

FAIR+EQUITABLE

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States consider capping home buys

A surge of corporate investor purchases of single-family houses has sparked legislation in at least half a dozen states this year | [Page 6](#)



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A SURGE OF CORPORATE PURCHASES OF SINGLE-FAMILY HOUSES HAS SPARKED LEGISLATION IN AT LEAST HALF A DOZEN STATES THIS YEAR



THE SILENT KILLER OF MORALE

Leaders who cling to micromanagement are setting themselves up for failure.



A LESSON IN INNOVATION

It's an easy trap to fall into: Doing things a certain way simply because that's how they've always been done.



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Micromanagement: The silent killer of innovation and morale

BY CREGG E. DALTON

Leaders who cling to micromanagement, refusing to delegate even when they have capable employees, are setting themselves up for failure.

Not only do they hinder the organization they serve, but they also fail their teams by not nurturing future leaders.

As leaders, we have a responsibility to empower our employees,

to prepare them to eventually step into leadership roles upon our retirement.

Demonstrating trust in their judgment and decision-making is not just beneficial for the employees, but also crucial for the health of the leadership dynamic.

Let me share a couple of stories from my past.

After successfully completing my training as a data collector for a local property appraiser's office,

I was thrilled to step into my new role, ready to apply my skills and background.

My father, being a fee appraiser, had given me some experience in the field, and as a military veteran with both an associate's and ongoing bachelor's degree at the time, I felt confident in my abilities.

I was eager to make a meaningful contribution to our county's mission of creating an accurate tax roll.

However, my initial excitement was soon overshadowed by the constant oversight from my immediate supervisor.

From Day 1, I was inundated with calls and texts, not just to see how I was settling in but also to monitor my every move.

At first, I chalked it up to the natural curiosity about a new employee, but as weeks turned into months, these “check-ins” felt more like micromanagement.

I found myself questioning my capabilities, wondering if this level of supervision was a reflection of doubts in my competence or simply a managerial style that I hadn’t anticipated.

It was frustrating to feel like my autonomy was being undermined, especially when I had expected to work independently based on my training and background.

This experience made me reflect on the balance between guidance and trust in professional settings and how essential it is for personal growth and job satisfaction to be

“**Micromanaging in leadership is profoundly destructive. It can dismantle an organization.**”

given the space to prove oneself.

Looking back, I would have hoped my immediate supervisor would have engaged me with questions like, “Do you have any questions?” or “Are you struggling with anything?” or even, “How can I help you be better?”

But instead, I was met with a classic case of micromanagement.

His calls came like clockwork, every 30 minutes, which began to wear on me. Here I was, a military veteran, someone with a background in appraisals, holding college degrees, married, with a family, yet my supervisor didn’t trust me with the basic tasks of measuring and sketching a house.

This micromanagement eroded my confidence, made me question

my abilities, and halted my professional growth. I felt not just defeated but diminished.

Confronting my supervisor was a turning point.

He revealed his distrust in my work and whereabouts, which was disheartening. I shared with him, as professionally as I could, how his approach was undermining my confidence.

We navigated through this tension, and he did ease up somewhat, though the pattern persisted until I left.

It became clear that this wasn’t just about me. He managed everyone this way, which I now understand was a significant factor in the high turnover.

Why the Cloud is Your Next Step



Wednesday
June 25, 2025
Noon-1 p.m. Central

The benefits of the cloud to your office are significant such as predictable infrastructure spending, reduced IT burden, improved security, scalability, and immediate access to the innovative features you need to manage and analyze data, calculate your valuations, integrate third-party resources, harness AI tools, and much more! Join this panel discussion to learn how to identify the right cloud partner and what you can do now to prepare for the transition. Fifteen minutes will be set aside to answer questions.

REGISTER HERE

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This experience was a formative lesson in leadership, teaching me what I absolutely did not want to replicate if I were ever to lead.

In the years that followed, encountering more micromanagers taught me a valuable lesson: Their need to control often reflects their own insecurities or issues, not my performance.

Even with perfect work, the micromanagement persisted, rooted in the supervisor's personal shortcomings.

When I eventually took over my own property appraisers office, I promised myself and my future team that I would foster an environment of trust and growth, not control.

This reflection on my past experiences has continually guided my leadership philosophy, ensuring that my office is a place where everyone can thrive without the shadow of micromanagement.

When I first took the helm of the organization I now lead, I decided to step back and observe.

I wanted to absorb the collective wisdom of our staff, understanding their perspectives on how to better our organization, their proposed solutions to our challenges, and even their grievances.

Listening to them was not just about gathering data; it was about understanding the heart and soul of our workplace.

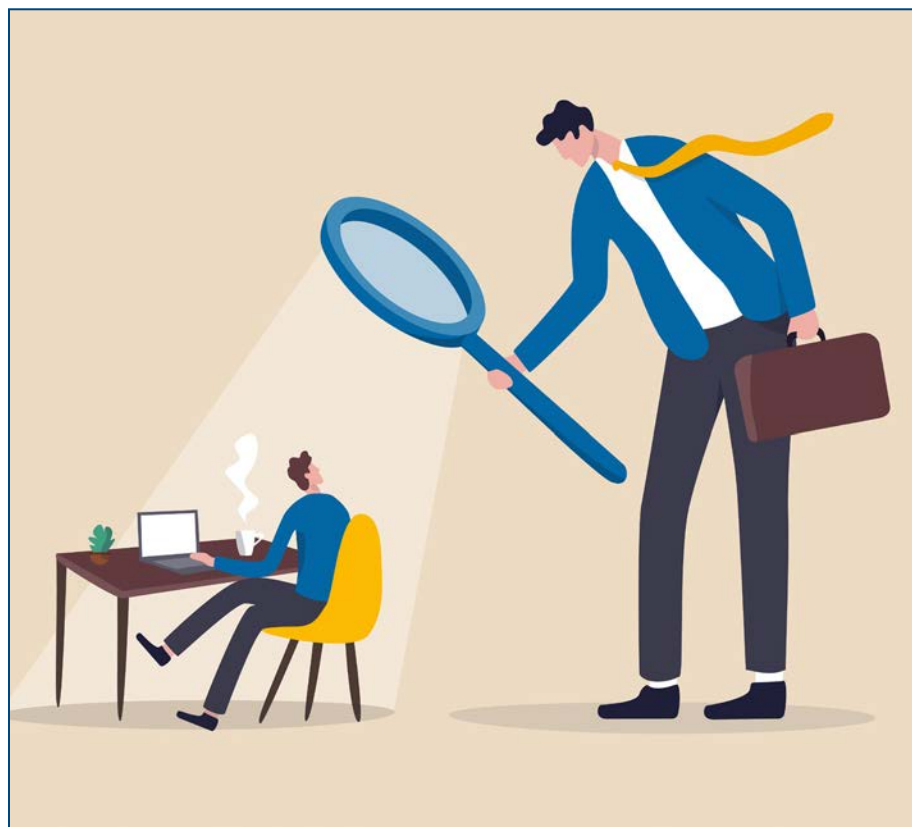
I was keen to see how they approached their work and managed problems, and how the existing leadership navigated through the daily dynamics.

Communication, or the lack thereof, was another key aspect I paid close attention to.

Reflecting on this period, I was guided by the wisdom from Jim Collins' "Good to Great," particularly the notion that success hinges on "...having the right people on the bus and the right people in the key seats."

This resonated with me deeply.

My initial days were spent in contemplation and assessment, ensuring that we didn't just have competent individuals but that were in positions where they could



excel and truly make a difference.

This experience was not just about restructuring; it was a personal commitment to foster an environment where each person could contribute to our collective success in the most meaningful way possible.

Let me share with you the story of an exceptional employee I observed during my initial period of assessing our organization.

She was an assistant customer service manager, leading her team with conviction, purpose, and an infectious positivity. Her staff listened to her and followed her lead with respect.

She treated both her team and our residents with compassion and empathy. She was an eager learner and despite her youth, already an expert in customer service.

However, while she was phenomenal in her current role, I felt she wasn't in the position where she could be most beneficial to our organization.

At the time, we had an unnecessary hierarchy over a small team, with a manager and an assistant manager for only six people. My vi-

sion was for a flatter organizational structure, one with fewer leaders and more individuals directly contributing.

A restructuring was clearly necessary.

I had this aspiration to start a community outreach program, aiming to change the often negative perception of government entities by engaging the community in diverse, meaningful ways.

I needed someone from within our office to drive this initiative. Thus, I moved the assistant customer service manager to our new community outreach coordinator, confident that this role would allow her to flourish.

I'll admit, I had no clue where to start with this new program. I knew what we needed to communicate but lacked the professional skills to produce the necessary materials.

I needed help with the deliverables. After several discussions with this employee, it was evident she was the perfect fit for this role.

She was excited, determined, yet candid about her lack of formal training in community outreach.

Her willingness to learn from failures and her commitment to mastering her new responsibilities were what convinced me she was the right person for this seat.

Over the next two years, with minimal oversight, she not only mastered the learning curve but excelled.

She explored new approaches, sought mentorship, and innovated.

As her leader, I didn't hover. Her work spoke for itself through the growth of our community outreach program and the overwhelmingly positive feedback from the community.

This was all a testament to her dedication and skill. My role was simply to provide the opportunity, a safe space to innovate, and the resources for success.

In recent talks, she expressed appreciation for being given the freedom to develop her own ideas and execute them.

As her leader, I embraced her thought process and trusted in her capabilities, confident that she

would elevate the program to new heights without needing constant supervision or micromanagement.

She didn't need me to check in on her. Her work was her testament.

Micromanaging in leadership is profoundly destructive. It can dismantle an organization.

From my time as a data collector, I saw firsthand how it shatters confidence.

It's a practice that stifles creativity, drains motivation by eroding autonomy, and creates inefficiencies through constant oversight.

It blocks professional development, fractures team cohesion, and can lead to burnout for everyone involved.

Ultimately, it cultivates an environment of distrust, escalating stress and dissatisfaction, which in turn hampers productivity and innovation.

If you're a manager, director, elected official, appointed council member, chief of staff, or hold any leadership position, do these traits of micromanagement resonate

with you?

If so, it might be time to reassess your approach.

I can assure you that micromanagement isn't working. It's counterproductive.

Your team likely feels demoralized, which impacts their mental health. This misery doesn't stay at work; it follows them home and impacts their personal lives and families.

Look around. Do you see a high turnover rate?

Perhaps it's because there's a micromanager in your ranks or you might be that micromanager, and people are simply not willing to work under such conditions.



GREGG E. DALTON is Citrus County Property Appraiser in Inverness, Florida.

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For questions or information regarding the program, please contact Leann Ritter at ritter@iaao.org