

Birtcher Development & Investments
Legacy of Leadership, a monthly video series

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Robert Brunswick, Founder, President and CEO, Buchanan Street Partners

Qualities of a Great Leader

I really subscribe to the balance of the IQ/EQ combination; EQ is a more recently discussed skill that's obviously Emotional Intelligence. Certainly on the EQ front, you need to be able to lead, you need to be able to lead with a vision; you need to be able to articulate a vision; you need to be able to relate to a whole different range of employees within your organization, from people that might be more analytical in make up to people that might be more sales-oriented and more passionate.

I think that the ability to marry those two skill sets of the right side (the more creative) and the left side (the more analytical) is vital. So you have to be a bit of a superman/superwoman in balancing those traits as you take on that CEO mantle in today's world.

Leading Through the Ups and Downs

When you find those moments of maybe feeling blue, a reset for me is to remember the responsibility that I have to my employees, or to my family, or to a community, and as a leader you really can't afford that downtime to be blue – although we all have it. So I reset with the bigger picture of responsibility that I take on to lead our people, to make a difference, to give them answers and hope and a good sense of vision.

Achieving a Competitive Edge

To be successful in business and life you need to marry a number of skills. I know one of the things that we look for, in terms of skills that are most important that we've established at Buchanan Street: being competitive, achievement-oriented and that spirit of optimism. Those in concert, I think, play well in this industry of real estate. But if I were to attribute one skill set to exceeding, it would probably be a competitive spirit. Business is tough, real estate's very competitive, and I think having that competitive spirit and that drive really lends itself well to succeeding in this space.

Planning for the Long Haul

My advice would be to run your business for the long run - run your business to last - do not run it to survive in this one cycle. That takes some discipline to have a vision; to have some goals for the future; to be specific about who you want to be and who you don't want to be; who is your constituency; who is your client base and how are you going to build your employee base to respond to that. How are you going to build programs for your employees? Compensation models for your employees? Incentives for your employees, so that they feel aligned to help you adhere to this vision that you aspire to as you build your company.

Defining the Ideal Leader

In looking for a leader (for our country) it's the same types of qualities I look for in a CEO. Whether it's the real estate industry or any other type of industry – it's intelligence, somebody that's a free-thinker. Also, you need to marry that with being a good communicator and having good people skills. What's most important is to be able to sit down in a room and have a constructive debate with people, who think about things from a different perspective, and then you can come up with the best idea or the best strategy, and ideally, we can tie those best ideas and best strategies to non-partisanship.

Each month throughout 2009, Birtcher will post a new video to its website, www.birtcherdevelopment.com.

Video produced by [Birtcher Development and Investments](#) and [Idea Hall](#).

Robert Brunswick Biography

Robert Brunswick
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Robert S. Brunswick is the Founder, President and CEO of Buchanan Street Partners. In his capacity he has directed the entrepreneurial growth of Buchanan Street Partners since its inception and continues to lead its current strategic direction. In 2005, he was recognized with Ernst & Young's Entrepreneur of the Year. In his day-to-day activities Mr. Brunswick is responsible for chairing the firm's Investment and Executive Management Committees.

In 2007, Mr. Brunswick established Buchanan Children's Charities, a 501(c)(3) organization founded to measurably improve the lives and educational opportunities for America's children. The company has established annual signature events, Challenge for Children and Encore for Education to support its charitable initiatives.

Mr. Brunswick holds a B.A. from the University of California at Berkeley and has completed Berkeley's Haas Business School Executive Management Program. He currently serves on the Leadership Council of the USC Lusk Center for Real Estate, and his professional affiliations include membership in PREA, NAIOP, ULI, MBA, ICSC and YPO.

For more information, visit www.buchananstreet.com.