

# Relationship Building Course Blueprint

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Condominium Management  
Regulatory Authority of Ontario

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# Relationship Building

## Course Overview:

The Relationship Building course provides limited licensees with a foundational understanding of the main stakeholder relationships they will be responsible for managing in their role as a condominium manager. It provides them with guidance on the best practices to ensure the effective management of the various relationships as part of their role.

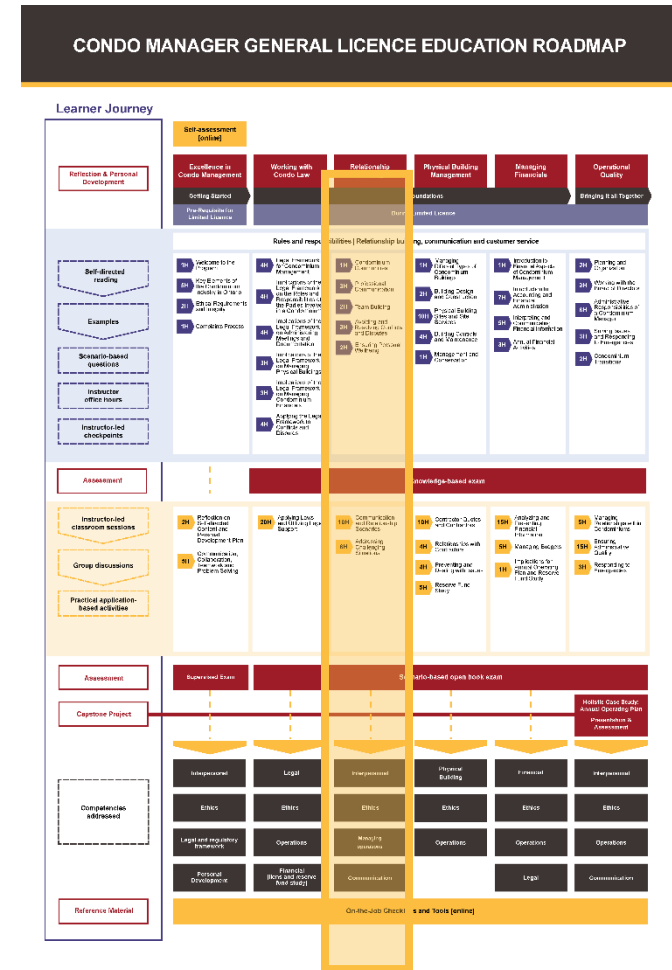
If possible, it is recommended that learners take this course after Working with Condominium Law and before Physical Buildings Management and Managing Financials. The relationship-building content will provide good context to underpin the professional relationships critical in the effective management of physical buildings and financials.

## Course Goals:

- To provide condominium managers with a foundational understanding of the main stakeholder relationships they will be required to manage
- To ensure that condominium managers have an awareness of the oral and written communication skills that are required to build and maintain effective relationships and display a professional presence
- To provide condominium managers with the necessary skills to manage operational issues, disputes, and conflicts as they arise, and recognize when they need additional support
- To ensure the condominium managers recognize the need to employ personal well-being strategies to maintain a sustainable work-life balance and professional boundaries

## Course Structure:

- Self-directed learning to obtain basic knowledge of relationship building and communication theory. Supported by checkpoints to guide and monitor learner progress, and instructor office hours for any questions and concerns about self-directed content
- Knowledge-based multiple-choice exam to check understanding of basic principles
- Instructor-led classroom sessions to apply theory to hypothetical scenarios
- Scenario-based open-book exam focusing on making correct decisions in situations involving communication and conflict



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**Instructor Welcome to the Course**

Formal start to the course with instructor providing overview of:

- Course structure
- Course expectations
- Assessment requirements

**Condominium Communities**

Competencies Addressed	Learning Objectives	Bloom’s Taxonomy Level
1.7 Demonstrate respect for rights, dignity, and diversity.	Recognize the diversity that exists within condominium communities and the impact this diversity has on their stakeholder’s needs and motivations.  Explain how a condominium manager should adapt to ensure that rights, dignity, and diversity are respected.	Level 1: Knowledge  Level 2: Comprehension
2.1 Adapt communication strategies to suit different audiences.	Recognize the different communication needs of different audiences.  Recall best practice strategies for adapting communication styles to suit different audiences.	Level 1: Knowledge  Level 1: Knowledge
5.3 Apply the Human Rights Code to all management activities.	Describe the implications of the Human Rights Code for condominium management activities.	Level 2: Comprehension
8.3 Provide reasonable accommodation for persons with disabilities.	Identify the requirements of AODA for ensuring reasonable accommodation for persons with disabilities.	Level 1: Knowledge
8.10 Administer the requirements of the governing documents in a fair and consistent manner.	Identify the importance of treating all members of the condominium community fairly and consistently.	Level 1: Knowledge

Topic	Content	Format / Examples / Notes	Source Content
<i>Stakeholders within the condominium community</i>	List of stakeholders within condominium communities For each group, overview of their: <ul style="list-style-type: none"> <li>• Needs</li> <li>• Motivations</li> <li>• Interest</li> <li>• Influence</li> </ul> Challenges of working with human behaviour	Building on stakeholder mapping from the Excellence in Condo Management course	Existing course content  New content – stakeholder mapping
<i>Recognizing diversity within condominium communities</i>	Cultural sensitivities <ul style="list-style-type: none"> <li>• Respecting beliefs and values</li> <li>• Religious and cultural festivals</li> </ul> Gender Residents with disabilities <ul style="list-style-type: none"> <li>• AODA</li> </ul> Residents with Mental Health conditions Supporting lonely and isolated residents Human Rights Legislation	Examples: The types of situations that the diversity within communities may present. Best practice examples of how a condominium manager can approach these situations	Existing course content  New content – specific examples
<i>Emergency situations with residents</i>	Illness and sudden death Emergency service access to suites Good Samaritan Doctrine	Process map: Outline process for what to do in each emergency	Existing course content  New content – emergency processes

Regular office hours available throughout section to allow learners to discuss any questions or concerns they have about the content with the instructor.

**Professional Communication**

Competencies Addressed	Learning Objectives	Bloom’s Taxonomy Level
2.1 Adapt communication strategies to suit different audiences.	Recognize the different communication needs of different audiences.  Identify the best communication strategy to meet the needs of different audiences.	Level 1: Knowledge  Level 2: Comprehension
2.2 Develop and maintain professional relationships in the delivery of management services.	Recall the primary professional relationships that are relevant to condominium management.  Identify best communication practices to ensure effective professional relationships.	Level 1: Knowledge  Level 1: Knowledge
2.3 Communicate clearly and concisely orally and in writing.	Describe the best practice techniques for effective oral communication.  Describe the best practice techniques for delivering an effective presentation.  Describe the best practice techniques for professional written communication.	Level 2: Comprehension  Level 2: Comprehension  Level 2: Comprehension
2.4 Engage in active listening.	Explain the skills required for effective active listening.	Level 2: Comprehension
2.5 Facilitate communication by demonstrating common courtesy and consideration in professional interactions.	Recognize the behaviours required to demonstrate common courtesy and consideration in professional interactions.	Level 1: Knowledge

Topic	Content	Format / Examples / Notes	Source Content
<i>Oral communication</i>	Body language Eye contact Active listening techniques Non-verbal cues		Existing course content  New content – active listening techniques

Topic	Content	Format / Examples / Notes	Source Content
<i>Presentation skills</i>	Best practices to deliver an effective presentation How to use slides to support a presentation Presentations a condominium manager will be expected to deliver: <ul style="list-style-type: none"> <li>• Management reports</li> <li>• Financial reports</li> <li>• Tenders and quotes</li> <li>• Owners' meetings</li> </ul>	Tip sheet: Delivering presentations Example: Presentation slides for a management report	Existing course content  New content – presentation materials
<i>Written communication</i>	Best practice and etiquette for: <ul style="list-style-type: none"> <li>• Emails</li> <li>• Letters</li> <li>• Notices</li> <li>• Management bulletins/newsletters</li> </ul> Technology skills: Using standard office communication software (email, word processing, presentation slides)	Examples: Best practice examples of each form of communication  Templates	Existing course content  New content – examples and technology skills
<i>Customer service standards</i>	Setting customer service standards <ul style="list-style-type: none"> <li>• Maximum acknowledgement and response times</li> <li>• Transparent process for escalating issues</li> <li>• May be provided by Management Companies</li> </ul> Communicating standards to stakeholders	Example: Customer service standards for different sizes of condominiums	New content

Regular office hours available throughout section to allow learners to discuss any questions or concerns they have about the content with the instructor.

**Learner Checkpoint: Condominium communities and professional communication assignment**

- Learners are provided with scenario that involves cultural sensitivities
  - Chose the most appropriate communication to address the situation
  - Draft what they would say/write and submit to instructor electronically
- Feedback provided electronically with opportunity to meet with the instructor during office hours to discuss any follow-up questions and concerns



**Team Building**

Competencies Addressed	Learning Objectives	Bloom's Taxonomy Level
1.1 Engage in collaboration and teamwork in the delivery of management services.	Explain the best practice techniques for building effective relationships with the main stakeholders in the delivery of condominium management services.	Level 2: Comprehension
4.6 Advise the Board of Directors in making informed decisions in the best interest of condominium corporation.	Recognize the strategies to ensure trust and respect from the Board of Directors.	Level 1: Knowledge
4.23 Manage vendors and monitor performance.	<p>Recognize the role of building effective relationships with contractors in the success of managing vendors and monitoring performance.</p> <p>Explain the best practice techniques for building effective relationships with contractors.</p>	<p>Level 1: Knowledge</p> <p>Level 2: Comprehension</p>

Topic	Content	Format / Examples / Notes	Source Content
<p><i>Building relationships with Directors</i></p>	<p>Setting expectations</p> <ul style="list-style-type: none"> <li>• Director education</li> <li>• What you can expect from Directors</li> <li>• What Directors can expect from you</li> </ul> <p>Common dynamics and roles on a Board</p> <p>How to communicate with Directors</p> <ul style="list-style-type: none"> <li>• Professional presence</li> <li>• Language and terminology</li> </ul> <p>Building trust</p> <ul style="list-style-type: none"> <li>• Mutual respect</li> <li>• Acting with integrity and honesty</li> <li>• Reliability</li> <li>• Timely responses</li> </ul>	<p>Case studies: Common dynamics found on Boards of Directors and how to deal with them</p>	<p>Existing course content</p>

Topic	Content	Format / Examples / Notes	Source Content
<i>Building relationships with Owners</i>	Setting expectations <ul style="list-style-type: none"> <li>• What you can expect from Owners</li> <li>• What Owners can expect from you</li> </ul> Common dynamics and roles with Owners How to communicate with Owners <ul style="list-style-type: none"> <li>• Professional presence</li> <li>• Language and terminology</li> <li>• Body language and facial expressions</li> <li>• Empathy</li> </ul> Building trust <ul style="list-style-type: none"> <li>• Mutual respect for privacy</li> <li>• Acting with integrity and honesty</li> <li>• Reliability</li> </ul> Timely responses	Case studies: Common dynamics found in Owner relationships and how to deal with them	Existing course content
<i>Building relationships with staff</i>	Team management <ul style="list-style-type: none"> <li>• Set clear expectations</li> <li>• Regular communication</li> <li>• Authentic check-ins</li> </ul> Providing direction to staff	Template: Team meeting agenda with standing items	New content
<i>Building relationships with contractors</i>	Meeting and shadowing Mutual commitment to honest communication Regular check-ins		New content

Regular office hours available throughout section to allow learners to discuss any questions or concerns they have about the content with the instructor.

**Avoiding and Resolving Conflicts and Disputes**

Competencies Addressed	Learning Objectives	Bloom's Taxonomy Level
1.1 Engage in collaboration and teamwork in the delivery of management services.	Recall the techniques that can be used to encourage collaboration and teamwork.	Level 1: Knowledge
1.4 Apply strategies to resolve conflict.	<p>Explain how collaboration and teamwork strategies can be used to prevent conflict.</p> <p>Describe the techniques that can be used to defuse situations.</p> <p>Identify the correct resolution strategies to use in situations.</p>	<p>Level 2: Comprehension</p> <p>Level 1: Knowledge</p> <p>Level 2: Comprehension</p>
1.8 Manage expectations in an empathetic manner.	Recognize the importance of using empathy when managing expectation to avoid conflict.	Level 1: Knowledge
2.4 Engage in active listening.	Explain the skills required for effective active listening.	Level 2: Comprehension

Topic	Content	Format / Examples / Notes	Source Content
<i>Avoiding conflicts and disputes</i>	<p>Identifying likely problems and then taking proactive steps to prevent them</p> <p>Dealing with difficult or angry Directors and residents</p> <p>Consensus building</p> <p>Participatory decision making</p> <p>Effective negotiating skills</p> <ul style="list-style-type: none"> <li>• Contractors</li> <li>• Owners</li> </ul>	Example: Using participatory decision making at an owners' meeting to avoid disputes	<p>Existing course content</p> <p>New content – consensus building and participatory decision making</p>

Topic	Content	Format / Examples / Notes	Source Content
<i>Early intervention</i>	How to defuse situations <ul style="list-style-type: none"> <li>• Body language</li> <li>• Solution focus</li> <li>• Empathy</li> <li>• Active listening</li> </ul> How to address issues early <ul style="list-style-type: none"> <li>• Regular check-ins</li> <li>• Open lines of communication</li> <li>• Transparency</li> </ul>		Existing course content
<i>Informal processes for dispute resolution</i>	Internal mediation / facilitated discussions Identify opportunities for mutually beneficial compromise Seek agreement		New content
<i>Formal processes for dispute resolution</i>	Mediation and arbitration Condominium Authority Tribunal <i>Construction Act, 1990</i> adjudicative process	Process map: Formal processes for dispute resolution.	Existing course content  New content – new adjudicative processes and process maps
<i>Complaints mechanisms and procedures</i>	Complaints Discipline Committee Appeals Committee	Process map: Complaints mechanisms and procedures	Existing course content  New content – process map

Regular office hours available throughout section to allow learners to discuss any questions or concerns they have about the content with the instructor.

**Learner Checkpoint: Team building and resolving conflict tutorial**

- Instructor-led tutorial
- Learners submit questions and instructor provides answers during tutorial
- Group exercises:
  - Review common dynamics case studies from self-directed learning
  - Role play types of behaviours one would see in each dynamic and how to resolve them

**Ensuring Personal Wellbeing**

Competencies Addressed	Learning Objectives	Bloom's Taxonomy Level
1.2 Manage time and workload to meet the contractual obligations of the condominium management agreement.	Recognize the role of organization and time management in maintaining a work-life balance while meeting contractual obligations.  Recall techniques that can be used to support time and workload management.	Level 1: Knowledge  Level 1: Knowledge
1.5 Identify the need for and employ strategies to maintain personal wellbeing.	Recognize the challenges to maintaining personal wellbeing for condominium managers.  Identify the appropriate personal wellbeing strategies that can be utilized in response to challenges and pressure.	Level 1: Knowledge  Level 2: Comprehension
8.4 Establish and maintain professional boundaries	Recognize the need for professional boundaries as a condominium manager.  Identify appropriate communication techniques to maintain professional boundaries.	Level 1: Knowledge  Level 2: Comprehension

Topic	Content	Format / Examples / Notes	Source Content
<i>Ensuring work-life balance</i>	Setting personal and professional boundaries  Time Management <ul style="list-style-type: none"> <li>• Effective filing of documents</li> <li>• To-do lists</li> <li>• Prioritization</li> <li>• Proactive planning</li> <li>• Delegation</li> </ul>	Self-reflection exercise: Scenario where you have an owner who is spending a lot of time in your office <ul style="list-style-type: none"> <li>• How can you ask them to leave without insulting them?</li> </ul> Templates: To-do lists, simple project plans	New content



Topic	Content	Format / Examples / Notes	Source Content
<i>Using technology to manage workload</i>	Using software to manage workload: <ul style="list-style-type: none"> <li>• Time management in calendars</li> <li>• Using reminders and tasks</li> <li>• Creating project plans</li> <li>• Using digital note software</li> </ul>	Self study guides: Workload management in standard Office software	New content
<i>Dealing with threats</i>	Diffusing situations Set expectations and standards for how you expect to be treated Ensuring safety Escalating issues		New content

Regular office hours available throughout section to allow learners to discuss any questions or concerns they have about the content with the instructor.

**Learner Checkpoint: Ensuring personal wellbeing assignment**

- Learners submit their response to the reflection exercise in the self-directed content
- Feedback provided electronically with opportunity to meet with the instructor during office hours to discuss any follow-up questions and concerns

**Communication and Relationship Scenarios**

Competencies Addressed	Learning Objectives	Bloom’s Taxonomy Level
1.1 Engage in collaboration and teamwork in the delivery of management services.	Identify appropriate techniques to encourage collaboration and teamwork.	Level 2: Comprehension
1.4 Apply strategies to resolve conflict.	Identify appropriate strategies to use to resolve conflicts. Explain the techniques that a condominium manager can use to resolve conflict.	Level 2: Comprehension Level 2: Comprehension
1.6 Demonstrate a professional presence.	Describe best practice techniques for ensuring a professional presence when communicating.	Level 2: Comprehension
1.8 Manage expectations in an empathetic manner.	Explain how to use empathy when managing expectations.	Level 2: Comprehension
2.1 Adapt communication strategies to suit different audiences.	Recognize the different communication needs of different audiences. Identify the best communication strategies to meet the needs of different audiences.	Level 1: Knowledge Level 2: Comprehension
2.2 Develop and maintain professional relationships in the delivery of management services.	Recall the primary professional relationships that are relevant to condominium management. Identify best communication practices to ensure effective professional relationships.	Level 1: Knowledge Level 2: Comprehension
2.3 Communicate clearly and concisely orally and in writing.	Describe the best practice techniques for effective oral communication. Describe the best practice techniques for delivering an effective presentation. Describe the best practice techniques for professional written communication. Describe the best practice techniques for documenting and storing communication for future reference.	Level 2: Comprehension Level 2: Comprehension Level 2: Comprehension

2.4 Engage in active listening.	Explain the skills required for effective active listening. Practice using active listening in situations involving conflict.	Level 2: Comprehension
2.5 Facilitate communication by demonstrating common courtesy and consideration in professional interactions.	Recognize the behaviours required to demonstrate common courtesy and consideration in professional interactions.	Level 1: Knowledge
4.20 Manage staff employment and performance.	Describe the best practice communication techniques for discussing staff performance.	Level 2: Comprehension
4.23 Manage vendors and monitor performance.	Describe the best practice communication techniques for discussing vendor performance.	Level 2: Comprehension

Topic	Content	Format / Examples / Notes	Source Content
<i>Communication scenarios</i>	<p>Oral communication:</p> <ul style="list-style-type: none"> <li>Presenting at meetings</li> <li>Informing an owner of a decision you know they will be disappointed about</li> <li>Completing an investigation discussion with an owner</li> <li>Providing constructive feedback to a team member</li> </ul> <p>Written communication:</p> <ul style="list-style-type: none"> <li>Responding to an email from an owner asking for more information</li> <li>Writing a business letter</li> <li>Writing a formal notice</li> </ul>	<p>Group exercises: Review scenario, agree on best course of action, and present to rest of group</p> <p>Instructor to teach through feedback and highlight best practices</p>	New content

Topic	Content	Format / Examples / Notes	Source Content
<i>Relationship scenarios</i>	<p>How could you address the following relationship scenarios?</p> <ul style="list-style-type: none"> <li>• Domineering Director</li> <li>• Owner contacting you late at night for non-emergency situations</li> <li>• Contractor is repeatedly delivering outputs late</li> </ul>	<p>Group exercises: Review scenario, agree on best course of action, and present to rest of group</p> <p>Instructor to teach through feedback and highlight best practices</p>	New content
<i>Consensus-building</i>	<p>Group decision making</p> <p>Benefits of consensus-building</p> <p>Facilitating consensus-based decision making</p> <ul style="list-style-type: none"> <li>• Delineating alternatives</li> <li>• Discussing strengths and weaknesses</li> <li>• Merging alternatives</li> <li>• Building criteria lists and scoring alternatives</li> <li>• Converging Upon an Alternative</li> </ul> <p>Participating in consensus-based decision making</p>	<p>Group activity: Each group is assigned one of the techniques and provided with a condominium-based scenario to apply it to</p> <ul style="list-style-type: none"> <li>• Work through the example and report back to whole group about what went well and what was more challenging when using the technique</li> </ul>	New content

Topic	Content	Format / Examples / Notes	Source Content
<p><i>Dispute and conflict resolution</i></p>	<p>Effective communication as an early-resolution technique</p> <p>Active listening</p> <p>Demonstrating empathy</p> <p>Documenting and communicating events effectively</p>	<p>Group activity: In groups of three, practice active listening</p> <ul style="list-style-type: none"> <li>• One person discusses an issue they are having, one person listens using active listening techniques, and third observes and provides feedback</li> </ul> <p>Group exercises: Review conflict scenarios, agree best course of action, and present to rest of group</p> <ul style="list-style-type: none"> <li>• Disagreement between two owners</li> <li>• Lack of consensus in Board of Directors meeting</li> <li>• Angry resident yelling at a member of your team</li> </ul> <p>Instructor to teach through feedback and highlight best practices</p>	<p>New content</p>

**Addressing Challenging Situations**

Competencies Addressed	Learning Objectives	Bloom's Taxonomy Level
1.4 Apply strategies to resolve conflict.	Identify appropriate strategies to use to resolve conflicts. Explain the techniques that a condominium manager can use to resolve conflict. Recognize the consequences of not resolving conflicts earlier.	Level 2: Comprehension  Level 2: Comprehension
8.5 Recognize limits of personal expertise and professional responsibilities and obtain expert support as deemed necessary by the Board of Directors.	Recognize when challenging disputes and conflicts require additional support.	Level 1: Knowledge

Topic	Content	Format / Examples / Notes	Source Content
<i>Addressing challenging situations</i>	Exercises focusing on scenarios where the condominium manager must be particularly sensitive: <ul style="list-style-type: none"> <li>• Incidents involving an owner with mental health issues</li> <li>• Incident involving an isolated or lonely owner</li> <li>• Issue where personal circumstances of owner mean that existing policies and processes will not deliver the best outcome</li> </ul>	Group exercises: Review scenario, agree best course of action, and present to rest of group  Instructor to teach through feedback and highlight best practices	New content

Topic	Content	Format / Examples / Notes	Source Content
<i>Utilizing available support</i>	Overview of support available <ul style="list-style-type: none"> <li>• Supervisor</li> <li>• Management company</li> <li>• Legal expertise</li> <li>• Relevant Directors or Committee members</li> <li>• Contractors</li> </ul> When to seek additional support	Reflection scenarios: Identify correct source of additional support in each scenario	New content
<i>Remedies</i>	Options if mutual resolution is not possible Potential implications of not resolving issues early	Group exercise: Provided with scenarios that escalated and resulted in significant remedies. Discuss and agree how these could have been resolved earlier  Instructor to teach through feedback and highlight best practice	New content



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