the word “recognition” means, however, is open to wide interpretation. And the study showed a wide disconnect between what managers and their employees think. “Managers rank salary and job satisfaction as top concerns of their employees,” said the *Compensation.BLR.com* report, “while employees reported appreciation for their work as their top concern.” How do you show that appreciation? Experts suggest two forms—informal and formal. Informal can be as simple as a smile and a thank you, free movie tickets, a letter of praise in the employee’s file, and perhaps posted on the bulletin board as well, and that long-time favorite, the “Employee of the Month” parking space, right up next to that of the CEO.

Formal recognition programs can include bonuses or other high-value awards, publicly presented at companywide meetings. What type of recognition to bestow should be decided by the act involved. “Informal recognition should be used to praise employee *efforts*,” advises *Compensation.BLR.com*. “Formal recognition should be used to recognize *results*.”

About the Author:

Martin CJ Mongiello served in the US Navy for 21 years where he held a Top Secret clearance and higher. He held the unique leadership distinction of Surface and Submarine Warfare Qualified Specialist pins, served with the Seabees, Blue Angels and Marine Corps FAST Company. He graduated from Police School first in his class. He graduated first in his class at the Starkey International Academy for Household Management. He served at the White House (Sous Chef) and Camp David (Executive Chef and Guest Operations Manager) alongside the United States Secret Service where he was awarded a Presidential Service Badge.

Later he served heads of state in Asia and Arabia, including King Abdullah II and Queen Rania of the Hashemite Kingdom of Jordan and Prime Minister Hashimoto of Japan. In Brussels, Belgium he excelled for numerous state Diplomats of NATO including Lord Robertson. He has been an Estate Manager on three continents as well as a General Manager for Cendant/Wyndham. In 2005, the State of New Jersey awarded him the Distinguished Service Medal. He has continued to serve resorts, hotels and private estates around the world to help them create happiness and tranquility with unparalleled financial results. He approaches team work and success with a Doctor Steven Covey, Ken Blanchard and Albert Ellis system of coaching.

He holds an MBA degree, is a Master Certified Food Executive (MCFE), Certified Executive Chef (CEC), Certified Household Manager (CHM) and Certified Professional Food Manager (CPFM) and is a Senior Board Member of Laurel Placement as well as many other seated bodies.

