

The secret behind

Colliers International's global revenue performance: creation of agile, interdependent teams

TEAMS THAT HAVE LEARNT THE PRINCIPLES OF AGILE TEAMS OUTPERFORM THEIR PEERS BY A FACTOR OF TWO.



Colliers International is now the third largest real estate company in the world, employing over 15,000 staff in 61 countries. In the past decade the company has grown from \$250M in global revenue to \$1.7 billion. Colliers is by far the fastest growing company in the commercial real estate industry.

Colliers' reputation for thinking and moving fast is built on the

quality of its people globally. The company subscribes to the philosophy that "the only sustainable competitive advantage is to learn faster than the competition".

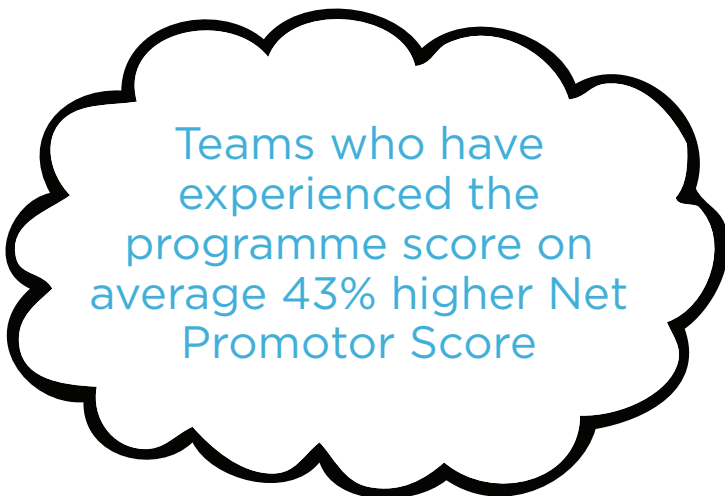
Colliers' reputation for speed is built on the quality of its people.

The speed and quality of Colliers' growth is assured in large part by the remarkable Colliers University, a world-class training resource that supports learning and knowledge management across the entire global company.

And at the heart of the Colliers University is the Agile Teams approach, developed in the US by Market Force.

Global Chief Knowledge Officer Craig Robbins, who founded Colliers University in 2002 when he served as Colliers' Global COO, describes Market Force as "not only the foundation of [our] curriculum, but also the core of the Colliers' operating model" enabling all participants to "embrace their personal work styles and to coordinate action with others in an interdependent team."

Colliers is rigorous in assessing the commercial return it receives from each of the core programmes delivered by its University and has identified a striking correlation between the adoption of the Market Force (Agile Teams) programmes and commercial performance. On average, the increase in revenue achieved by those teams that have experienced the methodology has been just over twice that of teams that have not experienced it.



Teams who have experienced the programme score on average 43% higher Net Promotor Score

To quote Katherine Steen, Colliers University's Global Director, "Of all the courses in the University's core curriculum, this has shown the highest correlation with accelerated revenue growth and improved performance. Individuals and teams in every service line have dramatically transformed their results with these tools."

Across the Colliers business, service delivery teams who use the system are consistently rated much higher than their counterparts with a measured Net Promoter Score on average 43% higher.

The impact is supported by research conducted by the University of Arizona. Martha Gilliland, the former Senior Vice Provost of the University, who used the approach to develop teams over five years, believes "this approach is unique because it focuses on results, in contrast to many team building approaches in which the primary goal is to improve group dynamics. This approach is extraordinarily effective since it converts techniques into action from day one."

Close to 10,000 of Colliers' people have now been through the Market Force (Agile Teams) experience around the world and impact has been dramatic. To quote Marty Pupil, Colliers' Regional President of the Western US:

"Of all the training I have done during my career, this approach has had the greatest impact on my success in both sales and management. It teaches you to build relationships and close transactions faster and with more predictability."