



REALTOR®  
**BROKER**  
SUMMIT

CULTURE AND CONNECTING  
THE DOTS: MAKE YOUR BRAND  
HAVE A LASTING IMPACT

Rebecca Thomson



NATIONAL  
ASSOCIATION *of*  
REALTORS®



2019 REALTOR®  
BROKER SUMMIT



# CULTURE

CATALYST FOR SUCCESS

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“

FOOD FOR THOUGHT

**A company's  
culture is the foundation for  
future innovation. An  
entrepreneur's job is to build  
the foundation.**

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BRIAN CHESKY, FOUNDER and CEO AIRBNB

# CORE VALUES

## START HERE

This is the foundation.  
It is sticky, like glue.

## IDENTIFY

From the OG to the  
newb, ask why.

## DEFINE

Engage the team.  
Think big picture.

## SIMPLIFY

The opposite of a  
typical real estate ad.

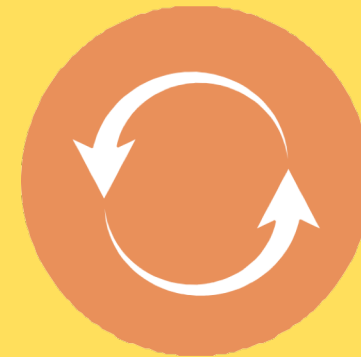
# LIVING YOUR VALUES



STARTS AT THE TOP



HIRING



INFLUENCES EVERYTHING

# GAINING PERSPECTIVE

■ COMPANY CULTURE

■ OFFICE CULTURE

■ STAFF EXPERIENCE

■ AGENT EXPERIENCE

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## FOOD FOR THOUGHT

**Determine what behaviors and beliefs you value as a company, and have everyone live true to them.**

**These behaviors and beliefs should be so essential to your core, that you don't even think of it as culture.**

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BRITTANY FORSYTH, SVP OF HR SHOPIFY

# REINFORCING CULTURE



COMPENSATION



TEAMS



SHARED SUCCESS



# WHAT YOU PROVIDE



## WHAT IS BEING USED

Make an exhaustive list of what you provide and assess what is being used and with what frequency. What deserves more traction? Benchmark.

## COST BENEFIT ANALYSIS

Determine what you spend vs usage. What grows business? What impacts retention? What is redundant, archaic or has better alternatives?

## TIE IT BACK TO VALUES

Why we do what we do. How it helps them. How it helps clients.



# GETTING CREDIT

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TRAINING

SALES MEETING

COMMUNICATION

# WHAT TO OFFER

## COMPLIMENTS CULTURE

Ask: does it align? Do we need it or is it just another shiny object?

## STREAMLINED

Integration is key. Does it play well in the sandbox?

## ROLLING IT OUT

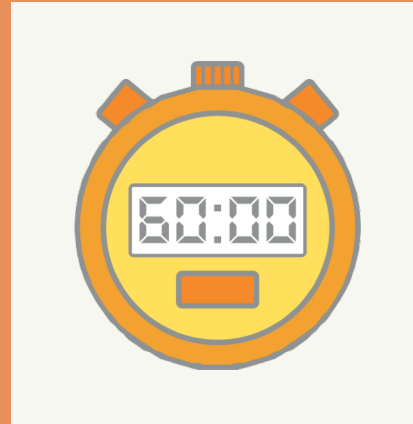
Develop a plan. Beta test. Create training deck and FAQ. Make a big splash and keep pushing for adoption.

# FINDING THEM



## PROSPECT

Opportunities to prospect from within.



## TRACK

Sales data by agents  
YTD and LTM



## FOCUS

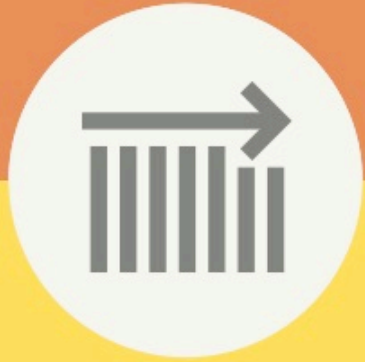
Management team  
divide and conquer



## FACE TIME

Attending events and  
being an influencer.

# CONVERTING



CONSISTENCY



PAIN POINTS



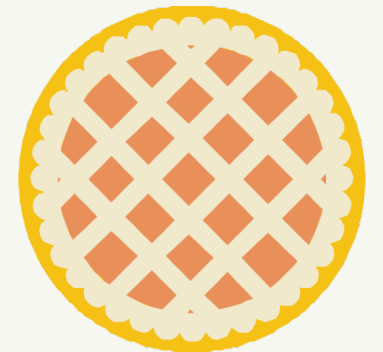
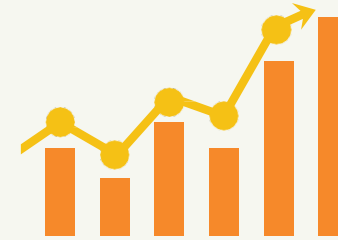
ABC

# KEY ISSUES

## GROWTH VS RETENTION

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Avoiding toxicity and expanding the pie



# DELIVERING THE GOODS

## STAFFING

Have the support they need.

## TRAINING

Ensure they are using the tools you have and that training reinforces what you do for them

## HIGH-TOUCH

CRM for your managers. Recognize birthdays, send personal notes, track big closings and listings, check-in with long time agents and those in a slump. Know who is likely a target for recruiting

# YOUR TEAM



AVAILABILITY



CRM



POACHING





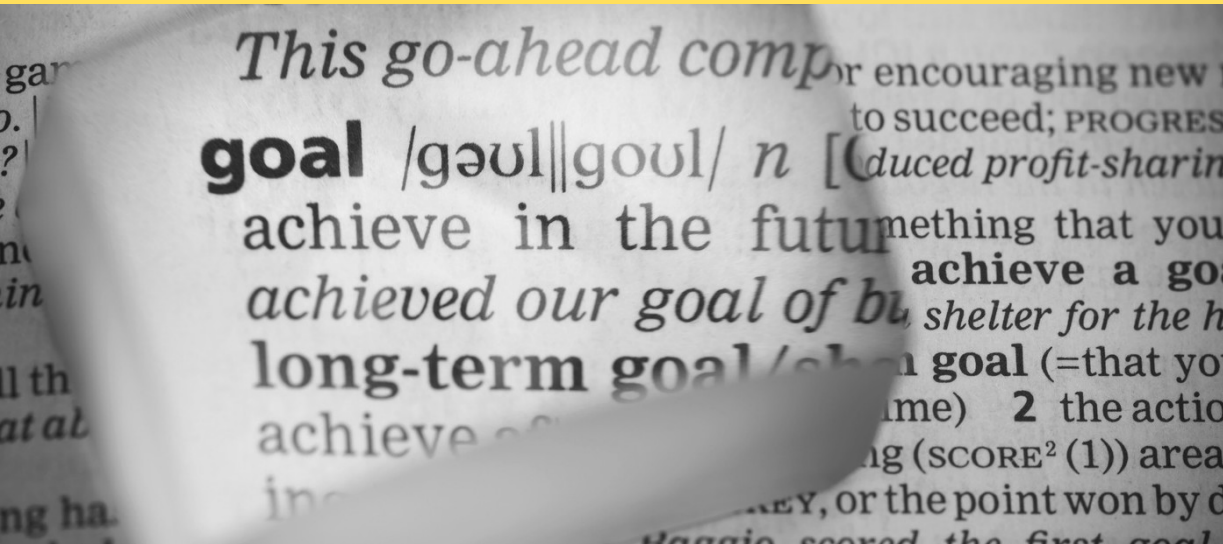
# WHERE YOU STAND

## WHO LEAVES AND WHY

- Exit Interviews
- Avoiding burnt bridges

## ANALYZE AVERAGE TENURE

Who is staying and why? What are their pain points?



## SET GOALS

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For this year and beyond.      Make a plan.



## BUILD MOMENTUM

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Communicate goals to your team.      Celebrate out loud when you reach benchmarks.

# CHANGE

## ANTICIPATING      SHIFTS

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### COMPETITORS

Don't get too comfortable - they will enter, morph, and disrupt

### STAFF

Will come and go.      You've invested- be aggressive in earning their loyalty but be ready to adjust.

### TEAMS

The company within the company may leave to do start their own.      Non-solicitation is key. Be the glue for team members.



# WHAT TO DO NOW

- ✓ DEFINE CORE VALUES
- ✓ DEVELOP A COMMUNICATION STRATEGY
- ✓ DEVELOP A RECRUITMENT PLAN
- ✓ ASSESS RETENTION VULNERABILITIES
- ✓ PLAN TO AVOID COMPLACENCY

# ADDITIONAL RESOURCES

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## BOOKS

- The Culture Code by Daniel Coyle
- Good to Great by Jim Collins
- Measure What Matters by John Doerr

## PODCASTS

- Change Agent: New York Times w/ Charles Duhigg
- Leadership and Loyalty by Don Baron
- Innovation and Leadership by Myelin Media

## TED TALKS

- Listen, Learn, the Lead: Gen. Stanley MyChrystal
- How To Get Your Ideas to Spread: Seth Godin
- Why It's Time to Forget the Peking Order at Work:  
Margaret Heffernan

**HUNGRY FOR  
MORE?**

# CONTACT ME



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