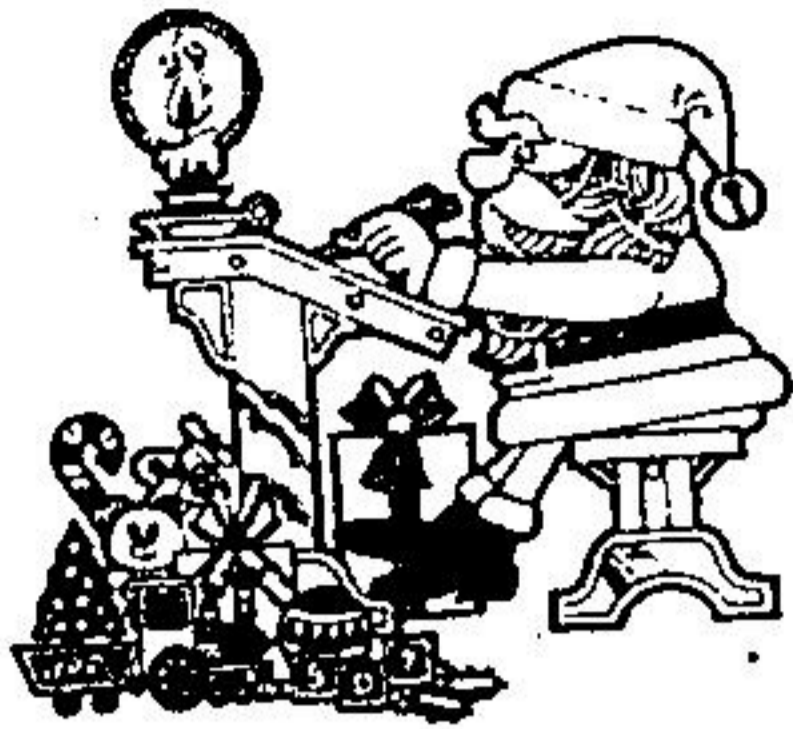


Arthur F. Johnson's business philosophy derived from study



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It may come as a surprise that anyone would open a real Estate brokerage business, at a time when the country is experiencing high interest rates, high unemployment, and a recession. But Arthur F. Johnson believes that a market like the present one contains many opportunities for the buying and selling public, and many opportunities for well trained market aware professional salespeople.

Mr. Johnson says, "Market statistics indicate sales are down from the highs experienced in 1981, however, I consider the market healthy, people are still buying and selling homes, and there are a great number of people in this area that wish to make a move."

Mr. Johnson first entered the real estate industry in 1966, in Toronto. Later the same year, he moved to Brampton where he became active in the Brampton Real Estate Board and became its president in 1971. Johnson served the real estate industry at the Ontario level serving on numerous committees of the Ontario Real Estate Association and became its president in 1978. He also served The Canadian Real Estate Association as a director for three years, chairman of the education committee, chairman of the legislative committee, and as a member of the executive committee for two years.

The firm of Johnson Carney Limited was established in the summer of 1970 with Mr. Johnson as President. The firm grew to include over 20 branch offices through West Metro Toronto and Central Ontario regions. In 1980, the firm Johnson Carney Limited merged with Family Trust Corporation, and Arthur Johnson became its general manager.

"In the latter part of 1980, I found myself responsible for the development of a strategic plan that was to set out the company's strategy for at least the next five years. When completed, it was to set out the formal plan for the company that would be a cornerstone, on which we would base decisions, formulate short term objectives, and it was also to be a management tool de-

signed to help run the company," he said.

This process led him to conclude that too many 12 to 14 hour days and six day weeks in senior level management positions dealing with the day to day operation of the companies had resulted in an unclear perspective of where the real estate market was headed and where it would be in five years time. He decided to take a year sabbatical and study the real estate industry in depth. Mr. Johnson says during the year I was able to develop a clearer perspective of the real estate industry, the salespeople in the industry, and the public's needs.

"I spent the year fully expecting to retain to the real estate business, travelling throughout North America, attending advanced real estate courses and seminars and a number of industry meeting and conventions. I studied the impact, high interest rates, high inflation and recession were having on the economy in general, and on the housing market in particular. I met with a number of brokers and with a number of indi-

vidual salespeople who are succeeding, in fact, many of whom are doing exceptionally well under current economic and market conditions.

What this year long investigation led me to was a very clear understanding of what the public were looking for in a Realtor—a highly personal quality service that is tailored to them and their needs as individuals, a service designed to provide the information they need to make the decisions they want to make, secure in the knowledge that they are, in fact, making a wise decision—and most of all they want to be treated as individuals, important unique individuals.

I found, as I expected to, that salespeople also felt that need to be recognized as individuals, treated, managed, and trained as individuals. The fact that kept coming up time after time, when talking to successful salespeople, was that they wanted tailored to them personally, management, coaching, training and motivation.

In large corporations, people tend to become a payroll number or a SIN number, as management two or three levels above the work force think production units rather than of individuals. My investigation indicated that this is one of the main weaknesses of size, and there simply does not seem to be any way around it. The sad part is that if you are a number to the company you work for, you seemed to be encouraged by the system or treat the customers of the company as a number as well.

In large organizations, management

spends a great deal of time considering the numbers compiled for them—production numbers, sales volume numbers, and other sets of numbers—then they establish averages and eventually end up with acceptable levels of performance statements based on numbers. To me this seems to be a very bland uninspiring way to manage, and it certainly does not lead to causing managers to think in terms of helping people to achieve or to function at their true potentials.

A surprising number of people have accepted the idea that they are a number where they work, they don't like it, but they don't feel that they can do much about it where they work. However, they want to be treated as individuals; the service organizations and businesses that recognize this and provide quality service or products, that are competitively priced are succeeding and will succeed to an even greater degree in the future.

My investigation led to the development of what I believe to be a sound business philosophy and a marketing approach that is designed to treat our sales associates as individuals. We encourage them and support them with management, training, marketing programs and techniques that treat our associates as individuals.

The philosophy of Arthur F. Johnson & Associates Ltd. Realtor can be simply stated as—Performance Counts—and to us this means that we perform effectively on behalf of the buying and selling

(Continued on RE11)

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