



ESM  
STRATA



Welcome to the ESM Strata values book. This book contains the essence of what we value, what motivates us and how we work together as a purpose-driven tribe.

We believe that connecting with all our stakeholders is essential to our success and that fairness and integrity are the key to our stakeholder relationships.

## OUR PURPOSE

To be WA's most trusted partner in delivering Strata Management Services.



## OUR BEGINNINGS

*In 1975, nearing my 30th birthday in South Africa my wife and I came over to Perth to start our new life with \$500, our 2 year old daughter and a suitcase of clothes each. Over the next 15 years I invested in many small businesses with moderate success. In 1990, I had a property management business, and was asked to do some strata management. I am a pedantic and passionate person with a need to know all the details in any profession. I attended courses and realised that there were not many strata specialists in that field. My learning process took about two years and led to me selling my property management business which gave me the capital to build Exclusive Strata Management (ESM).*



*In those days, ESM was a small family business and all the staff were an extension of my own family. We all worked together, and were willing to go the extra mile for our customers. I enjoyed the opportunities to assist our clients and mediate the numerous issues they faced. My building background allowed me to identify building issues others didn't see. A unique skill set, empathy and drive to provide top service meant that I could offer a well-rounded and valuable service to strata companies and over 5 years ESM grew to become WA's largest specialist strata management business.*

## OUR VALUES

Like all growing businesses, as ESM grew that close-knit family feeling became harder and harder to maintain. We now recognise that, and want to make a concerted effort to get back to that feeling. Not just with our staff, but with all of our stakeholders. We recognise that as business grows, the number of relationships within the business grows exponentially. The following table shows the growth in internal relations as the number of people in our team grows.

No. of People	No. of Relationships
10	45
30	435

Equation used:  $\text{Relationships} = (\text{Number of ESM Peers} (\text{Number of ESM Peers} - 1) / 2)$

In order, to help us re-establish this family environment, we are explicitly stating our values. Our values have been established by recognising all of the stakeholders shown in the adjacent diagram.



# Enable your peers

## OUR MEANING

ESM is made up of a group of teams that deliver on our purpose. ESM wants to enable teams to be as effective as they can be ? We believe that this will be achieved by maximising the following for each team member:

I want to be trusted and to trust

I want to be respected and to respect

I want to listen and be heard

Jake has always had an open door policy. No problem is too big or small to be discussed and resolved. Only by sharing our mistakes and learning from them can we improve and stop them from happening

again. All problems and mistakes need a quick resolution, and are part of learning. If you have an issue that needs resolving, don't dither, own it, discuss it and be prepared to offer a solution.

## ASK YOURSELF

*Do you develop trust with your peers?*

*Do you listen to your peers when collaborating?*

*Do you talk behind a peers back or do you have a peer catch-up?*



# Celebrate our customers

## **OUR MEANING**

Our focus is on maintaining robust and meaningful relationships.

We strive to enable individuals to make meaningful contributions within their strata communities.

We will always go the extra mile to support them so we can reduce their workload and reduce waste in the system.

We recognise the many sacrifices council members make in carrying out their duties and obligations. We recognise how onerous this task can be and our focus is assisting in making these tasks as easy as possible.

## **ASK YOURSELF**

*Do you encourage feedback from our clients?*

*Have you been clear and honest in your communication with our clients?*

*Have you tried to assist our clients that are struggling with levy payments?*

*Have you advised and assisted our clients in enabling them to make a meaningful contribution within their strata community?*

*Do you help to facilitate mediation for disputes within strata communities?*



Gill Vivian  
Vivian's Residential

# Engage our communities

## OUR MEANING

We want to empower and help communities solve problems. We recognise that a small effort can sometimes make a huge impact.

We proactively look for opportunities to improve the lives of disadvantaged and vulnerable people in the community.

We are aware of our environmental footprint, and are trying to use our resources more efficiently. We strive to promote awareness in our communities so that we can make a change together.

## ASK YOURSELF

*Have you suggested to your strata council a way that their strata complexes could save on their energy usage?*

*Are you aligned to ESM's community efforts and do you participate?*

*Do you innovate solutions to improve our environmental footprint?*

*Do you contribute to the reduction of our energy consumption?*



# Challenge inequality

## OUR MEANING

Stand up and voice your opinion and take action whenever you see inequality. Treat everyone - team members, clients and customers - with respect and do not discriminate.

We must challenge our own assumptions when communicating with others.

We endeavour to communicate in ways that do not discriminate in any way.

We work together with our team to develop the work and life skills needed to assist in realising our full potential.

We simply treat others as we like to be treated.

## ASK YOURSELF

*Do you treat all colleagues and customers equally and with respect?*

*Do you challenge your own conclusions and assumptions?*

*Are you genuine in your communication and actions?*

*Are you consistent in your communication with others - 1 rule for all?*



# Dare to think differently

## OUR MEANING

We champion creativity so we are adaptable and can change as we get feedback from our stakeholders.

We call the feedback from a stakeholder a Request For Enhancement (RFE). We want to build methods for the collation of these so that we can invent solutions.

ESM will be developing an innovation system to enable all to contribute to the solution.

We want to establish an environment that encourages free-thinking, the sharing of ideas and the freedom to experiment.

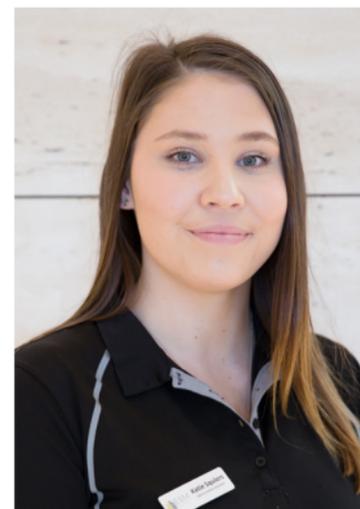
Change isn't always easy, but by embracing change, we strengthen our resilience.

## ASK YOURSELF

*Do you capture and document Requests For Enhancements from our stakeholders?*

*Do you participate and contribute to innovation groups?*

*Are you continuing to learn and do you embrace new ideas?*



# Build entrusted supplier network

## OUR MEANING

Our relationship focus at ESM recognises that suppliers are key to positive outcomes for our customers.

Our vision is to build and maintain a network of aligned and accredited suppliers that provide a high quality service.

Working collaboratively creates better outcomes for everyone.

## ASK YOURSELF

*Do you get back to our unsuccessful tenders?*

*Are you asking tenderers for quotes on the same scope of works?*

*Have you treated our supplier with integrity and respect?*

*Have you asked our product & service providers for feedback?*





# Joint Values Constitution Agreement

We commit to the ESM Strata Values Constitution.

We agree to be held to account by these Values.

Name:

Signature:

Name:

Signature:

Date:



