

outfront

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KELLERWILLIAMS

VOL.13.2 2016

TURNING HEADS

DEFYING LIMITS

MELISSA WU
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with the
biggest
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real estate.
p.12



13
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FUNDING LIVES WORTH LIVING!

We're halfway through the year and achieving phenomenal results. In recent months, Keller Williams associates have shattered all-time records in dozens of areas including closed units, closed volume and GCI. In fact, in just the first six months of 2016, we've more than doubled our entire profit share distributions from 2011 – which happens to be the year that we launched the industry-changing Keller Williams Growth Initiative.

As a company, we're committed to building careers worth having, businesses worth owning, and lives worth living. That's why we focus our training on boosting agent production – so we can help you create opportunities for you and your family!

With the Career Growth Initiative, or CGI, we're building on the conversations and tools of the Growth Initiative to help you increase your GCI!

At Keller Williams, our business is to help you grow your business ... so you can fund a BIG life.

This issue of *OutFront* presents proven strategies from top associates around the world on how to grow your business, build market share and seize opportunities.

Thank you for your commitment to growing your career. We're honored to be in business with you!

JOHN DAVIS
PRESIDENT

CHRIS HELLER
CEO

outfront

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Look for associates launching their goals with **KW MAPS Coaching**.

BOLD Graduate

BOLD

KW MAPS Mastery
Coaching Client

KW MAPS MASTERY

CAREER GROWTH INITIATIVE

Since its launch in 2011, Keller Williams leadership has embraced the Growth Initiative (GI), resulting in record-breaking growth as each market center became the place where top teams and individuals wanted to call home. Now, every Keller Williams agent has access to the same models to transform their real estate business with the Career Growth Initiative (CGI).

Based on the proven principles of the Growth Initiative, the CGI is designed to support agents' success through powerful business conversations that bring laser focus to the activities that generate results!

Starting with goal setting, agents then use the strategic evidence-based Four Conversations and tools of the CGI, proven to unleash unlimited business potential.

This suite of interconnected value tools provides agents an unprecedented view into their business so they know what needs to be accomplished in order to fund the life you envision for yourself and your family.

FOUR CONVERSATIONS



All your CGI tools and
resources are waiting for
you on KWConnect

The Four Conversations

The Four Conversations of the CGI are designed to focus on the critical levers of an agent's business. By examining the results in these crucial categories, agents are able to make purposeful adjustments to their business to help them reach their goals.

Using the model, agents set their profit goal, and with the help of the CGI Calculator, they work backward to determine the listing appointments they need to get the listings taken which lead to the closings that generate their profit.

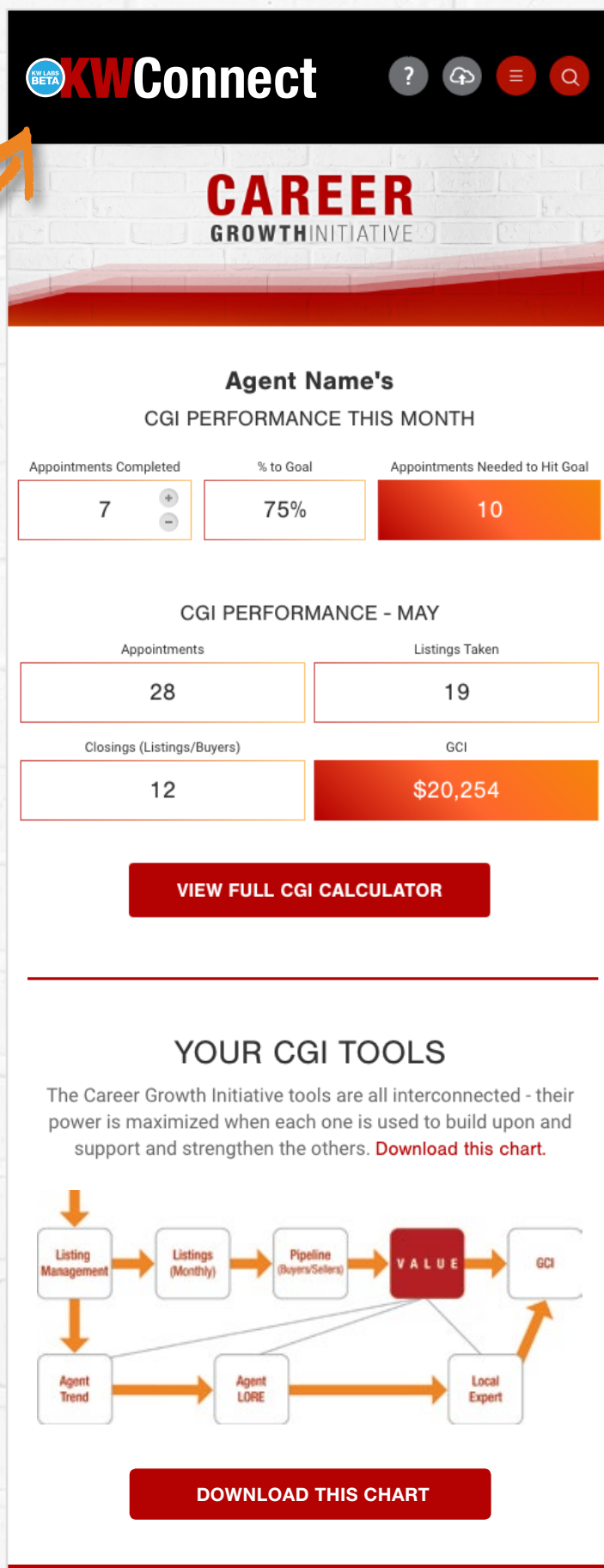
And when agents are able to quantify and communicate the benefits of the value they deliver, they create a Wall of Value in their business that attracts listings and creates closings and brings them closer to their profit goal.

The CGI Tools

The tools of the CGI are a synergistic system that fuel the Four Conversations with evidence. Designed to show progress using real-time facts, the CGI tools help agents set actionable, annual goals that they can monitor with leadership.

They give agents the information needed to quantify market share and underscore their validity when talking with clients, helping to set them apart as the real estate agent of choice! **kw**

►
To begin by setting
up your goals with
the CGI calculator,
talk to your
leadership today.



VOICES OF VALUE

Market center administrators and the MCA Support division are driving growth and agent production through their leadership.

Since the launch of the Keller Williams Growth Initiative in 2011, Market center administrators (MCAs) have expanded their leadership role and made a direct impact on the bottom line. Now, with the Career Growth Initiative (CGI) tools, MCAs are helping associates increase production and build businesses that fund lives worth living.



MCA DRIVER STACIA THOMPSON (CENTER) WITH MCA LEADERS, (LEFT TO RIGHT) SAUNDRA KANDLER, MARIA GALLELLI, BRAD WARRINER AND JUDE PASCUA.

Each market center is unique with its own personalities and styles, but in every one of these successful offices, a market center administrator (MCA) is impacting the bottom line. The MCA is responsible for the operational and financial stability of the market center and for keeping the office and the team leader on track and productive. Stacia Thompson, in a newly created role as MCA driver, says that MCAs have a mindset of servitude and are servant leaders whose support is critical to the success of the market center.

"MCAs are phenomenal leaders," Keller Williams President John Davis says. "They bring unique skills, knowledge and perspective to agents and to fellow local leaders."

The First MCA

In the late 1980s, Sharon Gibbons, now vice president of philanthropic administration, was the first MCA – today there are more than 800. Gibbons launched the MCA division, building the models and systems that fueled the company's growth.

Now Thompson is continuing to grow what Gibbons built by driving the growth of all MCAs in the Keller Williams system, as well as the 25 MCA support analysts – known as the MC Angels.

Thompson is focused on helping MCAs increase their impact in the market center by ensuring full utilization of the Growth Initiative tools and resources available to them. "MCAs work with a lot of heart and care and concern to help others succeed in their businesses," she says. "The Career Growth Initiative (CGI) is the next evolution of value our MCAs will provide to each and every one of our agents."

"The MCAs are there every day ... helping associates find and use the tools that will grow their business to levels they never imagined. It is really exciting to see the opportunities and achievements."

– Stacia Thompson

Market Center Influence

When Brad Warriner of the Overland Park (Kan.) market center was asked what he loved most about his role as an MCA, he replied, "I love the way it forced me to grow. I'm a systems person and my office grew from 200 to over 400 agents. I was constantly looking at our various systems for ways to make things run more smoothly. I love the leadership aspect of the role: understanding what's happening in our market and learning where to direct efforts to achieve better results."

Maria Gallelli, of the Washington Township (N.J.) market center, says that from profit share distributions to monthly transmittals, the MCAs are the closest leaders to the agents' financials. "Whether it's helping get agents into production, suggesting new hires or explaining how BOLD can change their lives, we bring value to their business."

Jude Pascua, of the Carmel Valley/Del Mar (Calif.) market center, says that by communicating the story of their market center through statistics, numbers and trends, they are communicating value. "We are the keeper of the numbers and report reality, which helps agents refocus and realize their goals," she says. "We hire a strong support team that authentically cares and provides great service to our entire organization."

CGI Pioneers

Sandra Kandler, of the Fort Mill (S.C.) market center, saw early on how the Growth Initiative tools are a proven system that when used regularly will make any real estate business a success. "Listing management has helped my agents focus on the lead generation activities necessary to take the seasonality out of their businesses and get off the real estate roller coaster, similar to what Cap Management is doing for market centers,"

she says. "Training Tracking helps us best choose learning events to fit every level of production. It helps associates understand the effect attending training has on their businesses and income. Creating the LORE (Language of Real Estate) is a game changer and gives exact numbers and graphics for use in their conversations regarding the local real estate market," she adds.

Warriner uses the LORE to understand what is happening in his market in order to communicate that to his agents. "Knowing the market helps you understand where your growth opportunities are and where you should focus your effort."

"The agents are aware that the GI tools are a part of a market center that has been in business for less than three years and has already become number one in their local board and number 10 in the entire MLS out of over 2,500 offices. They are learning how to utilize the Language of Real Estate to tell their story – our story – to their clients to earn their business," Gallelli says.

Beyond awareness, the Growth Initiative tools are showing agents what is working. "Agents who attend two or more trainings make significantly more in income than those who don't," she adds. "And now, through the CGI, they will use these same proven tools to power their business to new heights."

"We are encouraging the MCAs to raise the bar on their leadership this year," Thompson says. "The MCAs are there every day and will be an integral part of the CGI by helping associates find and use the tools that will grow their business to levels they never imagined. It is really exciting to see the opportunities and achievements." kw

Adam Hergenrother shares how he gained market share in multiple markets through Mega Agent Expansion

EXPAN

How do you grow your business when you live in a state that has more cows than people? For **Adam Hergenrother**, Keller Williams associate, owner of the Hergenrother Realty Group (HRG) and operating principal of the Green Mountain (Vt.) market center, the answer lies in expansion – across office, state and maybe even international borders. As an expansion agent and member of the KW Mega Agent Expansion program, Hergenrother has built a real estate business across multiple markets in eight states including Chicago, Connecticut, Maine, Miami, Minnesota, New Hampshire and North Dakota. And he's just getting started!

Hergenrother began his real estate career in 2006 and quickly found himself among the top three producers in Vermont. The desire for a new challenge pushed him to open his first expansion team in Portland, Maine, in 2011.

"Really, I expanded because I was bored," he says. "I also had a limit to what I could do here, although I

was limited in my thinking more than anything. The money was great, but I didn't want a box in my life that controlled me."

That first expansion office predated the introduction of the Mega Agent Expansion Explorer Level, which meant Hergenrother got to help quite literally write the book on it.

"I was privileged enough to be able to help write the Explorer Level content," he says. "As soon as it became available in 2014, that's when we joined."

As an expansion pioneer, Hergenrother first had to clear the hurdle of misconceptions.

"The largest challenge when we first launched was people understanding what we were doing," he says. "Expansion and franchising are common in other industries, and today, the Keller Williams University (KWU) course Expansion Systems Orientation breaks it down for the real estate industry. I wish I had the model when I first started because my initial challenge was being accepted into new market centers. It was a

KW MAPS MASTERY

ADAM HERGENROTHER

DIVING HORIZONS

scarcity mentality. I quickly realized that if people were getting that upset about it, there's something there. I believe that there's always a way, so I asked myself what my next move was and kept going."

Launching the second market in 2012 proved an easier feat because the model was already in place, and it also gave Hergenrother the opportunity to prove that there was plenty of business to go around and that he would expand the market share of the market center.

"The exact opposite of what people thought was going to happen

happened," he says. "People thought we were going to take business from them, but instead we became a model for team building."

To those agents who are ready to make the leap into expansion, Hergenrother offers some tips.

Knowing the Right Time

"If you're making above \$100,000 net income for your business, you should be ready to expand," he says. "People in more populated areas can expand so easily. It's only 15 minutes to another office, so it's a really logical step for expansion. It's

so much harder jumping state lines. I only did it because I had to, which is why I've learned things that most people never will, like how to operate within different state boundaries from a tax perspective, MLS, boards and licensing. It makes expansion through the country now a lot easier because we've adapted how to do that."

People Are the Investment in Your Business

His next piece of advice centers on one of the driving tenets of his business.

“People are the number one investment in your organization,” he says. “The key to expanding is to make sure you have a strong foundation. You need a killer admin team, and you’re going to have to pay them more than you normally would. You have to see people as an investment, not an expense. The minute you start seeing them as an investment opportunity, you’ll build a strong foundation for your hub, and you need that caliber of a leader on your admin team to expand to that next level and hire your listing specialist and your buyer agent.”

Pull the Bow Back Before You Let the Arrow Go

Hergenrother references Gary Keller’s triangle of leads, listings and leverage, pointing out that it’s often the latter leg that gets neglected.

“Agents are good at sales and running salespeople but terrible about understanding leverage and people on the admin side,” he says. “You ask someone what their listing scripts are, and they can recite them immediately, but when you ask someone what their interview questions are and do they have those scripted out, they don’t. Today, I can script leveraging better than listings.”

When agents struggle in expansion, lack of leverage often appears to be the culprit, according to Hergenrother.

“You say you want to be a CEO, and you could tap into years of experience for your admin support, but people take that for granted, and six months in, they say they’re trying to build a team but can’t get admin help,” he says. “You have to slow down. You have to pull the

“Coaching comes from accountability, from someone who will ask the questions you may not ask yourself, so you discover what you need to focus on to grow the business and your life to the largest possible place.”

bow back before you let the arrow go. Instead of grabbing the arrow and running with it, you have to stop for a second and then let it fly.”

HRG’s tagline is “where CEOs are made,” and for Hergenrother, that role involves shouldering the bulk of the leverage.

“Wouldn’t the CEO be the one person who needs to put all your time into leverage?” he asks. “People intellectually understand that, but do you live that way? Does your calendar reflect that? Is it ingrained in you viscerally so you make decisions based on leverage? Every time you hire someone, you’re giving someone an opportunity to grow personally and professionally and helping their families grow personally and professionally as well.”

Coaching Is Not Training – You Need Both

When it comes to his own personal and professional growth, Hergenrother has taken part in KW MAPS Mastery Coaching for the past two years.

“Coaching is one of those things where for a while I thought it had to be from someone who was smarter or better than me,” he says. “But training is different than coaching. Training you can get from someone who has experience. Coaching comes from accountability, from someone who will ask the questions you may not ask yourself, so you discover what you need to focus on to grow the business and your life to the largest possible place.”

Don’t Ignore that Winter Is Coming

Having expansion offices throughout the country goes a long way toward mitigating the slow-down that brutal New England winters can bring, but over the years, Hergenrother developed strategies to counteract the seasonal downswing. The first requires overcoming an annual bout of institutional amnesia.

“Every winter, it slows down, but people seem to forget or think it’s going to be different,” he says. “It’s like pretending summer doesn’t come. A lot of agents don’t prepare financially for it. They forget the experiences they want to and relive the ones they want to.”

By remembering that winter looms ahead, agents can work to offset its effects.

“First, tighten your finances going into it,” Hergenrother says. “Eliminate any expenses you’re not getting a four-to-one return on. Make sure you have a minimum of three to four months of reserves after taxes. Second, know your numbers. If in the summer it takes 30 dials to get five closings, you know winter has fewer buyers, so it may take 150 dials to get the same five sales. Take each month as if it’s playing into the next season. So if you know it slows down 25 percent in winter, you need to play at that same level in fall so you’re already prepared for it.”

Keeping the focus on the numbers goes back to something Hergenrother relies on across his expansion business.

“When you have a large organization of salespeople, you have to move from emotional conversations to numeric conversations,” he says. “Words have different meanings to everyone, but everyone is clear what 10 means. You create a common language in numbers to hold each other accountable.” Accountability and commitment come up again and again when Hergenrother discusses successful expansion.

“With expansion, people ask, ‘How do I know when to do it?’” he says. “If you’re committed to doing it, get

emotionally fit and put your foot on the gas.”

After expanding his real estate business, Hergenrother moved into other ventures, including a construction company and a capital firm, employing KW models and systems.

“Once you get going with ESO, there are a plethora of ways to

expand, so it’s about finding what you’re good at,” he says. “We broke away from building CEOs to trying a different model and didn’t end up liking it. Our team is all about leveraging and giving opportunities, so we went back to the model that made sense for us. If you kill it in new construction or commercial, find your niche in expansion and

surround yourself with people who love doing that too, because you’ll stay in it longer and your passion will be stronger.” **kw**

SHIFT INTO HIGH GEAR

Adam Hergenrother began his real estate career during a market shift. “It was the greatest gift of my life,” he says. Agents who understand the importance of stepping up their game and playing one period ahead will find that a shift can be a time to thrive, not merely survive.

Recognizing the Shift

Early warning signs come in many forms says Hergenrother. “When homes start selling for more than they ever have, new condo developments sell out in pre-sale and several months supply of homes plummets, a shift is near.”

This is because there has to be an equilibrium in the market, and over time the market will correct itself. “Even if you are in a great

market and prices are increasing, just know that at some point there will be a correction,” Hergenrother says. “The longer you are out of cycle and at the extremes in either direction, the larger the shift typically is. As you get closer to the shift, listing inventory will increase and buyer confidence erodes as they start to become weary of high prices.”

Preparing Now

“We are preparing by playing like we are already in the shift,” he says. “By increasing listings, focusing on and increasing the activities that are the most cost effective and eliminating any long-term liabilities, we are shift-proofing our business. And, of course, saving cash so that we can take additional territories.”



12 TACTICS FOR TOUGH TIMES

- 1 Get Real, Get Right - Mindset and Action
- 2 Re-Margin Your Business - Expense Management
- 3 Do More with Less - Leverage
- 4 Find the Motivated - Lead Generation
- 5 Get to the Table - Lead Conversion
- 6 Catch People in Your Web - Internet Lead Conversion
- 7 Price Ahead of the Market - Seller Pricing Strategies
- 8 Stand Out from the Competition - Seller Staging Strategies
- 9 Create Urgency - Overcoming Buyer Reluctance
- 10 Expand the Options - Creative Financing
- 11 Master the Market of the Moment - Short Sales, Foreclosures and REOs
- 12 Bulletproof the Transaction - Issues and Solutions

HEAD TURNERS

Keller Williams continues to attract the best in the industry because of its models and systems that have proven to survive even the most drastic market changes, culture of sharing, worldwide expansion opportunities and, of course, the top notch agents.

Every day, top-producing agents are turning heads as they make the move to Keller Williams. And, in every issue of *OutFront*, we celebrate just a few who recently joined the company.

Top agents know they can work anywhere, but they are choosing Keller Williams for the value they receive when they are here and the endless opportunities they have to build a big business and life.

The reason for making a brokerage change is personal to each and every agent. But the desire for a solution is evident in all. Here is what a few previous head-turners had to say about the

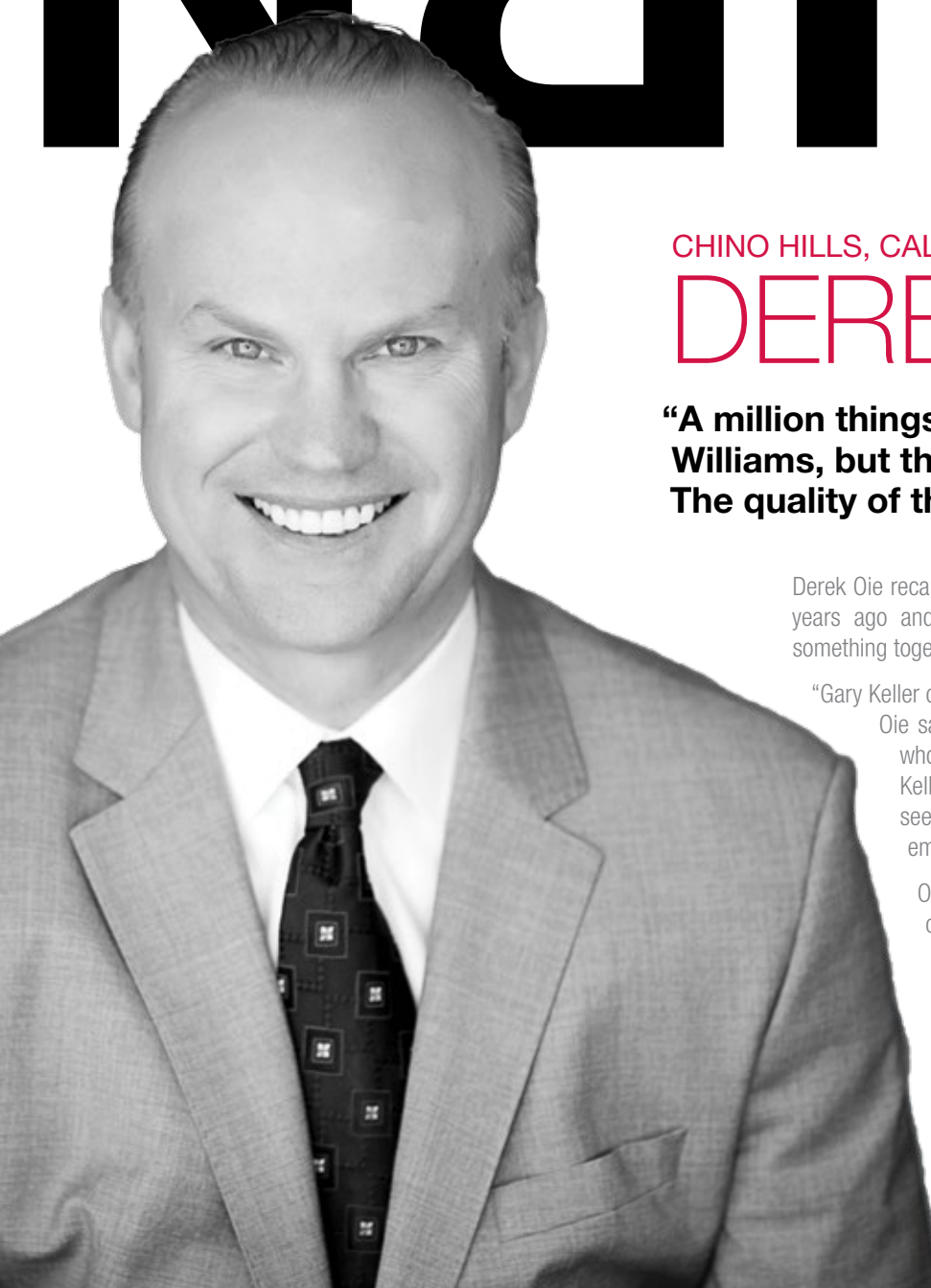
solution they were looking for when they made the move to Keller Williams:

"I loved my previous broker and the brand. I was happy. But I hit a production ceiling I couldn't break on my own," said Rich Cazneaux.

"Now we are growing and the artificial ceiling we were bumping our heads against no longer exists," said Maria and Dan O'Dell.

To all of the new associates who have recently joined Keller Williams, welcome. We are excited to grow with you.

Meet



CHINO HILLS, CALIF.

DEREK OIE

“A million things attracted me to Keller Williams, but the culture was a big factor. The quality of the agents here is top-notch!”

Derek Oie recalls reading *The Millionaire Real Estate Agent* several years ago and thinking, “Finally someone in the business put something together every agent could use.”

“Gary Keller could have kept that information inside his company,” Oie says. “But he truly wanted to help the industry as a whole. That was so impressive.” Through dealings with Keller Williams associates over the years, Oie began to see that this mindset of sharing and collaboration was embodied in the culture of the company.

Oie, who closed \$53 million in volume in 2015, is currently focusing on learning more about Mega Agent Expansion. He would like to expand into multiple markets in 2016. “This is something else that attracted me to the company,” he says.

“I had the chance to meet Chris Heller at an industry conference and realized there are no limits at KW. You can be an agent one day and CEO the next. Anything is possible,” Oie says.

WESTON, FLA.

BOBBY AUERBACH



“I joined Keller Williams Realty because here I am able to build my brand with a team, expand it nationwide and be a profit-sharing partner with zero monetary investment.”

South Florida native Bobby Auerbach specializes in the high-end luxury market of the Hollywood Beach, Weston, Golden Beach and Parkland areas.

Joining Keller Williams Realty in May 2016, Bobby admits that the transition initially concerned him, but not for long. Previously with EWM Realty International, a Christie's affiliate in South Florida, Auerbach explains, “I assumed the Christie's brand carried more weight than it did, especially with my clients. I didn't realize that ‘I’ was the one carrying the weight. When I approached my clients and told them of my impending move to Keller Williams, I was surprised that not

a single client knew which brokerage firm I was even with — they were with me because of me.” At that point, there was no concern and the transition to Keller Williams became clear as day to Auerbach.

Auerbach consistently ranks in the top 1 percent of REALTORS® nationwide. Closing more than \$52 million in volume in 2015, he is “learning everything about Keller Williams: from models and systems to the best way to allocate my time to understanding my strengths and leveraging where I can.”



“Keller Williams is designed to shift.”

BRETT ELLIS

FORT MYERS, FLA.

Having closed more than 400 properties last year, Brett Ellis and The Ellis Team have been ranked as one of the top residential real estate sales teams in Lee County, Fla., year after year.

Ellis and his nine-person team joined Keller Williams Realty in April 2016. “The real estate market is constantly shifting,” Ellis says. “Keller Williams is designed to shift. They provide agents with systems, models, training, profit sharing and opportunities for growth.”

Previously lacking a full array of offerings he could provide his team, Ellis was concerned and looked into making the switch from RE/MAX to Keller Williams. “I wanted to make sure that what I was doing was the best thing for our team,”

Ellis says. “Once we understood that this was going to offer our team the best opportunity, any concerns about making a switch went away.”

The Ellis Team has attended BOLD. “BOLD was excellent! BOLD was not just the scripts, dialogues or habit-changing systems — it was a new way to look at life differently,” Ellis says. “Just because I'm a top producer doesn't mean I don't need a fresh perspective.”

Keller Williams is giving Ellis more to learn, and therefore more to teach. “It provides a culture where everyone is on the team and they are all there to make the most of themselves and each other.”

BURNABY, BRITISH COLUMBIA

MELISSA WU

“Keller Williams represents a business model with unlimited growth potential and the blueprint for how to build it. It’s a shortcut to success. So simple and yet so powerful.”

Melissa Wu, one of Canada’s top-producing real estate professionals, left Sutton in March 2016 to join the Keller Williams Realty team in the Burnaby, British Columbia-based market center.

Wu is a member of the Greater Vancouver Real Estate Board (GVREB) Presidents Club, the top 1 percent of all real estate agents in the Greater Vancouver area. She sells more houses than 99 percent of the 13,000 real estate agents on the GVREB.

“After I attended the Keller Williams Family Reunion in New Orleans and finished reading Gary Keller’s *The Millionaire Real Estate Agent*, I learned that everything about Keller Williams matched my heart and my soul,” says Wu. “I felt so passionate and excited because this is exactly what I’ve been working toward for the past 13 years. It crystallized my dream.”

“Keller Williams empowers agents and is dedicated to helping all agents grow and develop to maximize their natural talents, and that’s where I want to be – surrounded by the highest-minded and biggest thinkers in real estate,” continues Wu.





"I am a mountain climber. Keller Williams allows me to climb as high as I want."

KELLY ANNE HARRIS

OWENSBORO, KY.

Kelly Anne Harris joined Keller Williams Realty in February 2016 and is thriving as an operating principal and mega agent.

"I didn't have any reservations about changing brokerages," Harris says. "The only concern I had was how I was going to do it all."

Harris knows that success depends on getting into business with the right people. "It's imperative to understand who you are going into business with," she says. "Having the right people in business can multiply your production."

She has found that good company at Keller Williams. "At RE/MAX, I felt as though I was on an island," Harris says. "Keller Williams is very team-centric. I remember saying to the person who introduced me to the company that I'm going to thank them for the rest of my life."

VANCOUVER, BRITISH COLUMBIA

ROLAND KYM



"I noticed many well-respected, top-producing agents were making the move to Keller Williams and that piqued my interest in the company."

Roland Kym, one of Canada's top-producing real estate professionals, left RE/MAX in March 2016 to join the Keller Williams Realty team in the Burnaby, British Columbia, market center.

Over the past six years, Kym has been in the top 1 percent of all Vancouver REALTORS® based on his sales volume, which exceeded \$90 million in 2015.

He was introduced to the Keller Williams opportunity by a friend a little more than a year ago. Kym's interest in the company grew as he noticed that many well-respected, top-producing agents were making the move to Keller Williams. "I wanted to take my business to the next level and I knew joining Keller Williams was the next logical step," he says.

In sync with the principles of *The Millionaire Real Estate Agent*, Kym runs his real estate practice as a business. Valuing the top-level training offered at Keller Williams, Kym is confident that his future is going to be bright with the company in Canada.

PORTLAND, ORE.

STEVE KAER

Steve Kaer of Portland, Ore., joined Keller Williams Realty in June 2016, having spent the last 34 years with Coldwell Banker. “The influence of Gary Keller has long pulled at me,” Kaer says. “My team looked into Keller Williams, and we realized that the company was perfectly aligned with what we believed in. The culture of teaching and learning resonated strongly, and we decided to make the move.”

Kaer is committed to providing outstanding service to every transaction. And with more than \$70 million in closed volume in the last 12 months, that is a lot of service.

Attracted to the training and collaborative culture at Keller Williams, Kaer and his team are taking it all in. “As long as I’ve been in the business, I can

honestly say that since I joined Keller Williams, I am learning something new every day.”

Kaer says the transition to Keller Williams was very smooth for the Kaer Property Group. “We quickly realized the powerful influence of knowing that we have all the models and systems at our fingertips,” Kaer says. “We know we can get clarity on anything, at any time from anyone. This has been paramount. In a way, it’s like having a great vacation home – it’s that feeling of knowing something really great is there for you.”

Prior to joining Keller Williams, Kaer attended Family Reunion and the KW Luxury Homes Retreat. You can catch him at another event very soon.

“Everyone at Keller Williams is pulling the oars. My business is very much in line with Keller Williams.”



THE STEVE KAER TEAM

BOLD ^{12x}

KW MAPS MASTERY

AMY KITE

BOLDLY GO

WHERE PRODUCTIVITY INCREASES

When it comes to success in real estate, the conventional wisdom is laser-focused on local marketing. But, as Gary Keller teaches, it pays to think bigger. Just ask **Amy Kite** of The Kite Team in the Naperville, Ill., market center, which services eight counties surrounding Chicago.

Kite joined Keller Williams Realty in 2005. Prior to that, she had been in the business less than a year with another company when she attended a Keller Williams training class offered at the Barrington (Ill.) market center. She says she was never pressured to join the company even though she was taking the class, but she loved the culture and the commitment to training – it was a perfect fit for the self-proclaimed “education junkie.”

Fast forward to 2015, Kite’s 13-person team closed \$73 million in 485 transactions – up from slightly more than half of that in 2014. How did

she go from a solo real estate agent to the head of a growing team and a multimillion-dollar business with such a significant year-over-year jump in revenue? It was a process, she says.

Getting the Fundamentals Right

When someone asks Kite what the secrets are to building such a big business, her first response is, “The

database.” Building a solid database and establishing regular ways of communicating with your contacts and clients is essential. Real estate is a business highly dependent on referrals, and it’s critical to keep in touch and remind people that you’re out there.

Kite also invests in education and networking opportunities to meet other successful KW agents from whom she can learn. She initially attended BOLD in 2009 when it first came to Chicago and has returned a total of 12 times. When asked why she has attended so many times, Kite says it stopped being about the real estate component after about the fifth one and became about the mindset and accountability that the program promotes.

“BOLD is about who you can become. Do you believe you can become somebody spectacular? Do you believe that having a mindset shift can help you, whether it is in business or in your personal life or wherever?” she says. “The funny thing is that after you’ve taken it a dozen times, you look at people differently and sometimes you think, ‘Aw, you just need BOLD.’”

Her BOLD training also helped her understand that, in order to grow, she needed to invest in team members to keep the momentum going. When she first added an assistant in 2007, she more than doubled her business.

Getting Big Fast

Three years ago, Kite started targeting and working with builders in the Chicago area as a member of the Builder Trade-In program, helping their buyers rent or sell their “contingencies” – the

“BOLD stopped being about real estate after the fifth time and became about mindset. That is why I have attended 12 times and will continue to do so.”

houses they needed to sell in order buy the builders’ properties. Because Kite was suddenly working throughout the eight counties surrounding Chicago, she had to expand her reach – and her team. Up until that point, she operated everything with her assistant/office manager. But, now she needed buyer agents, listing agents, and other team members to handle the volume.

As her employee base began to grow, she would note the areas where team members began to feel overwhelmed or where she saw potential to build her business, and invest there.

“Keller Williams is not about ‘what.’ Many times, it’s about ‘who.’ Who are you missing? What piece are you missing there? We had to find the right people to solve our process problems,” she says.

She says BOLD was essential to her success here too. After her fifth time at BOLD, she realized she needed to hire a person strictly to handle her database. After that BOLD session, she realized that she could spend \$50,000 per year on that person to generate \$150,000 in business from her database. She made the hire, and it worked. Today, Kite’s team has 19 people in addition to her, including two listing agents, six buyer agents, two transaction coordinators, a property manager/rental specialist, a receptionist, a vice president of technology, a director of operations, three inside sales associates (ISAs), a photographer/runner and a driver.

She hired seven of those people in the past five months. One of the biggest boosts to her productivity was hiring a driver roughly two years ago, she says. The long hours on the road were taking their toll. One night, she got home at 9 p.m., took five hours to prepare for the next day, climbed into bed at 2:30 a.m.

to get a couple of hours of sleep before she had to rise again at 5 a.m. She started to cry. Her husband was alarmed and asked her what was wrong.

“I said, ‘If I don’t get a driver, I’m going to kill myself and someone else because I’m going to fall asleep on the road,’” she recalls.

While it seems like an extravagant move, Kite now works as she travels between appointments. She says she gets most of her work done as she sits in the backseat, and instead of spending her at-home hours prepping for the next day and catching up on work, she actually spends time with her family.

Finding the Right Solutions

By establishing systems for handling everything in her office, she can free herself from the day-to-day and more efficiently work on what she does best. When a buyer lead comes in, it goes to one of the buyer agents. When a listing comes in, it’s routed appropriately to an ISA. For buyers, the team conducts an in-depth consultation to narrow options and makes the search smooth and effective. They deliver properties that match the buyers’ requirements within 12 hours of them coming on the market. Sellers receive a thorough market analysis of Multiple Listing Service (MLS) and private sales along with free home staging, home warranty and a customized Realtor.com® listing.

Kite’s staff schedules everything for her, right down to her phone calls. They are only permitted to schedule her for 15 to 20 listing appointments each week to keep her time free to work on building the business in other ways.



“Keller Williams is not about ‘what.’ Many times, it’s about ‘who.’ Who are you missing? What piece are you missing there? We had to find the right people to solve our process problems.”

“If it’s not on my schedule, it doesn’t exist,” she says, quoting one of the BOLD laws.

She’s also highly focused on testing the marketing tactics that work best. When she began working with builders in so many counties, she expanded into radio and television advertising for its greater reach, which worked enormously well for them. Since digital marketing is so important, her vice president of technology

constantly works on her team’s websites, keeping them updated and optimized. Constantly examining what is working and reinvesting in those methods is critical, she says.

Despite her rigor in establishing systems and following the playbook for building a successful real estate business, Kite isn’t afraid to do what works for her, even when it flies in the face of conventional wisdom. Selling in eight Chicago-area counties is practically unheard of, she says. But she and her team are doing it well. While other agents shy away from selling in the winter months, Kite is enthusiastic and does brisk business from November through February. While some see Chicago’s brutal winters, Kite sees a timeline with far less competition.

Her BOLD training and large network of contacts has helped her take the road less traveled. Kite makes it a point to attend conventions to meet other real estate agents and learn from them. In addition to regular

BOLD sessions, she attends Agent Masterminds, where she learns a great deal from the agents who attend.

Recharge is another favorite of Kite’s because it’s an opportunity to network with and learn from operating principals (OPs), regional directors (RDs), team leaders (TLs) and others who have reached the upper levels of the business model. She also likes to interact with people in other businesses to see if she can find new solutions to apply.

“You can’t just focus on masterminding with people who are like you and in the same position. There’s a ton of value in masterminding with people who are running businesses differently, whether it’s in real estate or not,” she says. **kw**

LEGENDS IN THE MAKING

UNDER

THIRTY

Six of the brightest and most motivated young professionals in the real estate industry share their journey into the business and offer new associates tips on how to get on the fast track to success.

Spoiler Alert: You can't do it alone.

Keller Williams Realty is excited to have six agents recognized as part of REALTOR® Magazine's 30 Under 30 Class of 2016. Livingston, N.J.-based Keller Williams associate Kyle Kovats won the publication's Web Choice Award, marking the fourth consecutive year a Keller Williams agent has received the prestigious distinction.

"As a training-based company that offers unlimited wealth-building opportunities, it is no wonder we continue to attract the brightest minds in our profession," says Chris Heller, CEO, Keller Williams Realty. "Harrison, Wade, Diego, Mandy, Kyle and Bonni are on the crest of a wave of creative, dynamic

young leaders who are innovating and disrupting our industry. We're honored and privileged to be in business with them."

"The honor roll of past 30 Under 30 winners represents a who's who of top leaders in our company," says John Davis, president, Keller Williams Realty. "When you see names like Jeff Quintin, Joe Zimmerman, Ashley Wilson, Tony Brodie, Ben Kinney, Adam Hergenrother, Leo Pareja and

Kelly Henderson – to name a few – these are associates who have built big businesses and created big opportunities. We can't wait to see what the talented new members of the 30 Under 30 family achieve in the years and decades ahead."

**LET'S MEET THIS
YEAR'S HEAD OF
THE CLASS!**

KW MAPS
MASTERY

MOST
LIKELY TO
**OWN HIS
OWN
BUSINESS**

HARRISON BEACHER, of the Washington Capitol Hill (D.C.) market center and KWYP member and chapter president, started his selling career at 10 years old when he created a landscaping service. By 19, he formed his first LLC. Then, in 2010, Beacher began his real estate career and he hasn't looked back.

After five years in the business with a previous brokerage, Beacher joined Keller Williams. "There was no balance at my previous company," Beacher says. "I didn't have any support, leverage or knowledge on how to grow a business. I knew about real estate, but not about how to grow." "What turned me onto Keller Williams the most was the interest in wanting to bring me into a better way of doing business," he says.

Since joining Keller Williams, Beacher has learned the power of collaboration and what it can bring to business. "I've learned the importance of mentoring and sharing, and that by collaborating everyone benefits," he says.

Speaking of mentoring, Beacher wasted no time getting a KW MAPS Coach to help him tackle his most significant challenge – consistency. "I played football, so I understand the power of a coach. My coach helps me stay on track and focused, bringing consistency to my actions, which is growing my business," he says.

Beacher sees great opportunity in helping first-time home buyers. When working with them, he says: "I try to open their eyes to value and other parts of the city." With every person Beacher helps find a place to call home, he is getting closer to reaching his goal of making 2016 a \$30 million in closed production year.

BOLD

KW MAPS
MASTERY

MOST
LIKELY TO
**ACHIEVE
BIG
GOALS**

WADE CORBETT, of the Raleigh (N.C.) market center, started his real estate career as a home buyer at the age of 19. "I purchased my first home when it was a down market and real estate professionals were running away from their careers in droves, but I saw it as a time to get in and my hunch proved to be correct," he says. "Although the first five years of my real estate career weren't easy or even very lucrative, I wouldn't change it for the world."

Corbett, who feels like he was a pretty average kid growing up, has become anything but an average agent, and all because he works at it every day. "I started my career at RE/MAX, but I hit my ceiling of achievement at about two and a half years," he says.

Needing more of a challenge that was aligned with his big goals, he joined Keller Williams. "I never knew anything about running a business – nothing – that is until I got to Keller Williams."

Since joining Keller Williams, Corbett has dived in and experienced Mega Camp, Family Reunion and BOLD. "BOLD is an amazing resource for Keller Williams associates," he says. "The people who were in that room all had coaches. I realized the power of a coach as much as anything from BOLD."

TAKE IT FROM THEM

Advice for agents ready to excel in their real estate career

“Collaborate with others; find a mentor and be a mentor.”

– Harrison Beacher

“Get comfortable being uncomfortable.”

– Kyle Kovats

“Embrace mentorship.”

– Mandy Friend Gigliotti

“Strive for excellence.”

– Bonni Luckett

“There is no substitute for hard work.

Chase the vision and the money will follow.”

– Diego Espinoza

“Treat your real estate business like a business

because that is what it is. It is not a job.

It is your business.”

– Wade Corbett



**MOST
LIKELY TO**

**GIVE BACK
TO THE
COMMUNITY**

DIEGO ESPINOZA, of the Tulare County (Calif.) market center, entered real estate with grit and determination. “When I got my real estate license, I was driving around in a salvaged Mustang,” he recalls.

“I had to find a client that needed a home as badly as I needed to sell one.” He actually found four within his first few months as a part-time agent, while also going to school full time. The following year, while still enrolled in school, Espinoza sold 49 homes. This year, he is on track to sell 200.

Now that foreclosures have started to level off in his market, Espinoza sees great opportunity in resales. However, he notes that agents have tremendous opportunity working with investors in the holding market. “If you’re bringing them deals, they will bite,” he says.

As a young agent, despite the accolades and success Espinoza has experienced, he still has to overcome the challenge of age perception. “Even though I hold great numbers, I still have to sell myself because I’m the youngest one on the block. People think age means experience, so I have to prove myself even more,” he says.

A scholarship recipient himself, this year Espinoza returned the gift and awarded an education scholarship to one deserving student at his high school. “I got 15 applications and I had to choose only one. It was rewarding to read through them,” he says. “I want to keep giving back and for kids to have a chance to further their education.”

BOLD

KW MAPS
MASTERY

MOST
LIKELY TO
**WIN
MEDALS**

MANDY FRIEND GIGLIOTTI, of the Greater Rochester (N.Y.) market center and KWYP member, gets 70 percent of her business from people who know her team through referrals and social media marketing. “I do video blogs on topics pertaining to buyers, sellers or home owners, which I post on Facebook, LinkedIn, Twitter and YouTube,” she says. “And now I’m recognized by my video blogs in Rochester. It’s been a strong branding tool for my team and myself. I was also able to represent buyers on HGTV’s House Hunters – twice – and we created a lot of marketing around those two shows.”

As a Division I athlete and Olympic silver medalist, Gigliotti understands the power of teams. She joined Keller Williams Realty in 2013, ready to grow her real estate team.

“I was going to play for Team Canada at about the time I joined Keller Williams,” she recalls. “I couldn’t have gone and kept up with a successful business if I wasn’t with Keller Williams. The company helped me put everything into place and set up my business to run smoothly, even in my absence.”

While Gigliotti may not play lacrosse as often these days, she is still coached weekly through KW MAPS Coaching, which helps hold her accountable to grow her business. So where does she see the most opportunity in her market? “First-time home buyers. These are the people who are my age, who are on social media, and who I connect to,” she says.



MOST
LIKELY TO

**FIND
HOMES
NOT ON THE
MARKET**

KYLE KOVATS, of the Livingston (N.J.) market center, jokes that he is at the age where he can’t rely on his friends to buy homes from him just yet because most of them are lucky if they make it home at night, let alone feel ready to buy a house. All joking aside, even without tapping into his immediate friends, Kovats is building a very successful real estate business with old-fashioned prospecting. “If I have buyers who want to be in a certain neighborhood, and there is nothing that fits their needs, I will go door to door until I find them something,” he says.

As the grandson of a real estate pre-license school owner, real estate is in Kovats’ blood – he got his license at 18 years old, the youngest anyone can be to obtain their license.

Stumbling along the way as he failed his way forward, Kovats says that it is important for each individual agent to find their way in the business. For Kovats, he is using his age as an advantage to connect with first-time home buyers. “I connect better with first-time buyers,” he says. “My niche is my ability to find homes that aren’t on the market.”

Kovats is committed to growing his real estate business and says he gives it 100 percent all the time. By harnessing the power of KW Technology and masterminding with agents who are making it big, he is aiming high and achieving greatness in his business.

11x BOLD

KW MAPS
MASTERYMOST
LIKELY TOBE
BOLD

BONNI LUCKETT, of the St. Charles (Mo.) market center, says what gives her the most energy and gets her to the top of her game is “the hunt.” “I am the kind of agent who likes to go door knocking,” she says. “I thrive on the challenge of trying to earn a signed listing contract.”

Her strategy includes “for sale by owners” as one of her main sources for lead generation. “I am not afraid to get on the phone and simply ask them, ‘What will it take for you to list with me?’” she says.

Luckett is also not afraid to ask for help and training when she has a question. She credits this and the training offered at Keller Williams for her early success and honor as Rookie of the Year.

Luckett, an 11-time BOLD graduate, says she wouldn’t be the person she is today if she didn’t go through BOLD. “I do it for the mindset,” she says. She also attends Mega Camp and Family Reunion any chance she gets, where she says, “The ability to travel to another state, to learn so much from other agents and return with a rejuvenated mind frame is simply amazing.”

Luckett sees her biggest opportunities with first-time home buyers, as well as people moving into the area to work for two of the largest employers in the city: Boeing and General Motors.

With her positive attitude, Luckett is setting big goals and blasting past them. There is no limit and she is having fun doing it!

THE TALENT BENCH KWYP



KELLY HENDERSON (CENTER) WITH
KWYP MEMBERS AT MEGA CAMP

Keller Williams Young Professionals (KWYP)

is a division aimed at helping grow the businesses of Keller Williams associates under 40 years of age. But don’t be fooled into thinking this is a social club – the division means serious business and is preparing the next generation of the company.

Holly Priestner, director of talent acquisition at Keller Williams Realty International and KWYP member, says that she gets calls all the time from operating principals and regional directors looking for team leaders to recruit. “They call me asking who in KWYP is ready and looking to take their career to the next level,” she says. “KWYP is the talent bench for future leaders, and leadership sees it.”

Open to any associate in any role, KWYP offers more than \$5,000 worth of resources and value for a nominal monthly or discounted annual membership fee. And that isn’t taking into account the direct access to leaders. It’s an investment with a high return. “Many KWYP members are now becoming KW MAPS Coaches,” Priestner says. “By being in KWYP, members are earning credibility and gaining visibility in their market centers. Members share their career-changing experiences with others and are getting their voices out there.”

In October, KWYP is hosting an exclusive members-only webinar featuring one of the division’s founding members and previous 30 Under 30 and Web Choice winner, Kelly Henderson of Phoenix, Ariz. Henderson will share not only what it takes to be a 30 Under 30 nomination-worthy agent, but how to actually go through the application process and campaign to drive votes.

Details about the webinar can be found at kwyp.org.

THE NEWEST WAY TO PUT YOURSELF OUT THERE



Today, buyers typically start their home search online, which means your online presence can make or break your business. During Family Reunion 2016, Keller Williams Realty announced the launch of new agent websites to help its agents better meet the needs of today's web-savvy buyers.

Early Adopters

Agent Garrett Hawkins of the Fort Worth (Texas) market center has already received positive response from clients.

"The feedback I've received is that the website is much cleaner and more modern than the older websites," he says.

Clients aren't the only ones giving feedback to agent Romilda P. Smith, of the Richmond West (Va.) market center.

"Every agent in our office that has seen it loves it," she says. "They couldn't wait for the rollout. Some were stopping me in the halls and hanging outside my office waiting for release updates."

Based on the popular WordPress platform, the new websites offer unprecedented ease of functionality, meaning they're easy to set up, easy to customize and easy to update, with all changes taking effect instantaneously.

Seamless Setup

For Smith, the intuitive setup wizard made getting her website up and running a breeze.

"I did it on a snow day in January," she says. "I remember it was a Sunday, and it took maybe 30 minutes to get it to go live. No detailed skill was necessary; it was set up by the numbers. I ran into some issues, but my questions were answered immediately and I got my site up and running – complete with my logo."

"It took not long at all to get the site up and running," Hawkins says. "As an early adopter, there were not as many tools, but I knew I wanted the website, so I got the site up and running. Since then, I am constantly learning and adding content to the site myself. It is very user-friendly."

Agent Bernadine Eberle of the Central 75 (Texas) market center also adopted the website when it launched in her market center. "Our market center had the vision to train agents on getting started on their new KW website," she says. "After that, it was very easy to put those practices into place and implement them."

That ease of making changes to the site has become one of Eberle's favorite features, in addition to the site's responsiveness across devices.

Responsive and Simple

"The new website looks great on a mobile device and is very easy to navigate to make changes that are seen instantly once saved," she says.

Hawkins echoed the same sentiments and is considering using the new site as his only web presence.

"The new website does not require detailed technical skills, but it does require time," he says. "I think the hardest part with the new website is content, not technical skills. I know on the old websites I did not even bother trying to add content. It was just too difficult. I went to a third-party website vendor and am now running tests to see if I can generate the same amount and quality or more to decide if I want to keep the very expensive third-party website or get rid of it and go with the new KW website as my only website."

The new websites also allow for seamless integration by providing a blogging platform within the site.

LOGIN REGISTER
Annie Agent
Email me | (123) 456-7890



"This new site is easy for us to use and **easy for clients to navigate.**" – Romilda Smith

"The new website looks great on a **mobile device** and is very easy to navigate to make changes that are seen instantly once saved." – Bernadine Eberle

"It is extremely east to post and edit blogs," Hawkins says. "Technology is no longer a challenge for blogging. Now all I have to worry about is what I'm going to blog about."

Although Smith hasn't started blogging yet, she appreciates the possibilities the new site affords for it, as well as the potential to customize the site for specific targets.

"I have been communicating with ambassadors around the country to see how they're using theirs," she says. "It will ultimately be my niche site targeting sellers and short sales."

At the end of the day, the website's main purpose is helping to attract and engage clients, and these agents have found that it accomplishes just that.

"A web presence is important," Hawkins says. "I do not believe the main value of the website is in lead generation but in qualifying

yourself to leads and prospects. I love the area pages. When combined with IDX search pages, your website can really make you look like the area expert."

Smith agrees, referring back to the design strengths of the website.

"This new site is easy for us to use and easy for clients to navigate," she says. "I love how clean it looks and the responsiveness. A good web presence is imperative in this or any business where you are trying to engage." **kw**

MORE NEW VALUE FROM YOUR TECHNOLOGY TEAM

At Mega Camp, the KW Innovation & Technology Team announced powerful new tools to help agents gain market share and supercharge their production.

"We are taking control of our future and crowd sourcing with the power of 146,000 agents. This is going to allow us to leverage the power of being the world's largest real estate company to create an experience for agents and consumers that's never existed before."

– **JOSH TEAM** Chief Innovation Officer



KW CONNECT 2.0

The new user dashboard makes viewing all of your data in one place an intuitive, gamified experience.



PROFIT DASH

Seamlessly track your business expenses, mileage, tax deductions, and commissions in real-time.



CGI CALCULATOR

One of the many Career Growth initiative tools that help you set goals and track progress.

Learn more on **KW** Connect >>



GROWTH INITIATIVE TOOLS GOING GLOBAL

It's been five years since Keller Williams Realty launched the Growth Initiative, which has fueled historic agent count, productivity and profitability gains across North America. Now the company's worldwide regions are adopting the Growth Initiative tools to their markets.

The results have been phenomenal.

From 2011 through 2015, the Dow Jones Industrial Average grew 50 percent. During the same period, Keller Williams franchise owners have increased their profits by 242 percent.

The recruiting and retention activities associated with the Growth Initiative have allowed the company to grow to more than 140,000 associates, solidifying Keller Williams as the world's largest real estate franchise.

Since the Growth Initiative's launch, Keller Williams agents in North America have boosted production 2.5 times the rate of the industry, according to a recent REAL Trends report.

How's that for results? The Growth Initiative activities are clearly working.

And now Keller Williams master franchises and offices across the globe are joining in on the action and leveraging the tools, models and systems of the Growth Initiative to expand their real estate businesses.

To learn more on this trend, *OutFront* recently spoke with **Nuno Ascensão**, regional director of KW Portugal, to discuss his region's use of the Growth Initiative tools and activities.

Implementation Stage

Ascensão's excitement was evident as he discussed the success his whole team is having in Portugal. "We launched our Growth Initiative in November of last year," he says. As a Worldwide region, KW Portugal launched two years ago.

"The activities are focusing us on our numbers to use the tools. We're in our sixth month and it's been a huge success," says Ascensão.

"We've learned about all the concepts and the 'Four Conversations.' And, we're implementing each, step by step and not all at once," he says.

"As Gary says, we need 10,000 hours to be masters at something," says Ascensão. "And, we haven't mastered all the Growth Initiative tools yet, but the conversations are happening and through practice the results are showing."



KW Portugal Associates

Initial Impact

In Portugal, the emphasis on the Growth Initiative is driving all Keller Williams leaders and agents to have clear job descriptions. “It focuses our team leaders on ‘Doing the Two,’” says Ascensão.

Back in 2011, “Do the Two” was a phrase that was adopted to reinforce the baseline expectations for team leaders across Keller Williams Realty: schedule two recruiting appointments a day, 10 a week and 40 a month.

When the Growth Initiative activities started being implemented in November, KW Portugal had nine market centers and a total agent count of 510. Six months later, KW Portugal as a whole has grown by 50 percent, adding 25 agents per market center on average.

The Keller Williams agent count in Portugal now sits at more than 750 across 12 market centers. “Our objective is to have 1,250 agents by the end of the year with 18 market centers open,” says Ascensão.

Currently, with a firm focus set on the activities associated with the Growth Initiative, KW Portugal is trending to surpass those goals.

Back in North America, Keller Williams agents have seen a five-year increase of 107 percent in gross commission income (GCI), a key indicator of robust agent production.

Inside Portugal, the fourth quarter is considered the best when it comes to agent production. And the first quarter of the year usually averages the lowest productivity numbers. However, KW Portugal has turned that trend around in 2016.

According to Ascensão, the first quarter productivity levels essentially mirrored the high benchmarks set in the fourth quarter of 2015, which is an immense improvement over the status quo – further proof of the impact of the Growth Initiative tools.

Education Focus

“We are positioning Keller Williams as a training company and people aren’t used to it,” says Ascensão.

Many of the experienced agents who joined KW Portugal were former RE/MAX agents. These new agents are seeing the value inherent of the company’s training focus that is directly improving and expanding their individual businesses and careers.

“In the States, you have a huge number of agents with experience that are coming on board,” says Ascensão. “In Portugal, you don’t need a license to sell real estate.”

“Seventy-five percent of agents that we are onboarding don’t have experience in real estate,” he says. “They need to be enthusiastic to do the activities needed for success. And, we have the answers in our models and systems.”

In response to their education challenge, KW Portugal has rolled out an extensive training program covering the key 24 concepts in

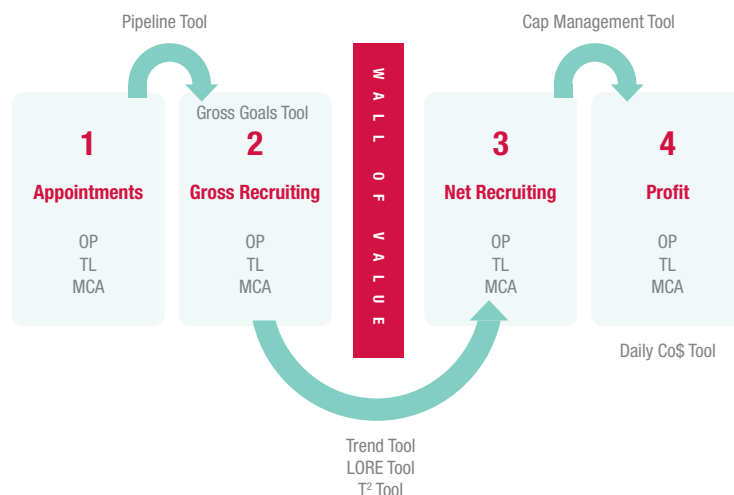
Gary Keller’s bestselling book *The Millionaire Real Estate Agent*.

As a priority, all new agents are required to fully understand the “Six Personal Perspectives,” and the Ignite curriculum has been pivotal to ensuring agents are getting into production quickly.

As a result of leading with revenue, following the models and using the Growth Initiative tools, in the past six months, KW Portugal has added six productivity coaches to fuel its agents’ success. The impact has been immense as the productivity coaches have served to reinforce the training with an accountability aspect for agents.

“We’re doing a great job of exposing people to Keller Williams and its values, culture, models and systems,” says Ascensão. **kw**

GROWTH INITIATIVE FOUR CONVERSATIONS



50

TOP-PRODUCING TEAMS

	NAME	CITY, STATE	GCI	UNITS
1	Bob Lucido Team	Ellicott City, Md.	\$4,023,267.22	476
2	Alchemy Real Estate Group	Seattle, Wash.	\$3,153,025.08	126
3	Jeff Glover & Associates	Plymouth, Mich.	\$1,559,571.64	248
4	Ben Kinney/Home4investment Team	Bellingham, Wash.	\$1,418,833.64	244.403
5	Omega Group	West Hollywood, Calif.	\$1,409,148.25	27.4
6	Noel Team	Santa Monica, Calif.	\$1,292,938.61	40.5
7	Juliana Lee Team	Palo Alto, Calif.	\$1,259,226.80	30.2
8	The Loken Group, Inc.	Katy, Texas	\$1,198,316.63	363
9	Global Living	Philadelphia, Pa.	\$1,182,550.61	157
10	The Rider Elite Team	Scottsdale, Ariz.	\$1,172,919.88	208
11	The Merrick Team	Peoria, Ill.	\$1,137,950.61	251.05
12	Team Builder KW	Kirkland, Wash.	\$1,135,460.38	139
13	Sue Adler Team	Summit, N.J.	\$1,125,128.47	48
14	Westone Properties, LLC.	Portland, Ore.	\$1,117,501.40	91
15	Kevin Blain Team	Visalia, Calif.	\$1,110,892.06	227.5
16	Bouma Group	Ann Arbor, Mich.	\$1,105,609.73	104
17	The Mark Z Team	Novi, Mich.	\$1,105,027.06	165
18	Lysi Bishop Team	Boise, Idaho	\$1,093,705.30	83.55
19	Tom Daves Group	Roseville, Calif.	\$1,068,826.26	115.65
20	Lan Bowling Team	Palo Alto, Calif.	\$1,068,654.00	14
21	The Stephen Cooley Real Estate Group	Fort Mill, S.C.	\$1,050,429.03	187
22	The Wemert Group	Orlando, Fla.	\$1,050,084.81	142.15
23	Lee Tessier Team	Bel Air, Md.	\$1,017,993.14	123
24	The EZ Sales Team	Westlake, Ohio	\$1,017,233.17	241
25	Jennifer Young Team	Chantilly, Va.	\$1,010,191.15	103
26	The Boyenga Team	Los Gatos, Calif.	\$998,328.45	33
27	The Heyl Group	Austin, Texas	\$995,825.42	83
28	Unity Home Group	Anchorage, Alaska	\$984,806.27	134
29	The Perna Group	Novi, Mich.	\$950,989.33	145
30	Jonville Team	Carlsbad, Calif.	\$934,108.63	61
31	Joe Rothchild Realty	Katy, Texas	\$932,447.74	261
32	Jessica Hargis Group	Rockwall, Texas	\$918,362.66	134.2
33	MKT Properties	Chicago, Ill.	\$912,122.64	84
34	Laurie Reader Team	Plantation, Fla.	\$897,184.95	114.518
35	The Kelly Group Real Estate	Portland, Ore.	\$891,911.67	89.6
36	Fulcrum Properties Group	Washington, D.C.	\$884,779.20	49.3
37	Pomerleau Team	Maple Grove, Minn.	\$875,462.68	106
38	Kenny Klaus Team	Mesa, Ariz.	\$863,796.87	139.5
39	Pyron Team	Southlake, Texas	\$840,431.81	130
40	Anderson Real Estate Group	Long Beach, Calif.	\$826,692.66	60
41	Skye Michiels and Associates	Philadelphia, Pa.	\$823,575.64	72
42	Mg Residential	Washington, D.C.	\$820,537.21	62.575
43	The Amy Kite Team	Naperville, Ill.	\$820,519.01	139
44	Jay Schmidt Group	Whitefish Bay, Wis.	\$815,607.41	80.8
45	The Robert Northfield Team	Maplewood, N.J.	\$813,960.73	53
46	The Holli Mccray Group	Knoxville, Tenn.	\$811,760.06	130.85
47	Steven Cohen Team	Boston, Mass.	\$805,052.00	56.5
48	HBC Group	McLean, Va.	\$793,485.06	42.75
49	Daniel Beer Group	San Diego, Calif.	\$788,507.79	29
50	Joel Nelson Group	Washington, D.C.	\$786,116.20	31.5

*Based on data/transmittals received for 2016 (April to June 2016).
Closed transactions identified with specific agent/team.

SEEING THE SHIFT

When will the market go in the other direction, and how do I know it's happening?



RUBEN GONZALEZ Keller Williams Realty Staff Economist

If you have been in the real estate industry for very long, you probably know that the housing market goes through cycles. During the growth portion of the cycle, prices are going up and inventory levels are typically low but growing. After the market shifts, prices begin to decline as inventory levels reach a peak and then start to decline.

The cycle that real estate agents are most familiar with is the basic seasonal cycle that exists in the market. In the spring, as the weather warms up and summer is on the horizon, listings and sales start to pick up. When summer arrives and kids are out of school in most locations and weather is at its warmest, sales peak. The fall brings the start of the slowdown as listings start to dwindle and demand decreases. The market typically bottoms in January when weather is coldest.

Then there are longer cycles that dictate where these peaks and troughs move from year to year. These cycles can last a few years or more than a decade, depending on the underlying factors that are driving them. They are very difficult to predict in advance.

In any market, there are two sides to the coin driving the cycles: supply and demand. On the demand side, you have demographic cycles which dictate how many people exist in an area who are able to buy houses, and economic cycles which dictate if those people are in a financial situation that's conducive to purchasing a home. On the supply side, you have availability of space for new construction, the number of existing structures and the costs of labor and materials.

Look first for a persistent loosening in lending behavior by banks.

You may have observed that over the last few years the market has made substantial gains as it recovered from the huge downturn that started in 2006. The markets started coming back in 2012, and looking at the country as a whole, they have been up since.

So now the question is, "When will the market go in the other direction, and how do I know it's happening?" The short answer is that we don't know and that we won't know until it has already happened.

It's really difficult to predict the timing of market cycles because there are so many factors at play, and often the thing that causes a shift wasn't even on the radar. However, there are some things you can watch to know when you are potentially getting close so that you can start shift-proofing your business while you still have the resources available.

Look first for a persistent loosening in lending behavior by banks. As the most qualified buyers start to dwindle because demand is slacking, banks will look to loosen standards to stir some demand from the bottom of the credit barrel. Inventory will eventually start to rise, and prices will flatten out, as demand begins to dwindle faster than supply can adjust. Sales will start to decline year-over-year as the market begins to settle into a downward trend.

The things that might cause this on a local level could be caused by a dip in the local economy or overbuilding spurred in the aftermath of a long spurt of population growth in an area. It's important to watch patterns in the local economy as well as the housing market in your area. If unemployment in an area begins to trend up or the population begins to trend down, chances are that the housing market has already shifted or will soon follow suit.

With the market at its healthiest in nearly a decade, now is the time to start shift-proofing your business. Remember, shifts are going to happen, but you can minimize your vulnerability by taking actions now that will help you thrive, not merely survive, when the next one occurs. **kw**

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TOP MARKET CENTERS

	MARKET CENTER	CITY, STATE	TEAM LEADER	PROFIT
1	Ballantyne Area	Charlotte, N.C.	Chip Walton	\$744,058.91
2	Arlington	Arlington, Texas	Dennis Tuttle	\$605,148.59
3	Austin SW	Austin, Texas	Diane Johnson, Melanie Kennemann	\$539,524.72
4	Heritage	San Antonio, Texas	Craig Owen	\$512,140.52
5	Houston Metropolitan	Houston, Texas	Stephanie McClimon	\$460,889.57
6	Greater Portland	Portland, Maine	Bradford Knowles	\$436,675.47
7	Summit	Summit, N.J.	Jacky Elliott	\$413,699.20
8	Greater Howard County	Columbia, Md.	Dirk van Reenen	\$406,874.81
9	Dallas DFW	Southlake, Texas	Dustin Wright, Lesli Akers	\$386,007.29
10	Washington Capitol Hill	Washington, D.C.	Mary Garner DeVoe	\$384,728.23
11	Boise	Boise, Idaho	Stacie States	\$370,491.53
12	Montclair, NJ	Montclair, N.J.	Alicia Acciardi	\$369,092.01
13	McLean	McLean, Va.	Amina Basic	\$365,250.69
14	Westlake Village	Westlake Village, Calif.	Terri Arias	\$358,775.72
15	Woodbury - East Suburban	Woodbury, Minn.	Angela Hauer	\$351,218.69
16	Grand Rapids East	Grand Rapids, Mich.	Judy Brasseur	\$348,617.95
17	The Woodlands	The Woodlands, Texas	Tina Brickhouse	\$346,785.68
18	Ridgewood	Ridgewood, N.J.	Sally Ponchak	\$346,053.89
19	Charlotte - South Park	Charlotte, N.C.	Stefanie Scroggins	\$340,834.44
20	Los Gatos Estates	Los Gatos, Calif.	Derek Sandoval	\$332,380.29

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TOP STAKEHOLDERS

	NAME	MARKET CENTER	ASSOCIATES SPONSORED
1	Brent Mitchell	Austin SW	54
2	Monty Maulding	Austin SW	22
3	Leigh Broughman	Lynchburg	17
4	Kimberly Yates	Atlanta - North Forsyth	16
5	Yamel Ramirez	Burbank	14
6	Lee Potts	KW Maui West	12
6	April Ivie	Dallas Park Cities	12
6	Rena Peterson	KW Westfield Keller Williams Real Estate	12
7	Brett Tanner	Tempe - Scottsdale	11
8	Joy Parker	Rancho Cucamonga	10
8	Cindy Balouris	Pittsburgh North	10
9	Derek Oie	Chino Hills	9
9	Colby Loomis	Northville	9
10	Michael Bacarella	Plantation	8
10	Jim Gamble	Overland Park	8
10	David Popplewell	NYC - Manhattan	8
10	Kimiko Gordon	NYC - Brooklyn Bay Ridge	8
10	Shelby Burgard	Tacoma	8
10	Bill Linkwald	Atlanta - Roswell	8
10	Bodie Stark	DFW Metro SW	8
10	Brandon Lucido	Dallas Preston Road	8
10	Karen Gear	Midlothian	8

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TOP COMMERCIAL

	NAME	CITY, STATE	GCI	UNITS
1	Ron Feder	Calabasas, Calif.	\$977,077.49	13.35
2	Robert Stepp	Long Beach, Calif.	\$890,369.00	27
3	Corey Crain	Bothell, Wash.	\$451,721.00	6.5
4	Richard Johns	Studio City, Calif.	\$353,320.59	5.833
5	Tony Morris	Marietta, Ga.	\$292,007.10	4

*Based on data/transmittals received for 2016 (April to June 2016).
Closed transactions identified with specific agent/team.

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TOP-PRODUCING AGENTS

	NAME	CITY, STATE	GCI
1	Russell Rhodes	Dallas, Texas	\$1,741,441.26
2	Todd Miller	Santa Monica, Calif.	\$830,542.25
3	Wendy Lichtenberg	New York, N.Y.	\$810,000.00
4	Stephanie Vitacco	Encino, Calif.	\$807,281.45
5	Kim Ziton	Woodbury, Minn.	\$616,825.65
6	Danielle Lazier	San Francisco, Calif.	\$574,738.12
7	Robert Ross	Wellington, Fla.	\$519,357.34
8	Dae Young Hur	Los Angeles, Calif.	\$487,940.53
9	Michael Eisenberg	Beverly Hills, Calif.	\$485,388.00
10	Julie Hopkins	Park City, Utah	\$477,964.56
11	Bart Anthony	Orem, Utah	\$423,904.00
12	Scott Carr	Beverly Hills, Calif.	\$419,250.00
13	Khoa Le	Campbell, Calif.	\$405,010.35
14	Dwight Price	Maryville, Tenn.	\$387,333.78
15	Judy Savage	Charlottesville, Va.	\$368,906.78
16	Yanjie Dong	Palo Alto, Calif.	\$367,925.00
17	Sheri Bienstock	Los Angeles, Calif.	\$366,359.22
18	Dale Cheema	Irvine, Calif.	\$364,776.82
19	Kyle Seyboth	Cumberland, R.I.	\$362,674.29
20	Juliette Kulda	Burlingame, Calif.	\$356,646.72
21	Suzan Reily	San Francisco, Calif.	\$352,300.00
22	Paige Martin	Houston, Texas	\$342,586.98
23	Rod Hibner	Campbell, Calif.	\$340,590.01
24	Peter Miller	Encino, Calif.	\$338,076.56
25	Rama Mehra	Danville, Calif.	\$335,664.99
26	Nora Gallogly	Mission Viejo, Calif.	\$309,412.50
27	David Ye	City of Industry, Calif.	\$309,250.00
28	Cheryl Rellstab	Yuba City, Calif.	\$308,810.50
29	Jennifer Jones	Newmarket, Ontario	\$306,978.55
30	Drew Hoeffcker	Falls Church, Va.	\$304,987.60
31	Szuzsanna Nagy	Studio City, Calif.	\$301,724.00
32	John Walker	Falls Church, Va.	\$298,286.25
33	Rumana Jabeen	Burlingame, Calif.	\$297,505.26
34	Mark Easterday	Palo Alto, Calif.	\$290,093.75
35	Donald Olsson	Bozeman, Mont.	\$288,173.12
36	Zack King	Calabasas, Calif.	\$286,850.00
37	Eric Delgado	Encino, Calif.	\$285,471.75
38	Soraya Esmaili	Los Angeles, Calif.	\$281,731.25
39	Nina Kirkendall	Pasadena, Calif.	\$276,164.00
40	Christopher Eckert	Burlingame, Calif.	\$275,597.50
41	Jeffrey Tricoli	West Palm Beach, Fla.	\$275,179.38
42	Mark Tyoran	Westlake Village, Calif.	\$274,919.25
43	Dave Clark	Corona, Calif.	\$272,023.96
44	Emily Hetrick	Portland, Ore.	\$271,720.25
45	Elizabeth Axelgard	Sacramento, Calif.	\$270,409.77
46	Jonathan Lu	Burnaby, British Columbia	\$269,435.53
47	Maria Avellaneda	New York, N.Y.	\$268,175.00
48	Lorelei Komm	Burlingame, Calif.	\$267,780.19
49	Ed Orenstein	San Diego, Calif.	\$267,372.22
50	Christine Hughes	Allen, Texas	\$266,154.01

*Based on data/transmittals received for 2016 (April to June 2016).
Closed transactions identified with specific agent/team.

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When Vision & Activities Collide - **RECORDS SHATTER**

CLOSED TRANSACTIONS

2011: 218,514 units

2016: 460,259 units

up ▲ **111%**

CLOSED SALES VOLUME

2011: \$45.7B

2016: \$127.6B

up ▲ **179%**

PROFIT SHARE

2011: \$18.9M

2016: \$77.6M

up ▲ **310%**



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ALL CONTENT



*KW production numbers: First half of 2011 when Growth Initiative launched compared to the first half of 2016.

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