



SIOR 2013 Spring World Conference

Teaming for Success in Commercial Real Estate

Presenter

Ralph Spencer, CCIM, SIOR



Teaming in Brokerage

Brokerage Teams: Trend or Substance (Spring 2010)



Don Ossey, SIOR
Principal
Capacity Commercial Group
Portland, OR



David Prior, SIOR
Principal
The Klabin Company
Torrance, CA

Teaming to Win (Spring 2011)



Pete Bolton
Executive Vice President
Managing Director
Newmark Grubb Knight Frank
Phoenix, AZ

To Team or not to Team...Who benefits and why? (Spring 2012)



David Blanchard
Executive Vice President
NAI Global
Princeton, NJ



Background

- Observations of top teams in business
- Inventory of the things I did that really worked well and got results
- Personally interview top teams to identify their secrets
- Research the findings of others – “The Five Dysfunctions of a Team”, Patrick Lencioni, The 17 Indisputable Laws of Teamwork, John Maxwell



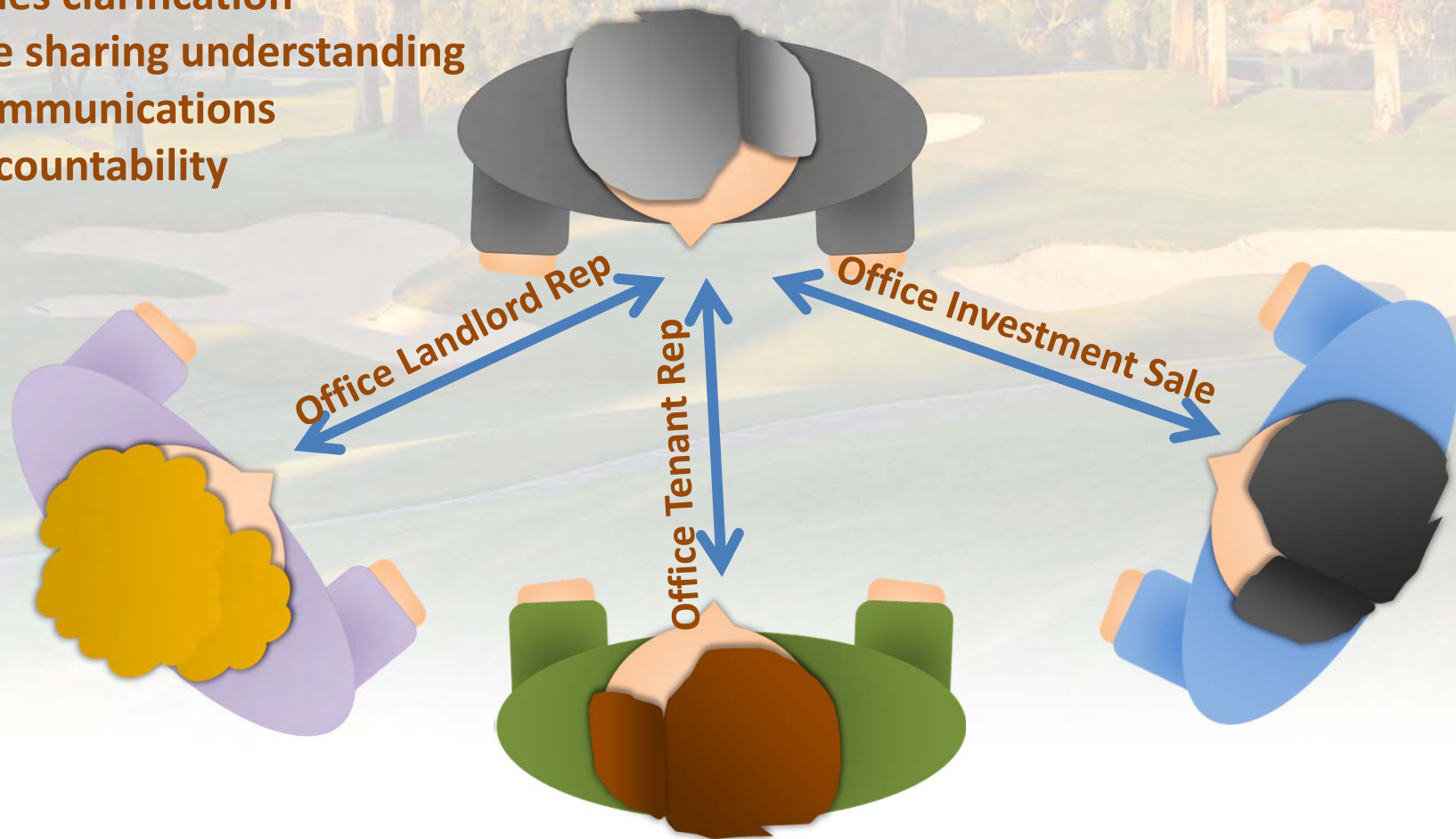


Industry Trends

- Fewer and fewer individuals operate by themselves; teaming is a major trend
- There are many different definitions of a team and lots of different strategies for working as a team
- Calling your group a team doesn't make it a winning team nor a sustainable one
- Move toward multiple roles within the teams
- The down market has caused some teams to implode
- The concept of a company within a company

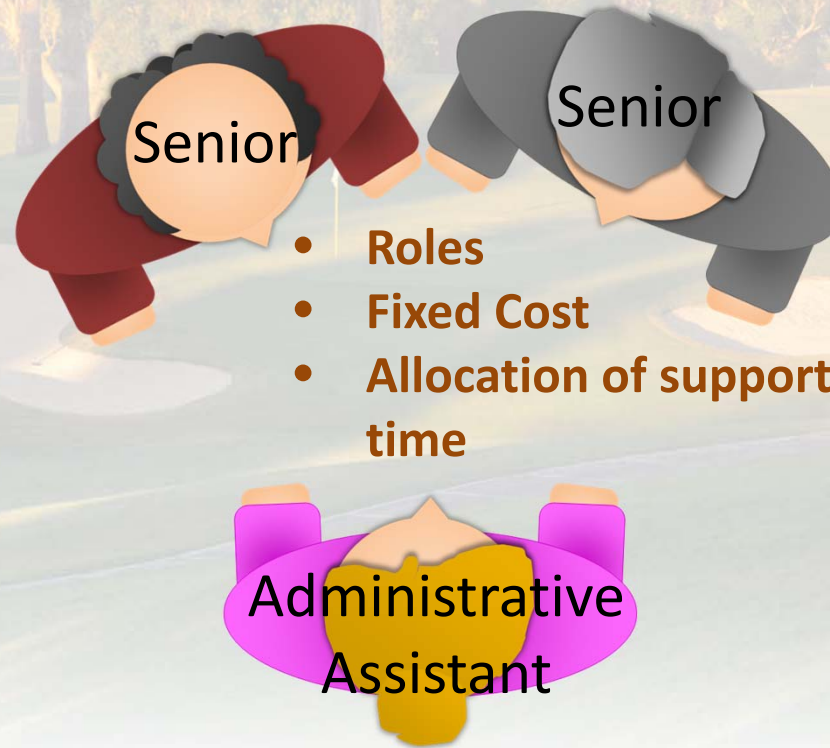
Transaction Fee Sharing – Deal Based Team

Roles clarification
Fee sharing understanding
Communications
Accountability





Revenue Sharing - Threesomes





Revenue Sharing - Partnership Teams





Primary Team Member Roles





What is the “thru-put”



**Qualified
Opportunities**

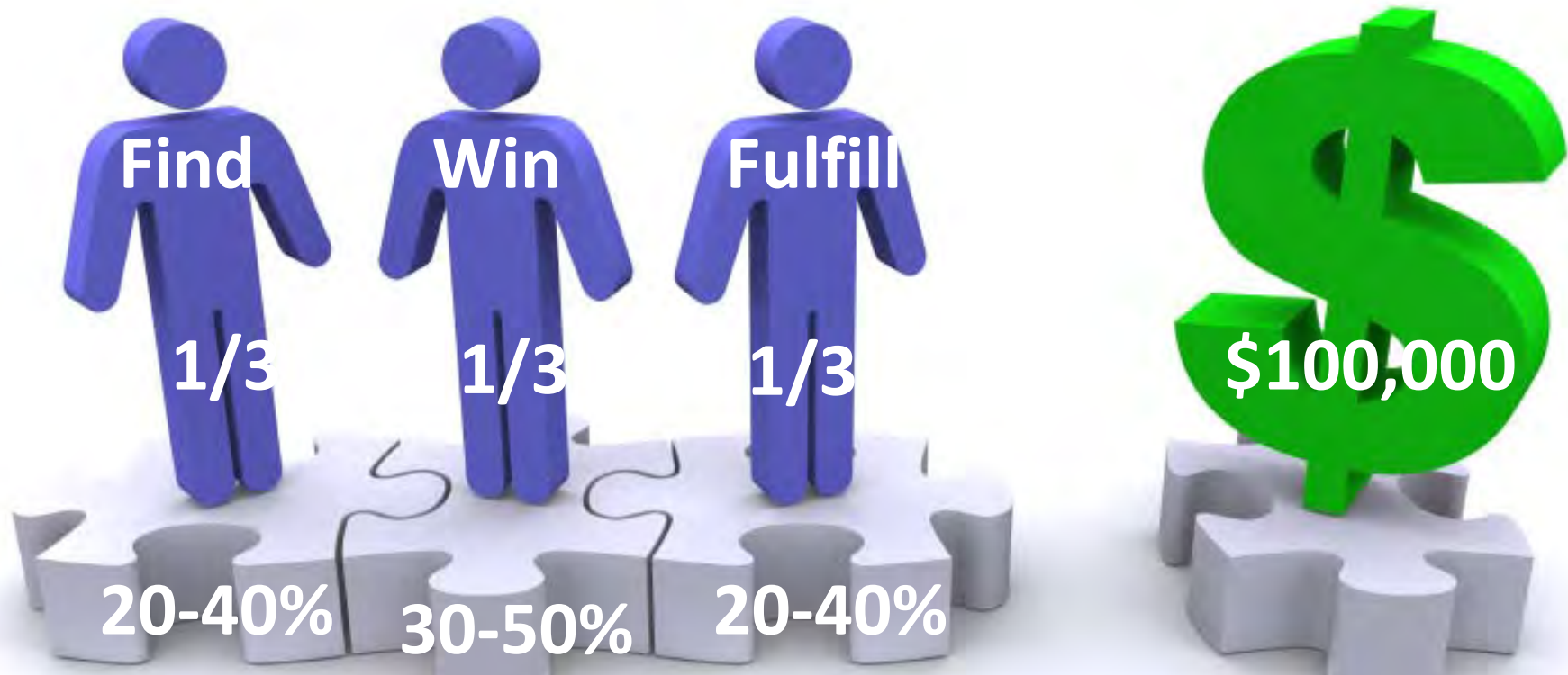
**High
Probability
Assignments**

**Closed Transactions
& Satisfied Clients**



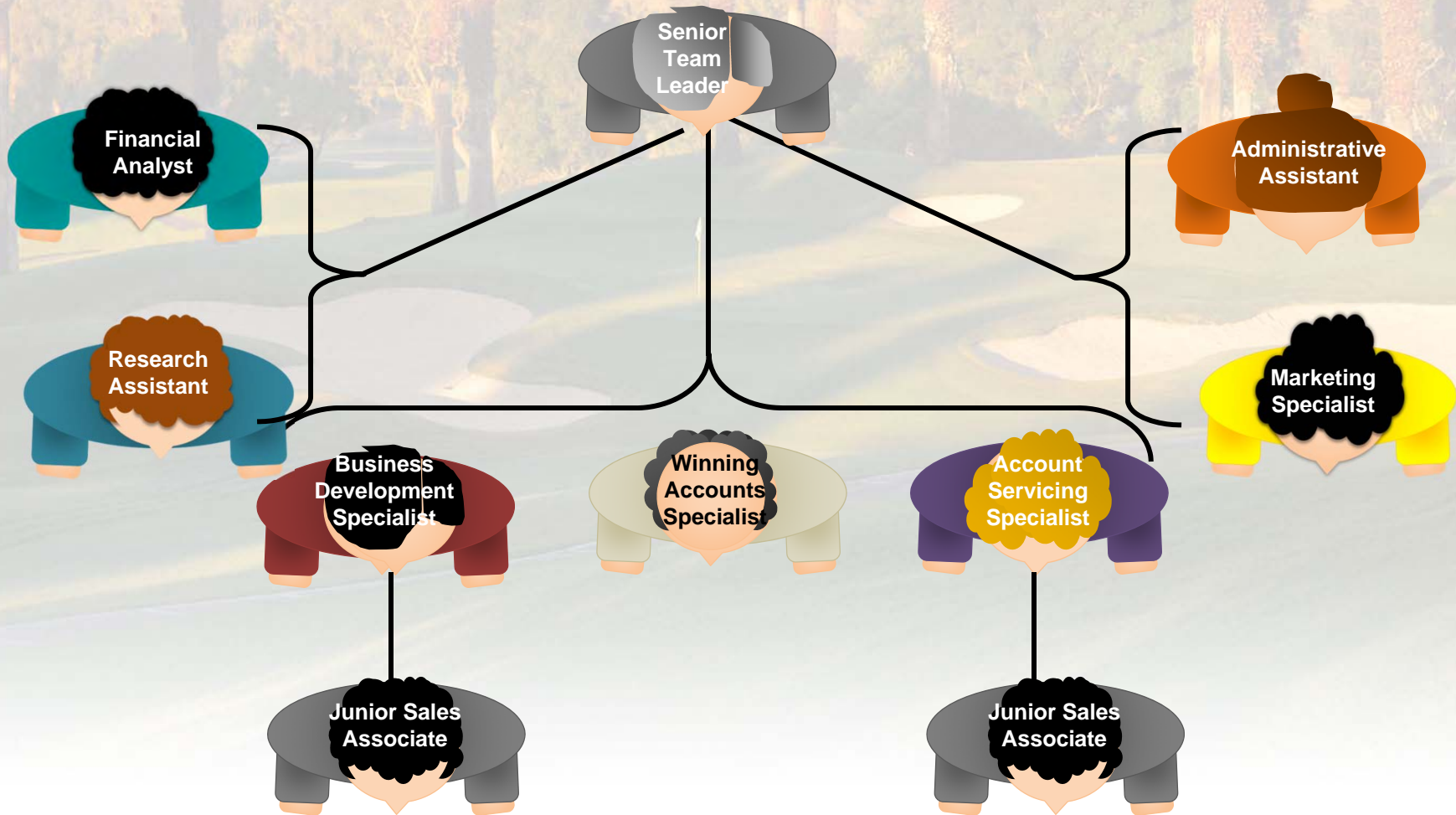
Commission Splits

Your team has successfully completed a transaction with a fee of \$100,000. How would you divide the fee among these three roles?





Revenue Sharing – Fully Integrated Team



Primary Duties

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Primary
role

Winning Accounts Specialist

Confidential - Not for Distribution

Ideal
behaviors

Primary
duties



Behavioral Description

Vector Ranges (V1-6 to 9, V2-6 to 9, V3-1 to 3, V4-3 to 4)

Core Pattern Shapes (9434, 9443, 9344, 9515, 9551)

Primary Duties

- After initial client introductory meeting, conducts extended meetings to interview client, and to identify key client needs and services necessary to meet those needs.
- Assembles and coordinates team members and resources as necessary to pursue a formal assignment (representation, listing agreement or consulting assignment).
- Sets and articulates pricing strategy with collaboration with other team members.
- Oversees preparation of presentation day agenda, written materials, display aids and audio video tools (PowerPoint, flip charts, site plans, aerials, etc.).
- Prepares, presents and negotiates engagement agreement.
- Negotiates with client the "work plan" to be undertaken by the team.
- Represents client in lease and contract negotiations, as needed.
- Provides account servicing specialist with complete "work plan" which describes scope project milestone dates and client reporting requirements.

Natural Behaviors

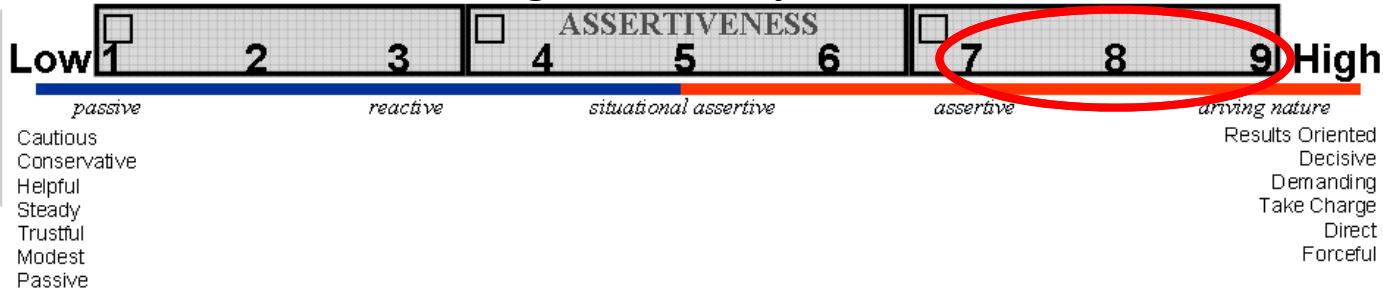
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Winning Accounts Specialist

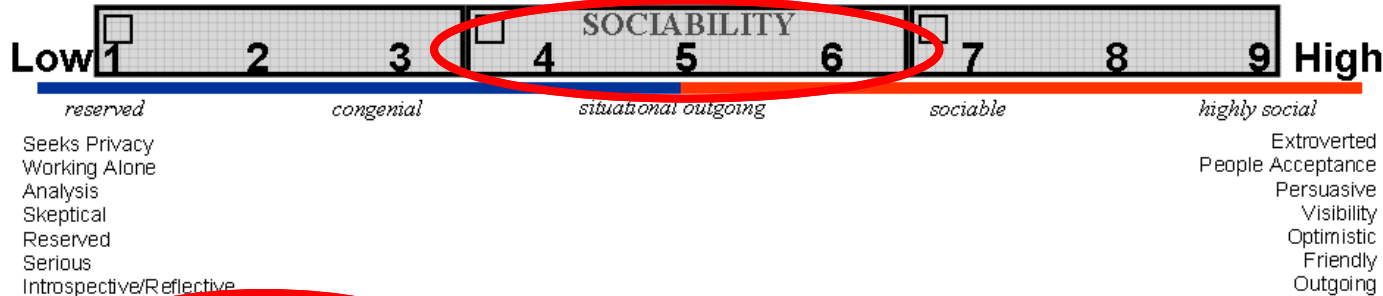
Assertiveness

The tendency to take risk and engage the unknown to accomplish a goal or objective.



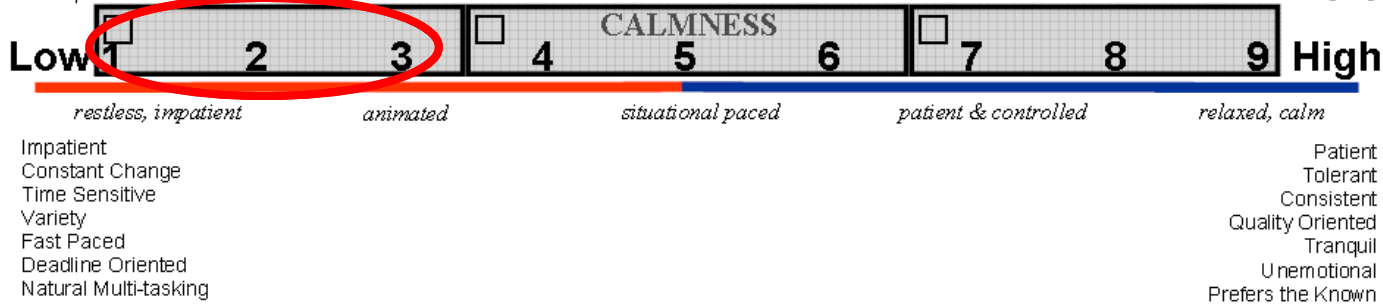
Sociability

The tendency to be with and around people.



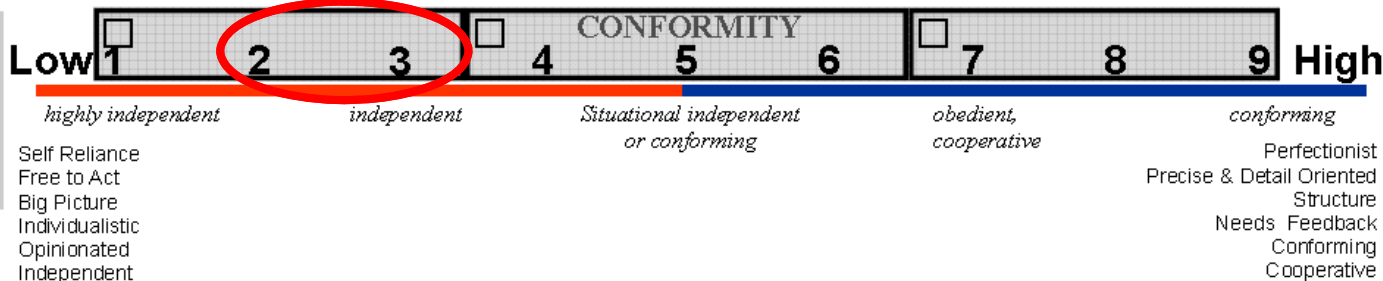
Calmness

The tendency to remain calm and patient and to avoid situations involving unexpected change.



Conformity

The tendency to follow the rules or protocol and to avoid failure or making a mistake.



Natural Behaviors

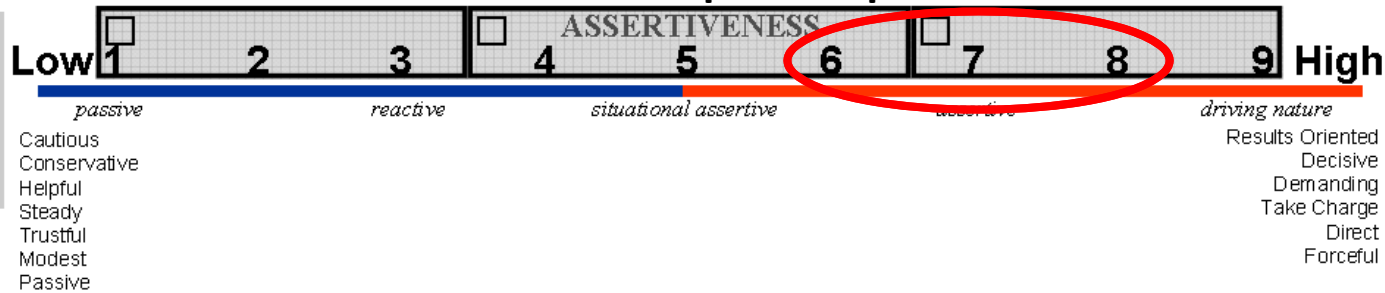
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Business Development Specialist

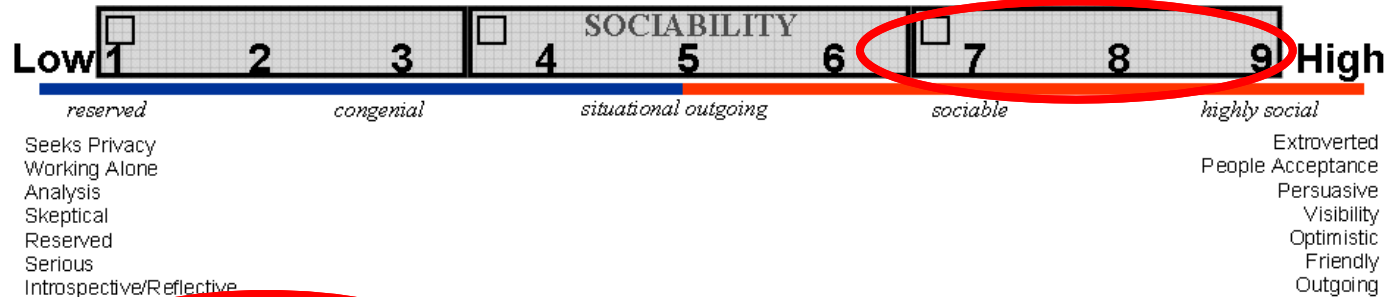
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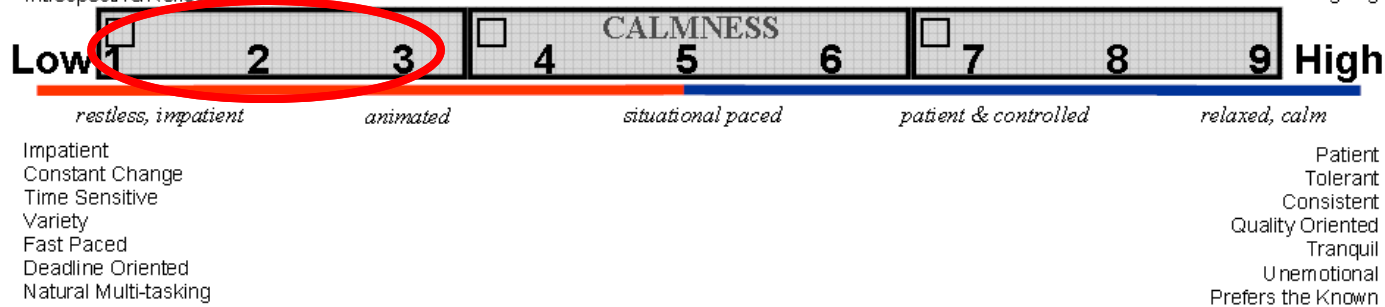
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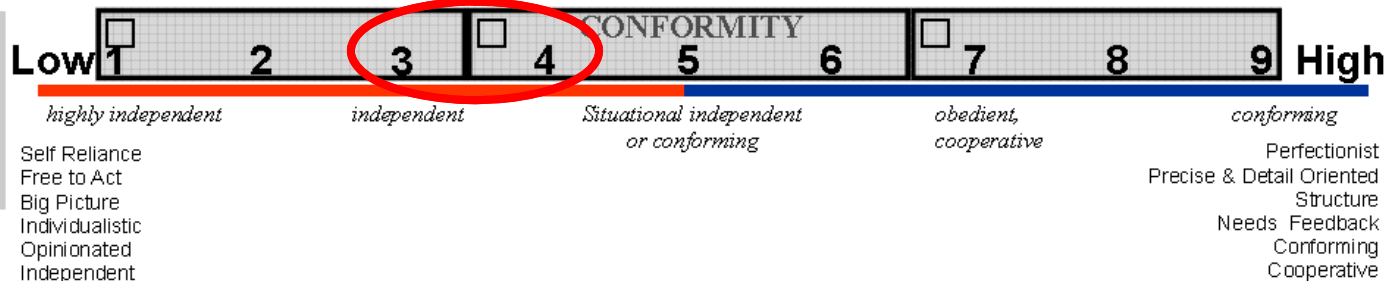
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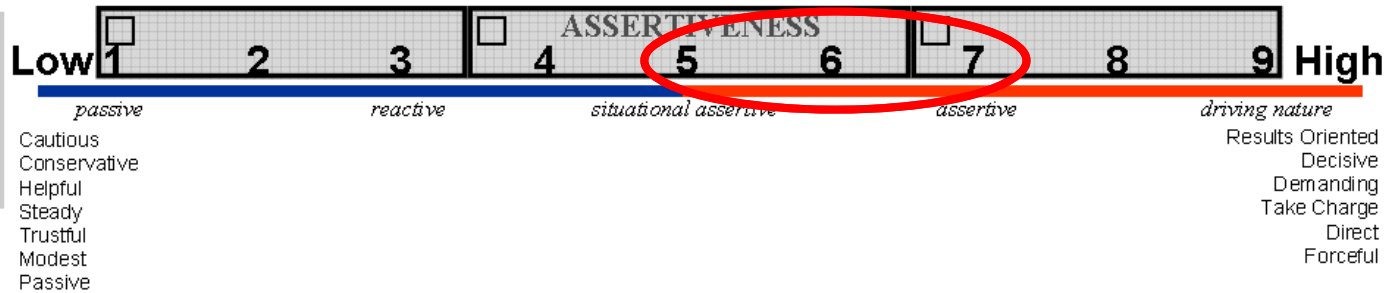
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Administrative Assistant

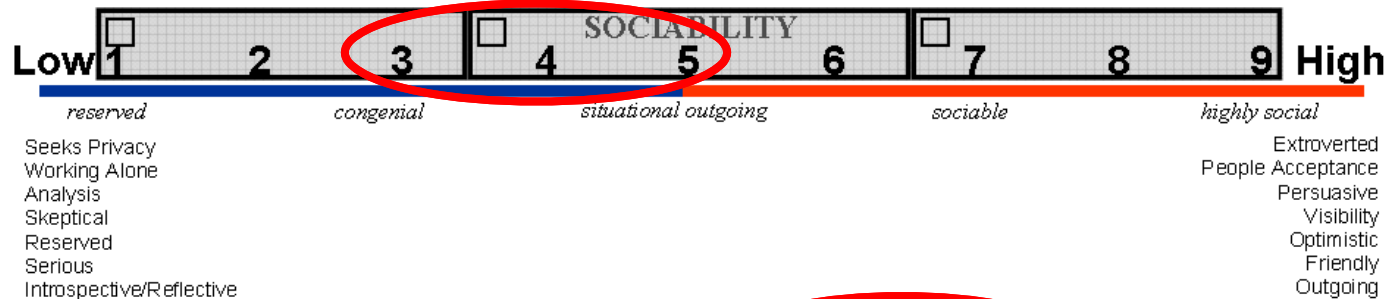
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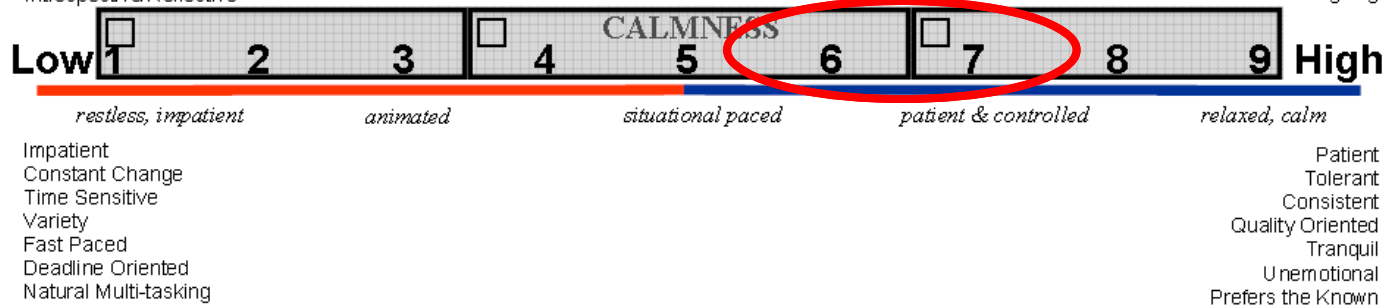
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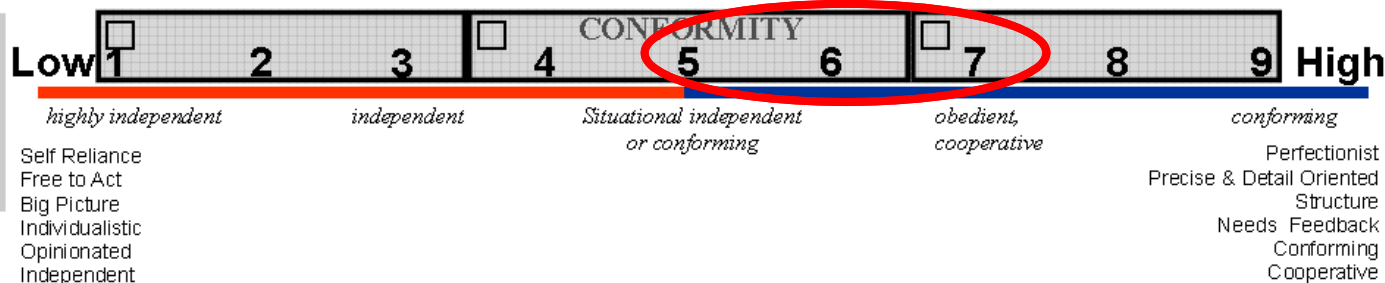
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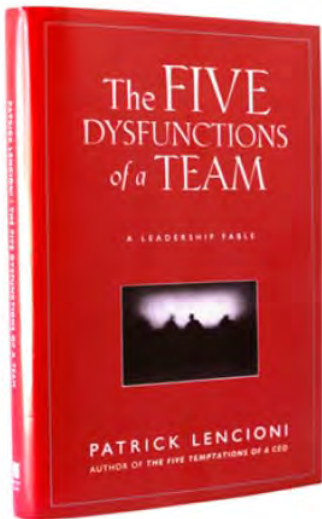
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Typical Team Dysfunctions



The **Five** Dysfunctions of a Team Assessment Report

the table group





Typical Team Dysfunctions

INATTENTION
TO RESULTS

AVOIDANCE OF
ACCOUNTABILITY

LACK OF COMMITMENT

FEAR OF CONFLICT

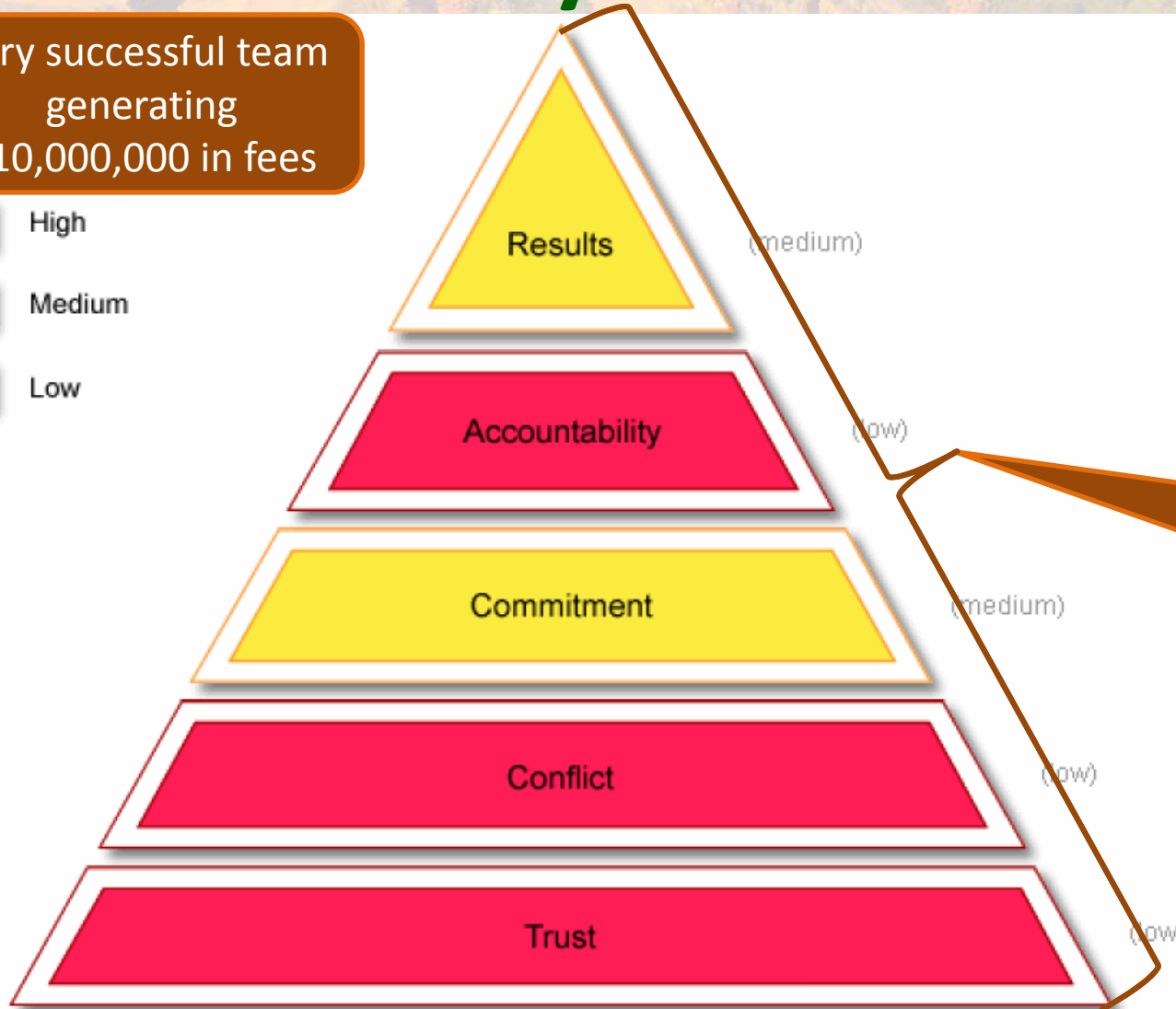
ABSENCE OF TRUST



Team Dysfunctions

Very successful team
generating
\$10,000,000 in fees

- High
- Medium
- Low



Actual results from
a 6 person team
assessment

*Based on The Five
Dysfunctions of a Team
Assessment Report*



Typical Team Dysfunctions

Teams that lack trust:

- Conceal their weaknesses and mistakes
- Hesitate to ask for help
- Don't offer to help people outside of their AOR
- Jump to conclusions about others
- Fail to leverage each other
- Hold grudges
- Fail to spend time together





Typical Team Dysfunctions

Teams that **fear conflict**:

- Have boring meetings
- Environments with back channel politics and personal attacks thrive
- Ignore controversial topics
- Fail to really tap into the opinions and perspectives of team members
- Posture and waste time managing interpersonal risk





Typical Team Dysfunctions

Teams that **lack commitment**

- Create ambiguity about directions and priorities
- Revisit discussions over and over
- Encourage second guessing
- Work their own agendas

INATTENTION
TO RESULTS

AVOIDANCE OF
ACCOUNTABILITY

LACK OF
COMMITMENT

FEAR OF CONFLICT

ABSENCE OF TRUST



Typical Team Dysfunctions

Teams that **avoid accountability**:

- Create resentment among team members who have different standards of performance
- Encourage mediocrity
- Miss deadlines and key deliverables
- Place an undue burden on the team leader for discipline





Typical Team Dysfunctions

Teams that fail to **focus on results:**

- Rarely defeat competitors
- Lose achievement oriented associates
- Become distracted
- Encourage team members to foster their own careers and goals

INATTENTION
TO RESULTS

AVOIDANCE OF
ACCOUNTABILITY

LACK OF
COMMITMENT

FEAR OF CONFLICT

ABSENCE OF TRUST



Ideas for Building Successful Teams

Exercises:

1) Personal histories exercise

- 1) Where you grew up
- 2) Number of kids and where you fit
- 3) Biggest childhood challenge

2) Individual Profiling and Team DNA

- 1) Review each others behavioral profile
- 2) Discuss the team DNA



- Get to know them and let them get to know you
- Transparency and communication



Ideas for Building Successful Teams

Exercises:

- 1) What's really working well?
- 2) What needs to work better?



- Seek conflict
- Manage the conflict



Ideas for Building Successful Teams

Exercises:

1) Commitment clarification

- 1) White board at end of meeting – “what did we agree to?”
- 2) Communicate to team members immediately



- Clarify roles and expectations
- Negotiate buy-in



Ideas for Building Successful Teams

Exercises:

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- Transparency and communication



Ideas for Building Successful Teams

Exercises:

1) Team effectiveness exercise

What is the single most important behavioral characteristic or quality of this team member that:

...contributes to the strength of the team?

...sometimes hurts the team?



- Identify key performance indicators
- Create a reporting culture



Ideas for Building Successful Teams

Exercises:

- 1) Publicly declare the desired results that represent success
- 2) Make a reward and compensation system that is collective.



- Monitor key performance indicators
- Create a scorecard or visual score board



Ideas for Building Successful Teams

Team Operating Agreement

Team Operating Agreement

This agreement entered into on this the _____ day of _____, 200__ is for the purposes of creating a commercial real estate services team.

Team Vision

Team Major Goals

1 _____

2 _____

3 _____

4 _____

Key Expectations and Understandings

Team member 1 _____

Team member 2 _____

Team member 3 _____

Team member 4 _____

Team member 5 _____

Signed by all team members



Ideas for Building Successful Teams

Team Assessment Report

Team Assessment Report

Team Summary

Legend: High (Green), Medium (Yellow), Low (Red)

Pyramid Levels (from top to bottom): Cohesion (Red), Accountability (Red), Commitment (Green), Conflict (Yellow), Trust (Yellow)

Bar Chart Data:

Item	Score
12. Team members have clear goals and understand that everyone's contribution is needed to achieve the team's overall goal.	3.50
14. Team members will discuss their work and solve problems and conflicts.	3.87
21. The team is clear about its direction and priorities.	3.83
20. The team is clear about its roles and responsibilities.	4.00
23. The team is clear about its performance and outcomes.	3.50
24. The team is clear about its mission.	4.33
25. The team is clear about its values and beliefs.	4.33

Score: 4.33

Team's Score: High

Though your team scored high in commitment, it is recommended to maintain current levels.



Ideas for Building Successful Teams

Individual Behavioral Assessments

Managing For Excellence
Ralph Spencer Consulting Training Technology
David Report
Natural Behaviors

Management Competencies of John Doe
Activity Vector Analysis
Report Format: Short: Competency List | Long: Competency List with Detail

The bar graphs below indicate the ease at which John can perform the behavioral activities listed below over a sustained period of time. It "Easy" (bar to the right) indicates a natural tendency to perform the activity. It is therefore, easy to sustain this behavior. "Hard" (bar to the left) indicates that the activity is less of a natural tendency and will require more effort to support the behavior for sustained periods of time.

Competency	Effort Level
Monitors	Hard
Delegates	Hard
Influences	Hard
Team Builds	Hard
Realistic Expectation	Hard
Takes Initiative	Hard
Set Goals	Hard
Rewards	Hard
Disciplines	Hard
Decision Accuracy	Hard
Optimizes Resources	Hard
Understands and Helps	Hard
Develop Subordinates	Hard
Plans and Organizes	Hard
Positive Expectations	Hard

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Ideas for Building Successful Teams

Team DNA Report

RALPH SPENCER
CONSULTING TRAINING TECHNOLOGIES

3940th Street, LLC
3745 Jemison - Suite 200
Oviedo, FL 32765

Phone: 407.298.6129
Fax: 407.292.5206
Email: RSpencer@CFR.com

Team Profile

Downtown Office Team

Activity Vector Analysis
Behavioral Tendencies:

Detail

- Extensive attention to exactness and precision in dealing with items with detailed information.
- Reliance on an abundance of support data before rendering decisions in an unfamiliar field.

Date: 5/15/2007
Personal ID#

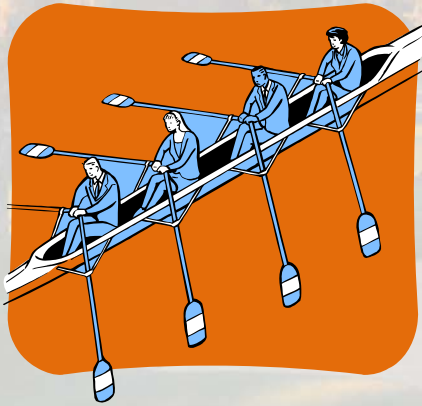
Self - Group Correlation of 3 Selections

7517-4	AL: → DR:	←← MODERATE →→→	LESS EFFORT >>>
94344-9	AL: → DR:	← Thomas, Milton	
8387-5	AL: →→ DR:	← Nurall, Bob	
Group Average	AL: →→→ DR:	← Caldwell, Robert	



Ideas for Building Successful Teams

Team Offsite Retreat



- Day 1
- Individual Assessments Review
- Trust Exercise
- Team Assessment Review
- Vision Exercise
- Expectations Exercise

- Day 2
- Commitment Clarification Exercise
- Team Business Plan
- Communication Strategy
- Design Scorecards & Scoreboards



Ideas for Building Successful Teams

RalphSpencer.com



RALPH SPENCER
...helping individuals and companies improve performance

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Teaming For Success

The *Teaming For Success Program* is an intensive one day workshop designed specifically for small teams. The program consists of the following:

Behavioral Assessments
The first step is for each team member to complete a short, 20 minutes, behavioral assessment which can be taken over the Internet. The results of the assessment will be validated as a part of the one day workshop. Individual profiles will be compared with each other to identify similarities and differences of team members. Also, the composite behavioral profile of the entire team will be developed and reviewed.

Team Assessment
Comprised of 38 questions, the team assessment is a evaluates your team against the "Five Dysfunctions of a Team" based on Patrick Lencioni's best seller. The assessment can be taken over the Internet. Upon completion, you will receive a detailed report of your team's strengths and weaknesses, as well as specific recommendations for overcoming potential team dysfunction.

Vision
A shared vision is critical to a team's success. During this part of the program the team will develop a written shared vision for the coming 12 months.

Goals
Three to five major goals will be identified that support the vision. Each of these goals will be specific, measurable and achievable in the next 12 months.

Understandings
During this part of the program the team members will identify the key understandings needed to be successful together. One specific understanding that will be discussed is compensation.

Expectations
Consists of di-

Successful Teaming

- Shared Vision
- Agreed Upon Goals
- Clear Understandings
- Agreed Upon Expectations
- Clear Roles
- Accepted Leadership
- Effective Processes

Some teams find it useful to use the "team operating agreement" to be more successful.

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Sustainable Teams

Each team member plays to their strengths. So....Know your strengths, then leverage your teammates!





Sustainable Teams

Team member interest and efforts must be aligned

- Share common vision & goals
- Have clarity of roles and purpose
- Commit to the team's goals
- Share in the collective accomplishments of the team



Sustainable Teams

Team member interest and efforts must be aligned

- Growth of each team member is more than essential
- As teams grow, sometimes members need move ahead, 'grow' or 'go'
- Re-Clarification of roles
- Selection process for new team members
- Transition of team members

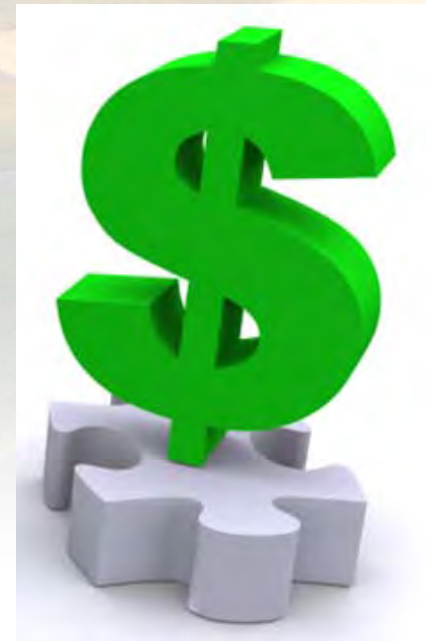




Sustainable Teams

Teams must produce and achieve success

- Each team member must feel they are fairly compensated
- Compensation splits are reviewed and committed to annually





Sustainable Teams

Teams need a team business plan

- Vision/Theme
- Written Annual Plan with buy in with and Commitment from every member
- Financial Goal
- Areas of Focus
- Detailed Major Business Goals
- Major Personal Goals
- Expectations, Understandings and Roles





Sustainable Teams

Plan your work and then work your plan

- Track Progress and Results
- Hold Each Other Accountable
- Hold weekly team meetings
- Adjust Quarterly
- Communicate Frequently
- Have Fun





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Teaming for Success in Commercial Real Estate



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