

SIOR MIAMI **SIOR 2012 Spring World Conference**
Riding The Growth Wave
 May 10-12 • South Beach • Miami, FL USA

**To Team or not to team...
 Who benefits and why?**

David Blanchard, EVP, NAI Global



Team Presentations By:
 •Nora Hogan, Transwestern
 •Len Caldeira, Jones Lang LaSalle
 •Rick Medinis, NAI Robert Lynn

<http://youtu.be/F80RqLk6E>

Teamwork



<https://vimeo.com/20789183>

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"A friend of mine, the founder of a company that grew to a billion dollars in annual revenue, best expressed the power of teamwork when he once told me... "If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time."

Patrick Lencioni



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"In all the years I've been doing this, since I started doing it in 1996... building teams, I've just never lost to an individual. I've lost to competing teams, but never, never, not once, lost to a individual."

Peter Bolton
 SIOR 'Teaming' Session Presenter, Fall 2011

Industry Trends

- Fewer and fewer individuals operate by themselves
- Clients are expecting us to show up in teams
- Outsourcing is increasing and is being awarded, for the most part, to teams
- Many commercial real estate companies are strongly promoting the formation of teams
- There are more and more definitions of what a team is and lots of different strategies for working as a team
- Move toward 'multiple' roles within the teams
- Move toward 'specific' roles for team members
- The concept of a company within a company

Why Teams

- More and more clients want teams to serve their needs
- You have 'experts' filling each job description within the team
- The experts get to do what they love... and thus their best
- Success breeds success
- Planned redundancy / always on the job
- To be as seamless as possible
- Revenue enhancement... Money

1+1=3
 1+1+1 = 5



- Greater security for clients AND brokers
- You can go on Vacation and be... on "Vacation"
- Clients benefit!

Developing Teams

- Effective selection of team members by DNA, background, expertise and desire (Bolton's DISC)
- Consider individual behavior assessments (Caliper etc)
- Focus on individual unique ability
- Work for ownership and buy-in
- Develop a sense of 'community'
- Develop an effective communications system
- Develop a common understanding of fee sharing arrangements... up front!



Three major functions of all teams



1. Business Development
2. Winning Assignments
3. Account Servicing

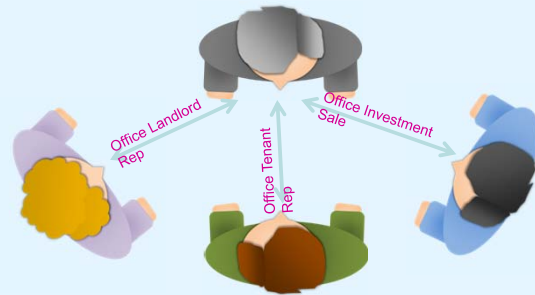
Discuss the tasks at which you feel you are best

Discuss the tasks at which you feel you are weakest

Types of Teams

- Geographic
- Product type
- Service sector / Specialty
- Client Type
- Per Transaction (ad hoc)
- Virtual
- Smaller rather than bigger
- Bigger rather than smaller
- The future is integrated team (multiple roles)

Transaction or Opportunity Based Teams (ad hoc)



Revenue Sharing - Partnership Teams



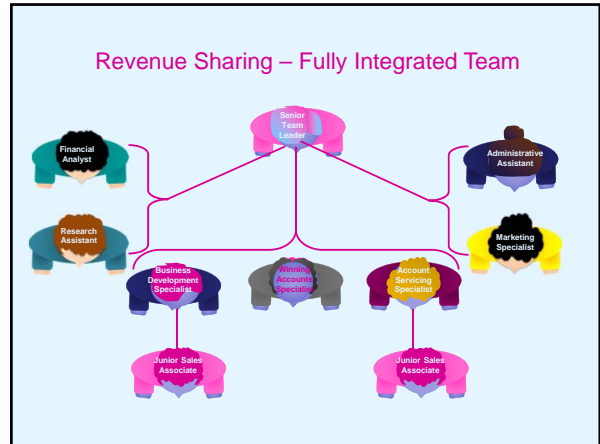
Team Member Roles



Revenue Sharing - Threesomes

- Define Roles
- Fixed Cost
- Fixed Sharing
- Allocation of support time

Administrative / Marketing Assistant



Sometimes, it takes teamwork to get things done!

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Let's look inside an Office Team...

Nora Hogan, CCIM, SIOR, Principal TRANSWESTERN, Dallas, Texas

TEAMING MISSION

- Maximize Revenues
- Serve the Clients
- Have FUN
 - Develop Young Talent
 - Maximize Time
 - Use Core Strengths to Achieve Goals

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SHARED VISION

WE BELIEVE: "Experts Earn More" when we are focused on two markets within a larger MSA.

- Las Colinas 40%
- Far North Dallas 40%
- Remainder of Dallas 20%

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TEAM: DYNAMIC DUO



"Think Nick and Nora Charles, think Laurel and Hardy, Abbott and Costello, Martin and Lewis. Think of all the straight guy / funny guy wisecracking comedy teams, throw in a killer track record in the commercial real estate market, and the result is Nora Hogan and Robert Deptula."

Our differences drive our success.



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COMMON VISION

- DOMINATE SUBMARKETS – 84 MILLION SF OFFICE/FLEX
 - Las Colinas
 - Far North Dallas
- OWN A 2ND NICHE IN THE MARKET
 - Property Disposition



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OUR NICHE

Both of us had a niche within our niche focus.



"Robert Deptula is the **King of Sublease**"

It's MINE!



"Nora Hogan is the **Queen of Sublease**"

It's MINE!
(I won...)



HADSON GAS



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OUR MANTRA

MUTUAL RESPECT

I know you are interviewing several teams but...if you don't hire me and hire Nora Hogan (Robert Deptula), I will NOT be insulted.

Anyone else....I WILL BE INSULTED!

"Theirs is obviously a mutual admiration society."



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COMPETITORS FIRST

If we are so different, why are we successful?

<p><u>ROBERT</u> 1998-2000</p> <p>Fults Associates/ Kennedy Wilson</p> <p>Calling on Las Colinas</p> <p>They're MINE!</p>	+	<p><u>NORA</u> 1984-2000</p> <p>CB Richard Ellis</p> <p>Calling on Las Colinas</p> <p>No! They're MINE!</p>	
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OPPOSITES DO ATTRACT!

"Our clients know that if they want an out-of-the-box creative solution, they call Robert," Hogan says. "He's big picture and sees things most brokers never see. When there are a number of obstacles, he always comes up with a solution."

"I'm more of an i-dotter and t-crosser."




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OPPOSITES DO ATTRACT!



Deptula says of Hogan, "I'm amazed how someone can work so freaking much and plod along creating the documentation necessary to complete a transaction. I'm way to A.D.D. to survive major decisions."




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DECISION POINT

We were so busy taking care of clients...

...we forgot to look for **NEW ONES!**



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AND TWO BECOMES THREE!






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NEW ADDITION

"Natalie is a Junior World Champion Skeet Shooter. She knows how to reload and shoot straight. A 'No' to her is not a 'No' and she is famous for 'Can I ask you another question?'."





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CLIENT EDUCATION

We educate our clients up front on "WHO DOES WHAT BEST."

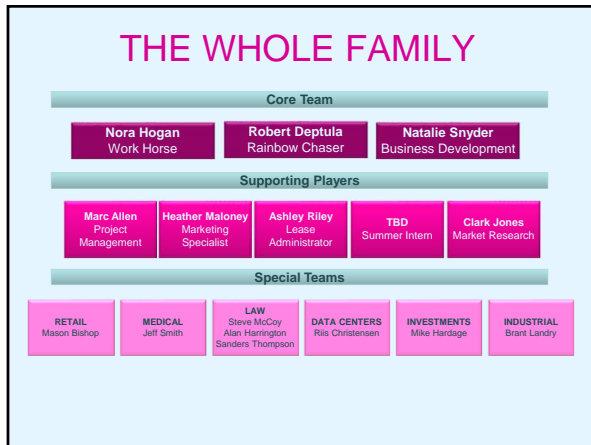
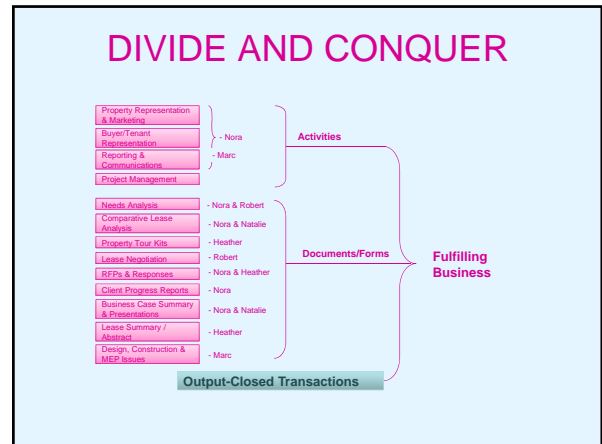
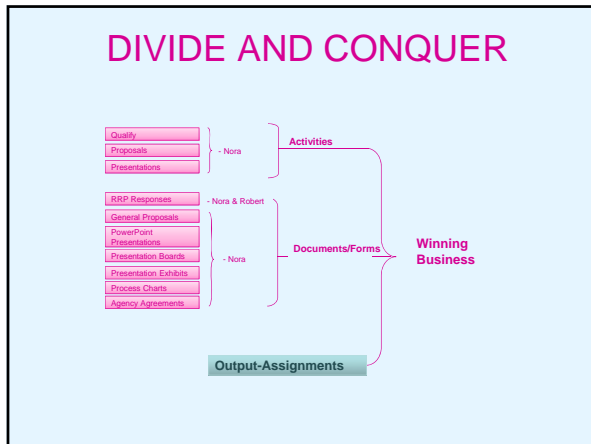
<p><u>ROBERT "Left Brain"</u></p> <ul style="list-style-type: none"> Jumps Before Looking Promoter Tolerant of Meeting Most People Bursts of Energy Optimistic Resourceful Enjoys Being Center Stage Risk Taker Entrepreneurs "Master Manipulator" of Environment Not Limited by Norms and Procedures Huyper-Vigilant to Subtle Cues Unpredictable Excels in Crisis – Thrives on It! 	<p><u>NATALIE "Center Brain"</u></p> <ul style="list-style-type: none"> Miss Social Perseveres Accountable Disciplined Social Networker Competitive Creative Loves Change Hates the Process 	<p><u>NORA "Right Brain"</u></p> <ul style="list-style-type: none"> Professional to the Nth Degree Administrator Supervisor Dependable Accountable Strong Control Needs Focused Decisive Loyal – Especially to Institution Neat & Orderly Tight Scheduler Careful Risk Taker Skilled at Self Selling Conduct Ruled by Logic Excellent Protector & Provider Home & Family is Vital
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DIVIDE AND CONQUER

<ul style="list-style-type: none"> Cold Calls Warm Calls Pass Client Calls Contact Management Territory/Specialty Business Appointments Industry Associations Peers Public Speaking Articles Market Trends Direct Mail Letters Checklist Individual Profiles Case Studies Property Avail. Reports 	<ul style="list-style-type: none"> - Robert - Nora & Natalie - Robert & Nora - Nora & Natalie - Nora & Robert - Nora - Natalie 	<ul style="list-style-type: none"> Prospecting Networking Personal Marketing Documents/Forms 	<ul style="list-style-type: none"> Activities Business Development
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"I've had smarter people around me all my life, but I haven't run into one yet that can outwork me. And if they can't outwork you, then smarts aren't going to do them much good. That's just the way it is. And if you believe that and live by it, you'd be surprised at how much fun you can have."

Output-Qualified Leads



HERE WE GROW AGAIN

New Broker in Training – Main Responsibility to Find Business

- Must be licensed
- \$XX,XXX / year
- XX% bonus on all transactions they identify
- Cold calling / prospecting
- Learn the real estate process
- Team commits to 6 hours per week of training

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WHY CLIENTS LIKE US

- We problem solve in front of the clients.
- We express different ideas and perspectives.
- We don't always agree on the same process.

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WHY CLIENTS LIKE US

- They know which one is the dotter and “t” crosser
- ...and who is the “out-of-box” thinker.
- They just LOVE Natalie.
- Clients love the fact they don't have a “3 for 1” special but rather 3 individuals.
- Always available.

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TEAM PROMOTION

CONSTANTLY PROMOTE THE TEAM AS A SINGLE UNIT

CLIENTS

1. Combined Resumes & Transactions Lists
2. Presentations – Everyone goes and explains their role
3. Promote the differences – both Business & Personal
4. "cc" each other on all e-mails - clients love this because they know...we know
5. Never take vacations at the same time

BROKERAGE COMMUNITY

1. Attend events as a team but divide and conquer
2. Establish Reputation in Brokerage Community - They call us the "King & Queen of Las Colinas"

MARKETING

1. All letters have all signatures
2. All published articles – one writes, all get the credit
3. All promotional items promote the team

PARTNERSHIP SPLITS

SPLIT 50 / 50:

- **Hired by another team**
 - 50% to Hogan, Deptula & Snyder
 - 50% to other team
- **If we hire another team**
 - XX% Hogan
 - XX% Deptula
 - XX% Snyder
 - XX% other Team

SNYDER:

- XX% Legacy
- XX% Snyder Procured
- XX% Hogan & Deptula Procured

OFFICE:

- Share staff
- Share data bases
- Share calendars
- Share space
- Review client list three times a week

BENEFITS TO TEAM

\$\$\$	Time
Fun	Referrals (We are the "go-to" team for tenant rep.)

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Thank You, Nora!

Now Let's look inside a Land Team...

J. Leonard 'Len' Caldeira, SIOR
JLL, Chicago IL

Corporate Growth Strategy: G5

Five-year corporate strategy

To continue to create value for our clients, shareholders, and employees we have identified five strategic priorities for continued growth from 2011 forward. We refer to them as the Global Five Priorities, or the "G5." These represent an ongoing program designed to invest capital and resources in priorities that will maintain and extend our global leadership positions in the G5 target areas, which we have defined as follows:

G1: Build our leading local and regional market positions
Because real estate transactions and services take place on the ground in markets around the world, we continually focus on building the depth of our skills and services in key cities. We also expand our geographical presence carefully and selectively when we identify compelling market needs or new opportunities.

G2: Strengthen our leading position in Corporate Solutions
This objective reflects our goal of maintaining and extending our position as the leading provider of outsourcing services to corporate occupiers around the world. We remain committed to elevating the quality and consistency of our global service delivery capabilities.

G3: Capture the leading share of global capital flows for investment sales
Our third global priority is to maximize our share of global capital invested in real estate. Going forward we will continue to target local and international capital markets business, since there is profitable business to be won and good clients to be served at both levels.

G4: Strengthen LaSalle Investment Management's leadership position
Throughout the recent downturn, LaSalle Investment Management protected its reputation as a stable, transparent and client-focused partner adding value to property and managing risk for its clients. With institutional capital beginning to flow back into stable, income-producing core assets in most parts of the world, LaSalle is focused on gaining market share and expanding its leadership position.

G5: Connections: Differentiate by connecting across the firm, and with clients
To take full advantage of the progress we have made on G1 through G4, we have identified a new fifth G, Connections, to more effectively link up our people and businesses globally and optimize our client-service capabilities.

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G5

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People Connection

April 11, 2012



Benefits for Life



Real value in a changing world

Five things you need to know about the 2012 officer promotion process

Learn how your colleagues make the professional and personal work. Watch the replay of the panel discussion *Work/Life Choices—Making Professional and Personal Work*.

Take the first step in developing and following a financial plan. Check out the latest tools and resources available to help you manage your financial future.

Oh, my, acting back. New back health video now available

April is National Autism Awareness Month. Get the facts about autism and attend an upcoming webinar.

The not so sweet truth about sugar:

Would you or someone you know be interested in these jobs?

Looking for employee discounts for technology, travel and more? [Click here!](#)

News Releases from last week: Butler and Rupp to lead Jones Lang LaSalle's Brokerage business in central Florida. Jones Lang LaSalle closes sale of UnitedHealthcare Center in Hartford, and more

HR Service Center
HR_ServiceCenter@jll.com
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Top 10 Reasons to Use a Broker

- You have nothing to lose, and everything to gain**
Brokers are in business because they save clients time, money and risk, pure and simple. For their service, they receive a fee, which is paid by the landlord—not the tenant. The landlord's budget includes brokerage fees within their rent structure—which, when you think about it, increases the value of their buildings. If a tenant represents themselves, the landlord typically allocates the fee budgeted for the tenant broker to the owner's agent, or asset or property manager. It costs you nothing extra to use a broker. You are just accessing "market fees" that are going to be paid as part of your transaction.
To discourage a tenant from using a broker, a landlord will sometimes offer to pass the amount of the fee to the tenant if they represent themselves. In reality, even if you do receive the brokerage fee "on paper," you will assuredly more than pay for it in other undisclosed ways, including a lesser overall deal due to weakened negotiating capability. According to our research, a good broker will save an average of five times the cost of their fee. In short, even if the landlord offers you the brokerage fee, you're still **money ahead by forgoing it for a trusted expert advisor** who can save you even more.
- Brokers are better at this than non-brokers**
Chances are that, if at all, you study the property market in your locale mostly at lease renewal time. Brokers are immersed in the market all day, every day. It is not their occasional interest, but their full-time job and core talent. They have not only the **research and negotiating skills** to succeed, but a deep real-time knowledge of markets that can change daily.
- Brokers have access to better information**
Even if someone in your organization has handled transactions, they will not have access to the up-to-the-minute market intelligence of a working broker. These professionals are **connected to information that provides you the best options** at any given time. Even if you're not considering moving, this "ammunition" increases your leverage in negotiating with your landlord.



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Top 10 Reasons to Use a Broker

- Brokers save you time**
Why should you spend time researching the market, narrowing candidates and negotiating with your landlord and possibly others when a broker will do it for you? **Engaging a broker enables you to eliminate non-productive time** and spend more of your work schedule strategically addressing the "big picture" of your real estate portfolio while a competent professional handles much of the legwork of individual lease renewals. A good broker can also spend time researching conditions surrounding your own landlord such as the asset's financing for intelligence that can be used to your advantage in negotiations.
- Your process shifts from reactive to proactive**
As noted, tenants typically don't think much about their leases until renewal time. Brokers think about leases every day, and continually keep their clients posted on market trends and opportunities. Establishing a relationship with a broker can elevate your process from a reactive mode that kicks in when the lease is up, to a **proactive stance** that anticipates opportunities in advance, enabling more effective pursuit when the time comes.
- Not using a broker tips your hand to the landlord**
Did you know that renewal transactions are, by far, the most profitable for landlords? One of the best reasons to use a broker is to eliminate what not using one suggests to your landlord: that you do not plan to move, or that you are less likely to drive a hard bargain. Landlords typically believe that if they satisfy you during the lease, you will likely renew and accept their increase. **Using a broker will "keep them guessing"** and compel them to make their best offer to encourage you to stay.
- Brokers have access to better information**
Organizations regularly outsource for specialized skills outside of their core capabilities, such as accounting or legal counsel. Commercial real estate is a similarly exacting business function, and it is typically the second or third largest expense on operational balance sheets. With so much at stake, it **pays—literally—to outsource to a specialist.**



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Top 10 Reasons to Use a Broker

- If you have leases in multiple cities, a major brokerage firm gives you one-stop service for all locations**
A strong brokerage firm operating in multiple markets can serve you from a single source, eliminating the hassle of finding a good broker in every location where you need one. The best brokerage firms will provide multi-city tenants with an **account manager** who serves as a **single point of client contact** and responsibility, working with brokers in other locations to deliver the best opportunities in any location, whenever you need them.
- Large brokerage firms accumulate and share the benefits of experience**
Regardless of the scope of your portfolio, a major brokerage firm can transfer collective insights and lessons learned into best practices and standard operating procedures for every new assignment. Even the smallest, most seemingly routine lease negotiations can **benefit from this value-added quality.**
- A broad-based brokerage firm is more capable for specialized needs**
Perhaps you wish to investigate special opportunities such as build-to-suit facilities, environmentally-friendly properties or footprints that facilitate alternative work arrangements. A large, full-service brokerage firm is most likely to be **knowledgeable and experienced across the broadest range of specialized leases and properties**, even to the extent of having staff who focus on particular areas. The best brokers are part of a wide-ranging firm that provides multi-faceted real estate services to clients. Such complimentary services might include lease administration to help you prevent overpayment through oversights or inaccuracies, and project management to help build out a leased space to suit your needs best.



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MARKETING	ENGAGEMENT/CONVERSION	SERVICE DELIVERY
<p>Marketing – In general</p> <ul style="list-style-type: none"> Business development and client cultivation. Research, cold or warm-calling and prospecting, defining a prospect's or client's need or opportunity in very general terms Identifying the right next contact and/or ultimate decision-maker – everything up to and including arranging a meeting <p>This is about business development and the marketing of the individual/team/firm and its capabilities.</p> <p>This phase ends when you have the first meeting set with the prospect or suspect.</p>	<p>Winning the business</p> <ul style="list-style-type: none"> Defining the prospect's or client's needs and preferences further, building the pitch team Preparing and orchestrating the pitch Closing and winning the client engagement Documenting the engagement and defining the working relationship going forward. <p>This phase ends when you are engaged by a client – when an exclusive mandate is signed or you are verbally engaged to move forward.</p>	<p>Execution – in general</p> <ul style="list-style-type: none"> Handling the execution of the engagement including all phases of the actual assignment - if tenant representation: from needs analysis, strategic planning, building the team, engaging the market, identifying the preferred alternatives Orchestrating a competition, negotiation, documentation, etc. <p>This is where you are involved in the execution of the engagement on behalf of the client.</p>



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Keys to Team Success!

- Vision/plan
- Information sharing
- Trust
- Knowledge/expertise
- Wolf pack mentality

Collaboration
Transparency
Culture

Communication
Ability to win
Adding value

Talent – Accumulation
– Development
– Retention



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Teaming Falls Apart If...

You can't differentiate yourself from a **salesman** (old brain) to a **trusted advisor** (new brain)

A **salesman** discusses

- Himself
- His expertise
- His company
- Deals he's done
- Etc.
- Its about him

A **trusted advisor**

- Suspends self interest
- Is selfless and makes it about the client
- Presents without presenting
- Educates and influences without telling
- Offers what he can do for the client

Put yourself in the mind of your client and ask,
"What would I do if I knew what you know?"



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Thank You, Len!

Now Let's look inside an
Industrial Team...

Rick Medinis, SIOR
 NAI Robert Lynn, Dallas, TX

Mission Statement

NAI Robert Lynn strives to be the real estate provider of choice for any user of commercial property by exceeding our clients' expectations through superior market knowledge, hard work, integrity and devotion to our clients' best interests.



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Our Industrial Team



 Craig Jones, SIOR Southwest Dallas	 Matt Elliott
 Todd Hubbard, SIOR Fort Worth	 Michael Newsome
 Dave Peterson Richardson Plano	
 Mark Miller, SIOR North Dallas	 Chad Albert
 Michael Stanzel, SIOR Great Southwest	
 Rick Medinis, SIOR Northwest Dallas	 Tyron Eren
 Robert Blankinship Brookhaven/Tinney	
 Stephen Cooper, SIOR Northeast Dallas	
 Michael Hill Walnut Hill/Stemmons	

Each Submarket Director is responsible for:

- Tracking Tenants
- Tracking Owners
- Availabilities (current & upcoming)
- Market Comps
- Overall Market Expertise
- Shared Support Staff
 - Owner Rep
 - Tenant Rep
 - General Support
 - Contracts

All information is shared freely for the entire company!!



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Northwest Dallas Team

- Track 1200 Companies (800/400)
- 80,000,000 SF of Space
- 75% Tenant Rep / 25% Owner Rep
- 65 – 80 Transactions per year



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Day to Day Duties:


Divide and Conquer

- Showings
- Conference Calls
- Cold Calls
- Tours
- Paperwork
- One travel / One in town



Power of the Team

- Strategic Planning
- Play off each other's strengths and weaknesses
- Team Approach for Key Presentations
- When traveling (Business or Pleasure), Things Get Done = Less Stress





Thank You, Rick!

So... you have or are going to build a team. How do you make it a... Sustainable Team???

Sustainable Teams


There has to be leadership / management, but, not a Boss



Remember, A Team is NOT a Committee!

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



Find Win Fulfill

Sustainable Teams

- 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

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



Sustainable Teams

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

Team Business Plan

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



“Coming together is a beginning,
 Keeping together is progress,
 Working together is Success!”

Henry Ford

Thank You One and ALL...
 For 'Teaming' with us in this session!!!