



REAL ESTATE PROFESSIONALS WEIGH IN:
REAL ESTATE
TEAM SUCCESS

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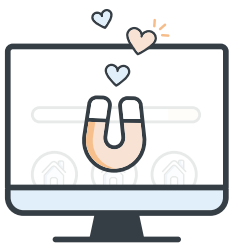
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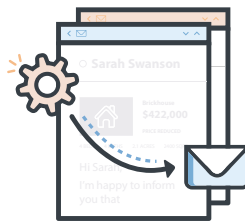
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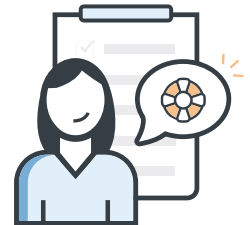
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KEY FINDINGS

Close to 80 percent of respondents believe a team should have a clearly designated leader.



Just over 50 percent of those surveyed believe teams are more visible to consumers than individual agents.



The most important things for teams to work on are communication, systems and fair compensation.



More than 80 percent of respondents believe technology is helping the way teams work.



THE REAL ESTATE AGENT TEAM MODEL IS HERE TO STAY, BUT THERE IS ROOM FOR IMPROVEMENT

Introduction: The hefty rewards of real estate teams

As teams become a permanent fixture in today's more sophisticated real estate environment — where clients demand high-quality service and a variety of skills available around the clock — there's good news: Support systems and advice for running successful teams are growing exponentially.

And the rewards are hefty. As one agent wrote, being in a team means you have the best of all worlds; you can be a top producer and still maintain an enviable work-life balance. In other words, being in a team means “being able to take a vacation, and doing what you do best.”

Another popular argument can be summed up thusly: The industry has become too tough to tackle alone. According to one agent who's been in real estate for more than 10 years, “Real estate has become far too complicated for single agents to effectively manage more than six transactions a year. It is very costly for startup agents to get up and running effectively. Teams provide team members with a constant flow of leads, meaning they can be effective much more quickly than if they are on their own.”

Added another experienced agent: “There are no disadvantages, in my opinion. It is a disadvantage to work with a single agent as a consumer. One agent just cannot be everything to a client at all times unless they have only one client. If that is the case, the agent is not knowledgeable enough and lacks experience in this complex and ever-changing business.”

A high-functioning team plays the game at a higher level than what would be possible for an individual, commented one agent: “There are

still no income limits or ceilings within a high-functioning team.”

Teams also suit an array of personalities. “For agents who do not like being self-employed, this structure can offer them business, training and support and allow them a safety net as part of the group. It is a more secure place for them,” noted one respondent.

And there is nothing like the buzz and energy of a team, said one respondent.

“Your income is the average of the five people who you spend the most time with. Most agents come in to the office alone, sit there alone and leave alone. OK, if they know what to do. If not, not so good.”

There are still no income limits or ceilings within a high-functioning team.

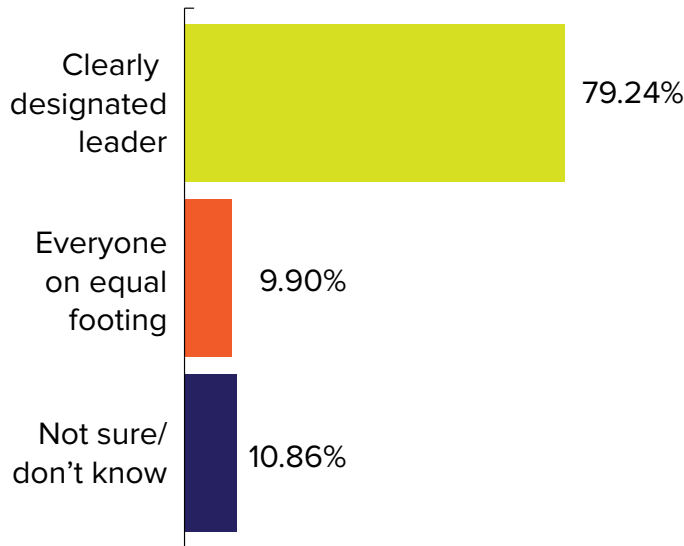
Rules to play by

The agents and brokers who participated in the research stressed that there were some important rules to play by if agents are going to get a team right. The majority (79.24 percent), for instance, believe a team has to be run by a designated leader.

One agent warned that agents “might feel like they lose some of the independence that attracted them to the industry in the first place because they will have to answer to the team leader.”

The team leader, meanwhile, “is like the CEO and must be motivated, have regular team meetings,

SHOULD TEAMS HAVE A CLEARLY DESIGNATED LEADER, OR SHOULD THEY OPERATE WITH EVERY MEMBER ON EQUAL FOOTING



clear communication of goals process, and be responsible for effective support and mentoring of those on the team,” said one experienced agent.

“The team leader should be a broker, have several years in the business with more than 50 sales. Plus they should run their business like a business and be able to produce leads,” added an agent with more than 10 years’ experience.

Another thread coming through strongly in the research was the importance of each team member being given clear guidelines about their roles.

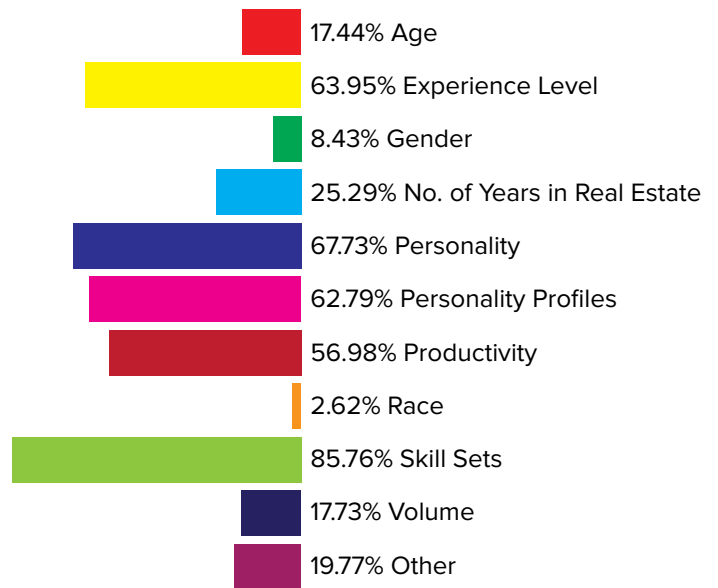
There must be a clearly defined structure with assigned roles.

According to one current team member with five to 10 years’ experience, “There must be a clearly defined structure with assigned roles, with cooperation, and leadership assigned. Policies and procedures also must be detailed. We have teams

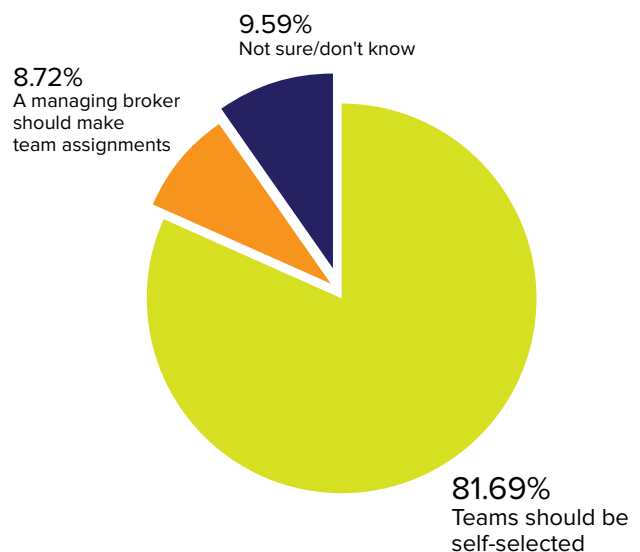
within teams, and even the administrative teams benefit financially as the team performs.”

Team selection is another key factor in making your team a success. When asked what team leaders should look for when selecting a team, respondents ranked skill set first, personality second, experience level, third, personality profile fourth and productivity fifth.

WHAT FACTORS SHOULD BE CONSIDERED WHEN BUILDING A TEAM?



WHO SHOULD BE SELECTING TEAMS?



And the vast majority of those surveyed (81.69 percent) said that teams should be self-selected instead of built or assigned by a managing broker (8.72 percent).

Team success for rookies and veterans

Junior agents in the survey explained their attraction to teams. “Knowledge sharing. In a profession that can be extremely cut-throat, the team is a place where you can let your guard down and trade best practices,” said one.

The advantages of joining a team when new to the industry rather than going it alone were also pointed out as a key plus.

The team is a place where you can let your guard down and trade best practices.

Why join a team when starting out? It can simply be more efficient, argued one agent. “Lead generation systems already in place, business systems already in place, the agent can focus on selling and making money instead of reinventing the wheel.”

Added another respondent: “There is more supervision for the team members and a great place to monetize new agents that have a lot of talent and zero experience.”

At the same time, for those further on in their careers and ready to build something new, a team can present an excellent opportunity.

Said one experienced broker: “There’s nothing like owning your own company, but this is close. It is literally a company within a larger brokerage. The hardest part is finding talent that will ‘own the job’ like you do. Team policy and compensation needs to encourage retention, training, cooperation and growth.”

Team leaders can focus on tasks that generate the most money and delegate other tasks to newer agents while the rookies learn the ropes — one big advantage for more experienced agents.

Which franchises are doing teams the best?

Hands-down, Keller Williams was mentioned most often in this write-in question — 58.3 percent of respondents wrote “Keller Williams” or “KW.” Re/Max and Coldwell Banker were also mentioned.

Redfin, Better Homes & Gardens Real Estate, Berkshire Hathaway HomeServices, Sotheby’s International Realty and Long & Foster were named for being supportive of teams — but the general consensus is that teams can thrive anywhere with the right leader and people around them.

“Every market is different and every real estate business is different. The models I have seen still need to be tailored so drastically to the individual business of that team that the model gets diluted and may even make it more difficult — think remodeling a home vs. building from the dirt up,” commented one experienced broker.

Added a more junior agent: “I think the general population thinks Keller Williams is the leader of team structures, but I don’t think it matters what brokerage you work for. Any and all can create a team. I think it depends more on each individual agent.”

A franchise’s reputation for building and managing teams can help them with their recruiting, it appears.

“I researched a few brokerages before I chose Keller Williams,” noted one respondent. “While I didn’t choose based on joining a team, the option is there. I think joining a team in the beginning is a good way to get your foot in the door and start making contacts, and KW has shown to be pretty good at that.”

Team pros and cons for brokerages

Why should brokerages encourage team formation? After all, on occasion, a team can become such a

successful unit that it can break away completely from the head office and become an independent business.

If brokers “don’t communicate the value of being with their office consistently, the team could break out on their own,” warned one agent.

On the other hand, teams can help retain talent in the company by giving high-performing agents a new challenge.

“For brokers allowing teams, it can be terrific because it encourages highly motivated agents the opportunity to build their own business within the safety of a brokerage,” said one experienced agent.

A team is also a business you can sell, added another respondent. “The advantage for a broker agent is developing residual income and building a saleable asset.”

The biggest downside, he said, was managing agents.

For brokers, teams can be a way to grow an office, help new agents get into the business and attain success at an escalated rate.

“The sum is greater than the parts,” said one broker. “Since the real estate market and agents are inherently asked to perform many different functions at once and across a broad spectrum, being able to focus on one aspect of the business, while reaping the benefits of the entire team’s production, allows the agent to not only enjoy their specific practice of real estate, but also enable the other agents in the team to accelerate at their specialty.”

The trick is finding the right mix of agents with the corresponding complementary skill sets without letting egos get in the way, he cautioned.

Managing a team can also be difficult because not everyone is as invested in the training that the brokerage may provide, one broker respondent pointed out.

“For instance, a marketing administrator on a team may not be interested in negotiating skills. Weak team leaders can also create a suck on management’s time.”

Another broker offered up this success story: “My agents are selling between 40 and 60 homes per year now that they are on a team. The team inherits

expenses and provides support. We also are able to hold them accountable to support the goals they have put in place for themselves and their family.”

As with every business that offers potential rewards, there are also sometimes considerable risks involved.

Teams can help retain talent in the company by giving high-performing agents a new challenge.

Said one broker: “If an agent finds themselves in the wrong team mix, they run the risk of going from a mid-level producing agent who is focused on the clients to an agent who gets caught up in the conflicting personalities of the team where more time gets spent on untangling the other teammates’ mistakes than on the clients.”

The result is they end up producing less than if they were an individual agent.

Another real concern is successful teams can overshadow the brokerage and their brand awareness.

Some other ground rules were laid out for by a broker with more than 10 years’ experience, who recommended “well-thought-out compensation and services, including how the general management will interact and engage with the team members, if at all. The compensation strategy must factor in total broker dollar so that the entire office does not suffer.”

And brokers should prepare for the worst, because ignoring potential problems is not a smart business move, said one respondent. “For instance, when the broker gives no thought to the financial and interpersonal ramifications of a successful team and does nothing to insulate the financial risk of that

team threatening to leave. This is no different than a diva controlling an office.”

As with any new venture, an exit route must be factored in at the beginning for brokerages and team leaders, advised one agent.

This should read almost like a pre-nuptial agreement. It should list percentage commission, duties, hierarchy and “divorce papers.” — what will happen and how the process will work if you leave the team or it is dissolved.

Recommended system and technology for real estate teams

A majority of respondents (80.76 percent) said technology was helping the way teams work, and canny tech entrepreneurs are including a team element in their product suites.

“Without technology, teams fail to exist. The advent of teams has arisen from the ability to do more with technology,” said one agent.

Agents and brokers alike recommended that teams have lead generation systems, lead conversion systems, listing and buying procedures, transaction management systems, CRM and relationship building systems. Systems for client communications, finances and marketing were also a must.

One experienced agent said: “Technology helps streamline systems to communicate with database with specific messages to each different group. It helps to send drip campaigns to nurture leads. It helps organize managing listings for sellers and buyers accounts. It helps to immediately communicate with all leads. It helps organize which agents are covering which leads and clients.”

An industry newbie suggested: “I believe the best way for a team to be successful is to have a leader for technology as well as a leader for sales. Invest in a lead generation program and then create an exceptional follow up guide for the team. This means accountability to all and constant evaluations of the systems.”

One experienced agent in a team said technology had brought flexibility to the group.

“We share the same apps, CRMs and so many other technology-driven systems — it allows our team to be flexible and jump from one task to another as needed.”

What team leaders are seeking in their tech is the ability for their systems to accommodate growth.

Said one experienced broker, “I like the concept of shared tech. Just about all of our tech is accessible by everyone, so they can jump into real

estate using the best tools possible. The important thing to me is picking the ‘right’ tech, or the tools that will grow with our group. If the tech works the best for what I want it to do and it can scale, then I’ll use it.

“Some of the big names in real estate technology are pre-built to grow with teams — for example, Mojo, Real Estate Webmasters websites, Infusionsoft and Brivity,” he said. “If it doesn’t scale or isn’t shareable in some way with all team members, I’m not interested.”

One agent of two to five years enthused: “Technology allows us to reach clients on a larger scale. The leads can then be moved around to team members based on personal strengths because there are always more on deck. This leads to a higher conversion ratio across the board.”

If used correctly, technology can make teams much more efficient and professional by streamlining communication and services, said respondents.

TECH RECOMMENDATIONS FOR TEAMS

- BombBomb
- Brivity
- BrokerWolf
- CTM eContracts
- Dotloop
- Facebook Groups
- Google Drive
- Infusionsoft CustomerHub
- Mojo
- Real Estate Webmasters
- Slack
- WolfConnect

“However, if the team is not operating as a team, even technology won’t help,” added an experienced agent.

Technology is not going to answer all your problems, agreed another respondent. “Technology can help with communication if used properly. It can also create a central location for management of resources. That said, if not used properly, technology can hurt teams if they think they do not have to actively manage it.”

If the team is not operating as a team, even technology won’t help.

When teams go wrong

There is still plenty of work to be done — teams fail every day when the mix of people isn’t right, though there are not as many team failures as individual agents. According to Jay Niblick, president of Wizehire, 90 percent of all new agents fail to survive past two years, whereas the team model failure rate is around 33 percent.

That said, the bulk of respondents had seen teams operating poorly — and in some cases, that experience had discouraged them from trying the team model themselves. “A poorly managed team can create far more collateral damage than a single, inept agent,” argued one broker of more than 10 years.

“Things go wrong when there is animosity, jealousy, miscommunication and equal pay for unequal work,” commented another respondent.

One seasoned respondent who’s not part of a team said: “I love to compete with teams and exploit their weaknesses.”

Another broker who’d been in real estate between 5 and 10 years said he had never seen a team work well: “Teams are set up to benefit the top of the team, it’s a pyramid,” he said. “Real estate is a self-employed business and the strong independent ones survive long-term. Teams cripple that ability to survive on one’s own. It leads to being spoon-fed without knowing what it takes to survive long term.”

Added another, “I do not think the majority of teams function like a team, but rather are a group of independent contractors with individual goals who join forces in an effort to secure support and leads from one another but who do not necessarily work cohesively as a group for a common goal. A team can be much more than that.”

The general consensus was that poor communication, inflated egos and compensation troubles are the hallmarks of an ill-performing team.

And more than one respondent noted that many things can go wrong when “handing off” a client from one team member to another.

“There should be a clear ‘rainmaker’ with proven lead generation systems in place,” added another.

“Sometimes your work is put in the name of someone else and recognition is not there,” said an agent of 10-plus years, currently in a team.

Added one junior agent: “I have seen a few teams with issues because of poor organization. Everyone does their own thing, and no one is privy to what anyone else on the team is doing. It’s one giant cluster, and can be confusing to clients.”

Accidents can happen when agents who like each other often decide to team up. They have to be honest about their intentions.

Said one respondent who was cynical about teams: “What they are really saying to each other is: “I like you and I want one of two things or both: 1. I want your leads and/or 2. I want you do to the

things I don't like to do. 9.9 out of 10 teams don't work out."

"When they aren't run well, it's an ego-driven service nightmare. Too many people without specific tasks and accountability," said an experienced broker.

It can mar your career if you get into the wrong team, added an agent with two to five years' experience: "I have seen a lot of teams, and a good team can make or break someone's career in real estate."

And if you are not the team leader, having your own brand will be an uphill battle.

"You do not create a legacy business for yourself. You can be rewarded, in spades, for a job well done, but you are more employee than business owner. When you are done, you are, in fact, done," said one respondent.

When teams are done right

The arguments for teams remain convincing, however — when the team is well-formed and the service well-executed.

Success happens with good systems and when the leader genuinely wants to see success of the entire team, said one agent.

"Teams can clearly accomplish more and provide better service. Real estate agents can be good at a lot of things, but individuals can't be experts at everything. Having a team of specialized experts that excel at everything is much better than one person that is good at a few things," said an experienced agent.

"Specialization allows you to do what you are best at and most enjoy. Team members can smooth out the 24/7 demands of the job, allowing for a more normalized life and business attracts business. You will create more opportunities for yourself if you are around opportunity all the time," was another comment.

An agent of more than 10 years summed it up: "Running a team is the same as running a business. If you don't follow models and systems, and don't

have defined roles, goals, and accountability being adhered to, you won't have an effective team."

At the end of the day, argued one broker with 5 to 10 years' experience, teams are simply better.

Teams can clearly accomplish more and provide better service.

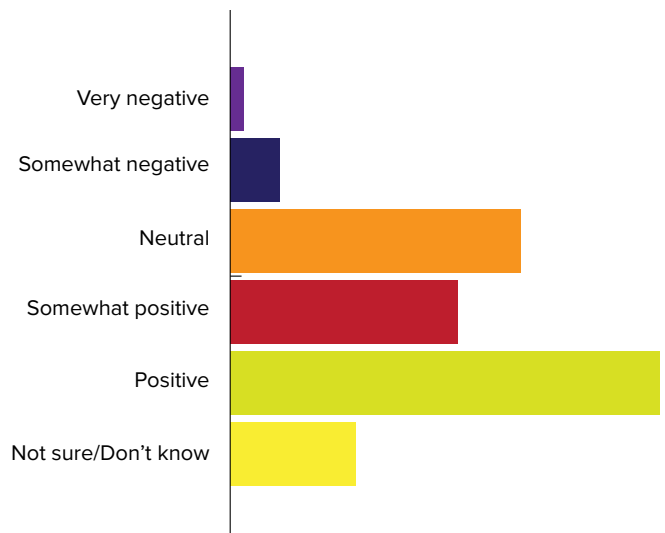
"Teams are more fun. There are agents out there who feel the same way. We just have to find them and get into business with them."

Consumer education surrounding teams

Of course, for teams to succeed long-term, the consumer has to have had a good experience, understood the benefits of what the team offered and to then spread the word.

According to the survey results, consumers are still quite vague about the benefits of real estate teams, respondents felt. Although nearly 38 percent of agents and brokers thought consumers

IN YOUR OPINION, HOW DO CONSUMERS FEEL ABOUT REAL ESTATE TEAMS?



felt positive about teams, one quarter thought the feeling was neutral, a further 5 percent thought consumers were somewhat negative and very negative, and another 11 percent were not sure how consumers felt.

Obviously this could be improved on.

“I don’t think consumers really understand how teams can benefit them. I also feel that teams, handled poorly, do not explain the benefits of the team. This causes frustration to consumers,” said one experienced agent.

According to another seasoned broker, “Some team structures hurt the real estate industry. The team structure has gotten out of hand — the consumer doesn’t know who they are dealing with. Is it ABC Real Estate Company or the Smith Group? They hide that they’re with ABC Real Estate, so buyers and sellers are confused.”

There needs to be more communication about what a team represents, advised one experienced agent: “Consumers have their own interests at heart and can see a well-organized team as a way to obtain more expertise to get the job done if the team markets itself effectively. They need to understand how the team functions and why it is better for them than just one agent, otherwise they will not perceive a benefit.”

And don’t over-explain, added another experienced broker: “Clients care about themselves first, as it should be. None of our scripts focus on the team. I’ve found that clients don’t want to hear about how we run things internally — they care about their goals.”

Consumers feel ambivalent about teams because they are lacking in understanding, suggested one respondent. “It’s up to us as an industry to inform them and educate them as to why they would benefit from a team vs. an individual.”

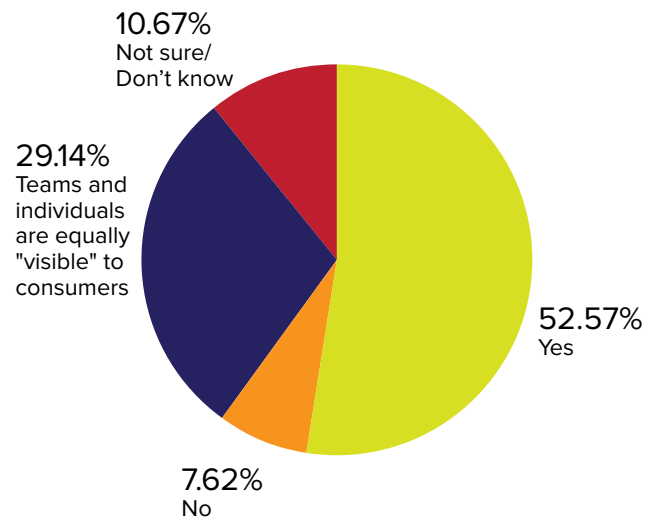
“As people learn the advantages of the team structure, they will continue to appreciate the model, which is like other professionals — consultants, doctors, dentists and lawyers,” said an agent of more than 10 years.

What can really cause problems with the client, according to an experienced agent, is “when the consumer hires the team leader and expects that leader to give him undivided attention. The team leader must have a clearly defined and explained structure that supports the consumer and their particular needs.”

Added a newer agent: “Consumers want to deal with an agent and build a relationship with them, and instead at times they are just thrown into a CRM and become just a number or a cog.”

Passing a client around to multiple people on a team too much can be a bad thing, warned one agent.

ARE REAL ESTATE TEAMS MORE “VISIBLE” TO CONSUMERS THAN INDIVIDUAL AGENTS?



“On our team, even if an admin takes the baton after we go under contract, the agent is still the first point of contact going forward for any negotiating items,” said the experienced team leader. “We want to make the client feel that the agent is still leading the way.”

On the positive side, teams are more visible to consumers than individual agents, 52.57 percent of survey respondents said.

Tips on handling team challenges from the best in the business

A number of the country's high-performing teams had some tips for teams at the beginning of their careers or for agents contemplating a move into a team.



► DOW REALTY GROUP

Adam Dow, head of Keller Williams' Dow Realty Group in Wolfeboro, New Hampshire, was just named the no. 1 agent in his state, with \$48 million in closed sales. For Dow, leading a team has improved his quality of life.

"This year, even with the explosive growth, I have taken multiple trips with the family and have the luxury of my team implementing the process and procedures to ensure my clients are being cared for in a way I never could have done by myself," he said. "I am less stressed about having a plate that is too full and details slipping through the cracks, which makes for being a better father and husband."

He had warned his team members that they might lose their own brand if they joined his team, an issue mentioned in the survey.

"I spoke with my listing agent about her experience with the team so far," he noted. "Prior to joining me as team member, she was a single-agent producer, selling \$5 million or so a year. I explained to her she would lose her identity, in a way, by

coming under my umbrella. That is a downfall in a field where agent branding is very important. However, she would also not have to worry about websites, blogs, the latest technologies, cost per click, or any other things that I have a good handle on.

"This year, she will make more than three times in commissions than her best year as a single agent," he continued. "She also was able to take some extended time throughout the year to care for a family member without the fear of our clients being let down."

Communication was cited in the survey as a problem for clients and colleagues in poorly run teams.

► PAYTON + BINNINGS

"We use a team email address as well as WhatsApp for verbal communications," said Payton Stiewe of Payton + Binnings, a San Francisco team of three agents with Pacific Union International. "We also have a general phone number that rings all three cell numbers simultaneously — this way, our clients always reach one of us."

In terms of consumer education, the team of three, whose total volume in 2015 was just short of \$100 million, turns up to every first appointment together.

"Initially, our clients always meet the whole team. As we say, 'For the price of one agent, you will get three.'



"Depending who has the best chemistry with that client, or who the client chooses, that person is the lead. In complicated deals, we switch between all of us to keep the

momentum going," said Stiewe.

He added: “There is no ‘B’ team. We see ourselves as equal partners on the team, and that really comes across to our clientele.”

▶ THE AW TEAM

Some commented in the survey that teams were difficult to deal with when on the other side of a transaction — but the AW Team have had a good reception, said Pacific Union’s Adam Touni and Wendy Kandasmy, who’ve conducted \$400 million in business over four years. The team of three is based in Palo Alto, California.

“In the agent community, we’ve experienced very positive responses from our colleagues, especially from successful agents,” said the team partners. “They’ve recognized the demands of the marketplace are difficult for individual agents to provide consistent and quality service but can be accomplished more easily when there is a team in place. Their affirmation is confirmation for the teams being the constructs of choice for real estate agents in the future.”

Having systems for training staff is something the good teams take seriously. Windermere Real Estate’s Team Foster, based in Bellevue West, Washington, headed by Tere Foster and Moya Skillman, has 11 team members, each with individual roles, and is one of the highest-producing residential teams in the country based on sales volume, with nearly 40 years of combined experience.

The team leaders believe in cross-training and have systems in place to support new staff members.

“We added two new team members this past year. We focus on in-office training and also out in the field. We match new members up with veteran staff to get an overview of every role. We are big believers in continuing education and are always encouraging the team to take new classes in their subject area or even complementary subjects,” said Foster and Skillman.

“Create a team sooner rather than later,” is their message. “Each additional person you add generally not only pays for themselves but creates at least 30 percent more business.”



▶ TEEDHAZE TEAM

According to Sotheby’s International Realty’s TeedHaze team in San Francisco, which closed \$280 million in 2015 with its 10 active agents led by Rick Teed and Butch Haze, having a cohesive team is crucial.

“When you run a team, everyone must be on the same page — all the time. And you’re judged by your clients on your ability or inability to appear to be seamless,” said the team leaders.

Complementary skills are crucial when building a team, they said. “When building a team, you need agents that focus on different parts of the market and have different skill sets. A well-rounded team coming at the market from different angles is key.”

▶ TEAM510

Do not rush hiring, said wife-and-wife team in Berkeley, California, Chimene Pollard and Jackie Gallanagh of Red Oak Realty’s TEAM510. They have had a team for eight years.

“We waited to hire the right people, which was the hardest thing to do, but after a hire that was not a good match we vowed to wait. Sales volume this year was over \$24 million,” they said.

“Hiring people we know already has been the key,” the team members added. “We were not

consciously focusing on doing this, but that has been the big appeal with both of our current hires.”

And a last tip: “Hire a coach, for example, to help you, especially if it is a situation where you have two seasoned agents coming together to form a team.”

➤ STARKS REALTY GROUP

Now, team-friendly companies like Keller Williams and Re/Max are moving on to expansion teams. Divorce property specialist Laurel Starks is taking her niche business Starks Realty Group across all of Southern California from her base of Rancho Cucamonga.

Starks describes an expansion team this way: “An expansion team is leveraging your administrative team and lead generation model into another geographic territory. Think McDonald’s. You have a headquarters and then you have multiple locations. Duplicate and scale your business.”

Communication is crucial with more than one location, said Starks.

“iMessage, email and a team Facebook page are our primary means of intra-team communication,” she said.

And systems are even more key for an expansion team.

“Currently, we use Brivity for listings; Google Drive, Google Forms, Google Docs and Google Sheets for files, intake and pipeline tracking; Constant Contact and BoomTown for sales team CRM,” said Starks. “We will migrate to a more robust system that encompasses most of those services under one roof as soon as we decide which one to go with.”

Expansion in real estate is like an engine test stand for motors — it revs up the business on all cylinders and exposes the holes in the business, said Starks.

“Without a rather solid business to begin with, there is nothing to expand.”

Most importantly, she said, hire scalable people. “One of the costliest mistakes is hiring people who don’t think big enough.”



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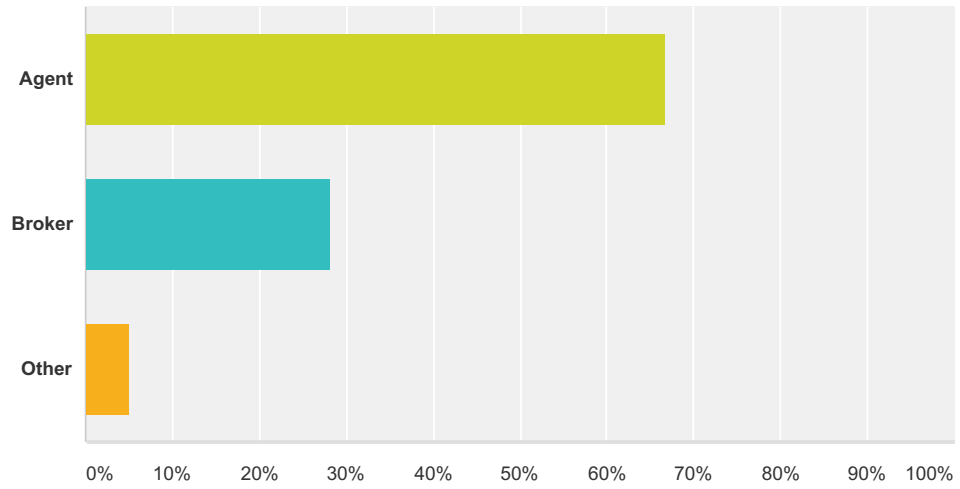
Full Survey Results

Questions 8, 9, 10, 11, 13, 14, 18, 19, 20, 21 and 22 were write-in questions. Results have not been included for these questions

Team Success

Q1 I am an:

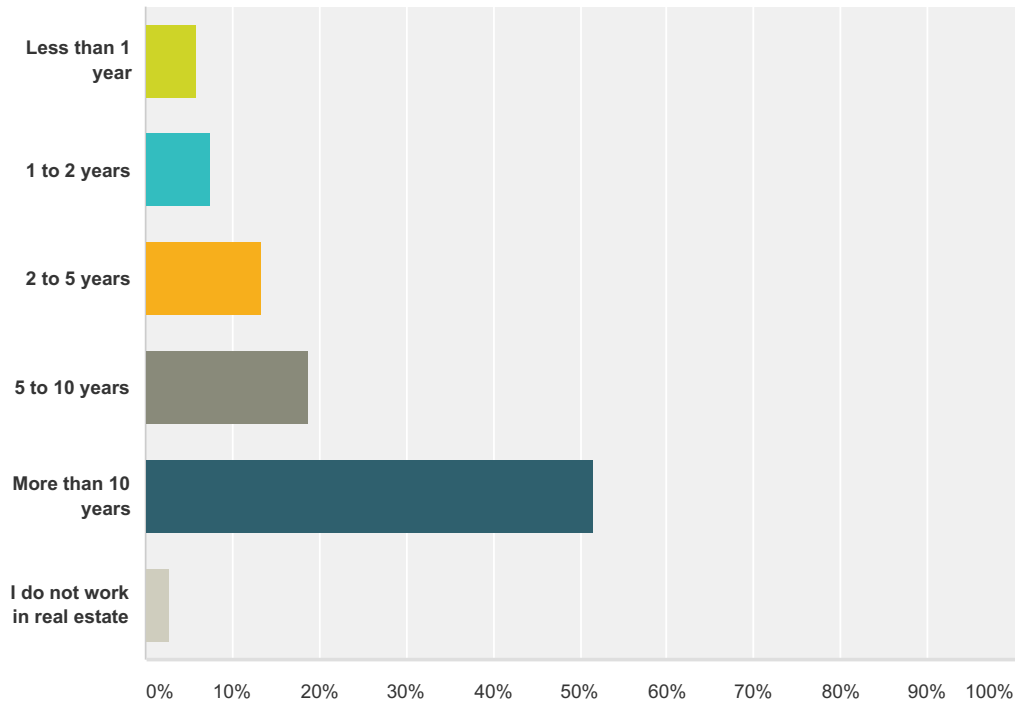
Answered: 525 Skipped: 0



Answer Choices	Responses	
Agent	66.86%	351
Broker	28.19%	148
Other	4.95%	26
Total		525

Q2 How long have you worked in the real estate industry?

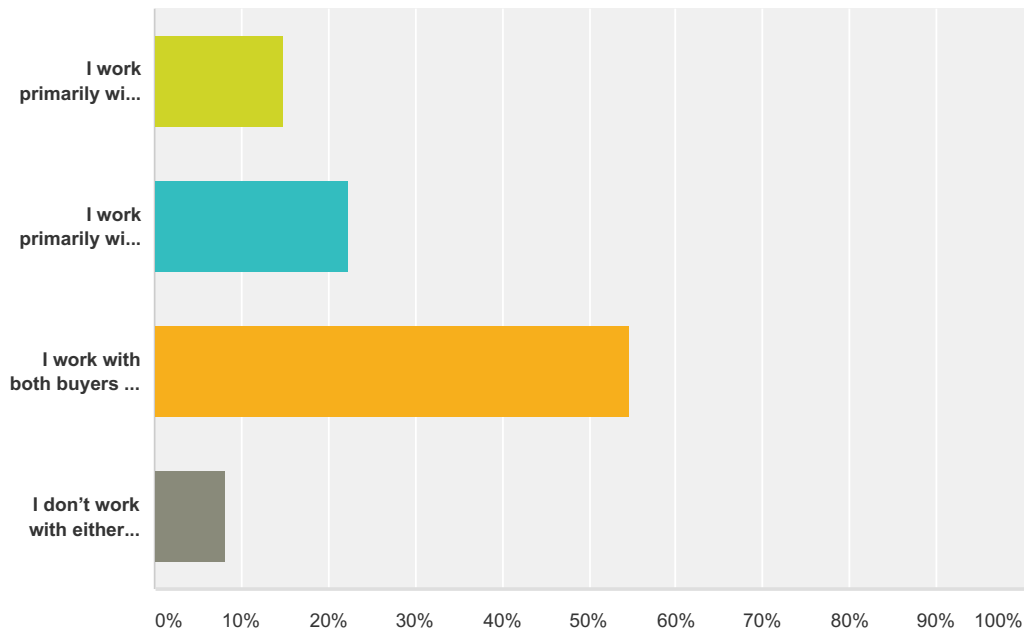
Answered: 525 Skipped: 0



Answer Choices	Responses	
Less than 1 year	5.90%	31
1 to 2 years	7.62%	40
2 to 5 years	13.33%	70
5 to 10 years	18.86%	99
More than 10 years	51.62%	271
I do not work in real estate	2.67%	14
Total		525

Q3 Do you work primarily with buyers or sellers?

Answered: 525 Skipped: 0

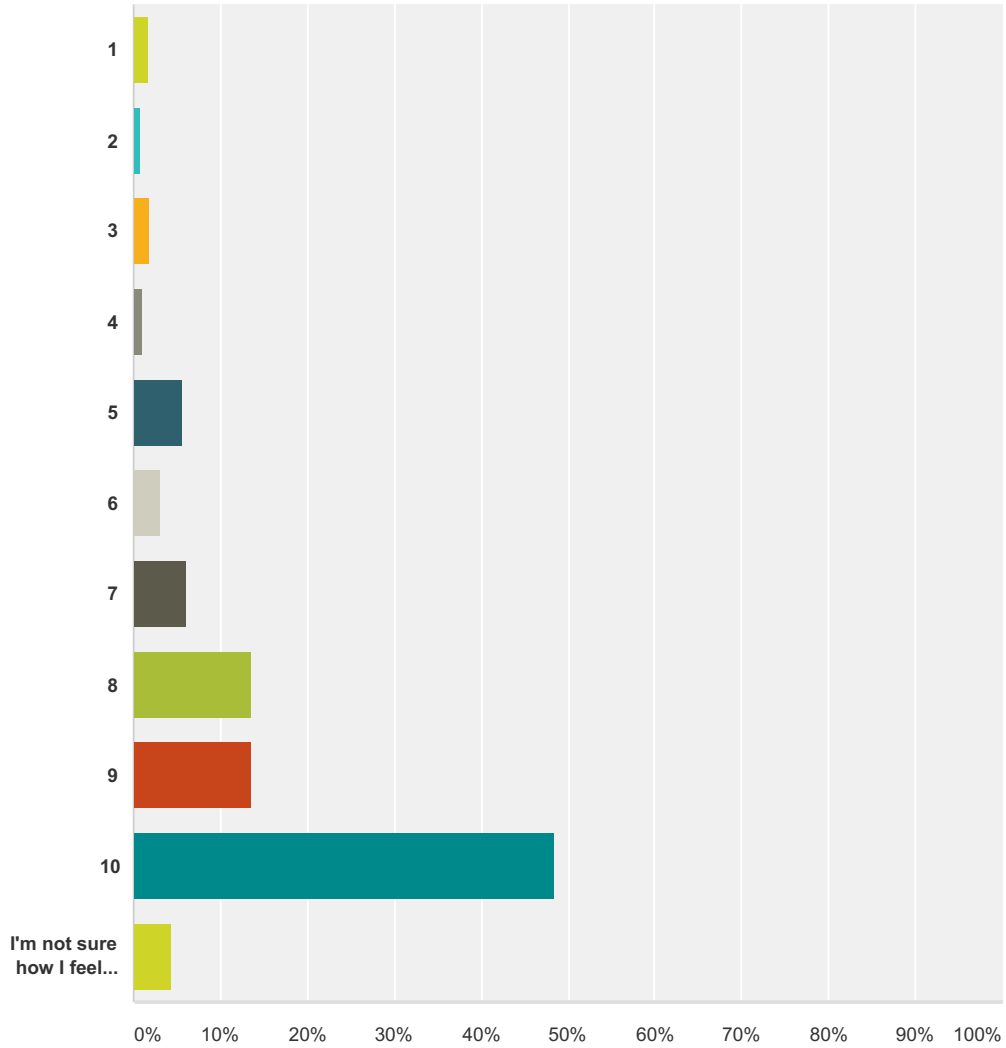


Answer Choices	Responses
I work primarily with buyers	14.86% 78
I work primarily with sellers	22.29% 117
I work with both buyers and sellers equally	54.67% 287
I don't work with either buyers and sellers	8.19% 43
Total	525

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Q4 On a scale of 1 to 10, how do you feel about teams in real estate, with 10 being “very positive” and 1 being “very negative”?

Answered: 525 Skipped: 0



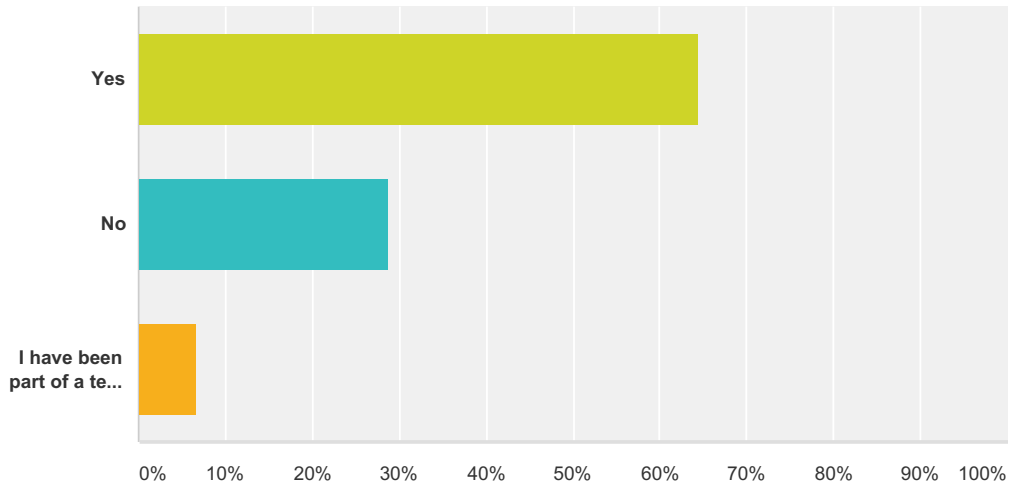
Answer Choices	Responses
1	1.71% 9
2	0.76% 4
3	1.90% 10
4	0.95% 5
5	5.71% 30
6	3.05% 16
7	6.10% 32

Team Success

8	13.52%	71
9	13.52%	71
10	48.38%	254
I'm not sure how I feel about teams in real estate	4.38%	23
Total		525

Q5 Are you currently part of a real estate team?

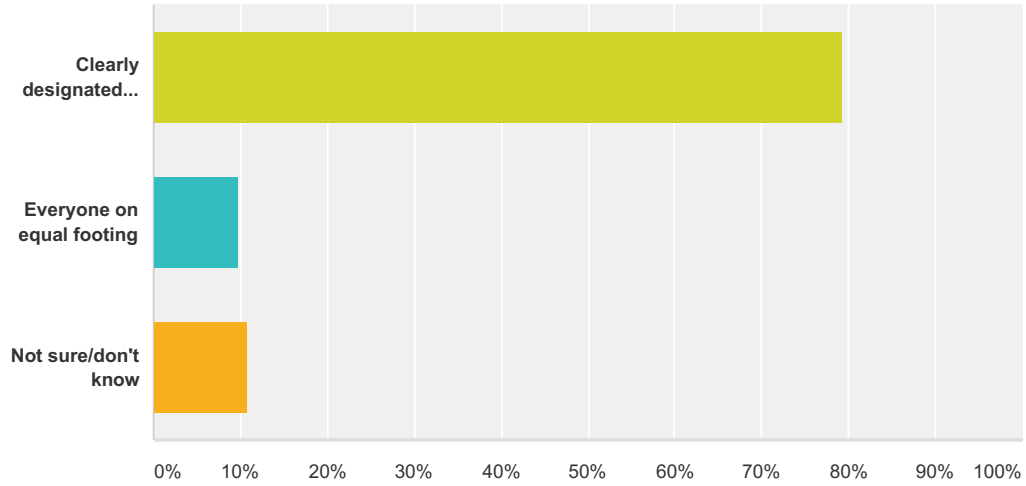
Answered: 525 Skipped: 0



Answer Choices	Responses	
Yes	64.57%	339
No	28.76%	151
I have been part of a team before, but I am not currently part of a team	6.67%	35
Total		525

Q6 Should teams have a clearly designated leader, or should they operate with every member on equal footing?

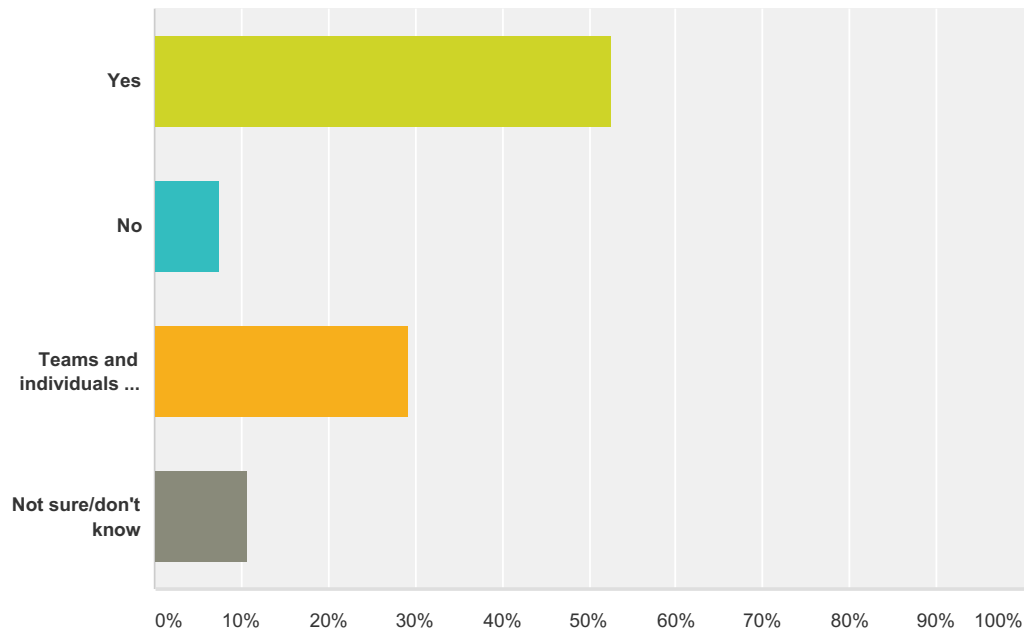
Answered: 525 Skipped: 0



Answer Choices	Responses
Clearly designated leader	79.24% 416
Everyone on equal footing	9.90% 52
Not sure/don't know	10.86% 57
Total	525

Q7 Are real estate teams more “visible” to consumers than individual agents?

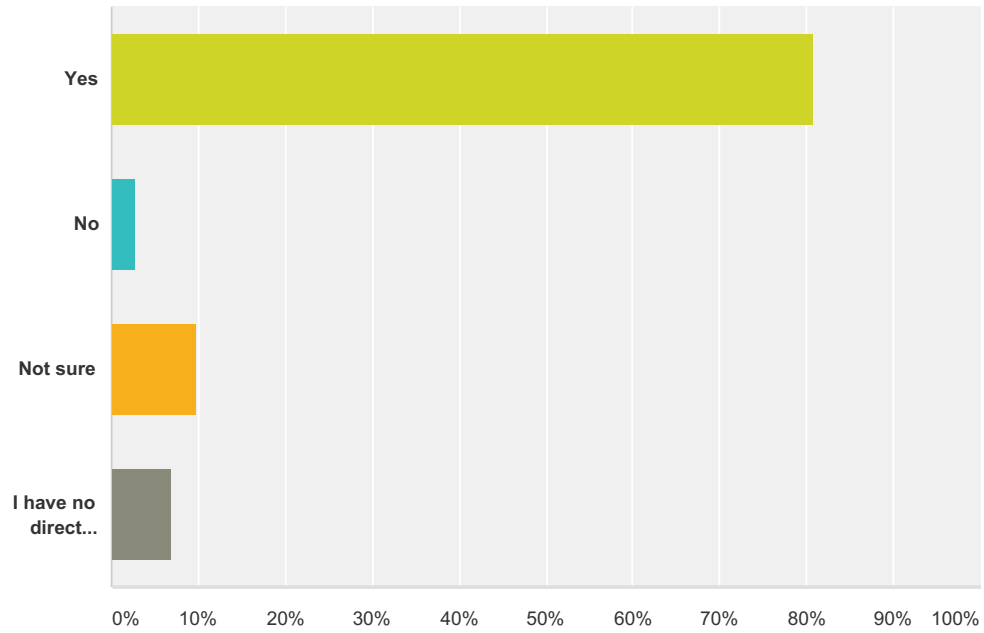
Answered: 525 Skipped: 0



Answer Choices	Responses	Count
Yes	52.57%	276
No	7.62%	40
Teams and individuals are equally "visible" to consumers	29.14%	153
Not sure/don't know	10.67%	56
Total		525

Q12 Is technology helping the way teams work?

Answered: 525 Skipped: 0

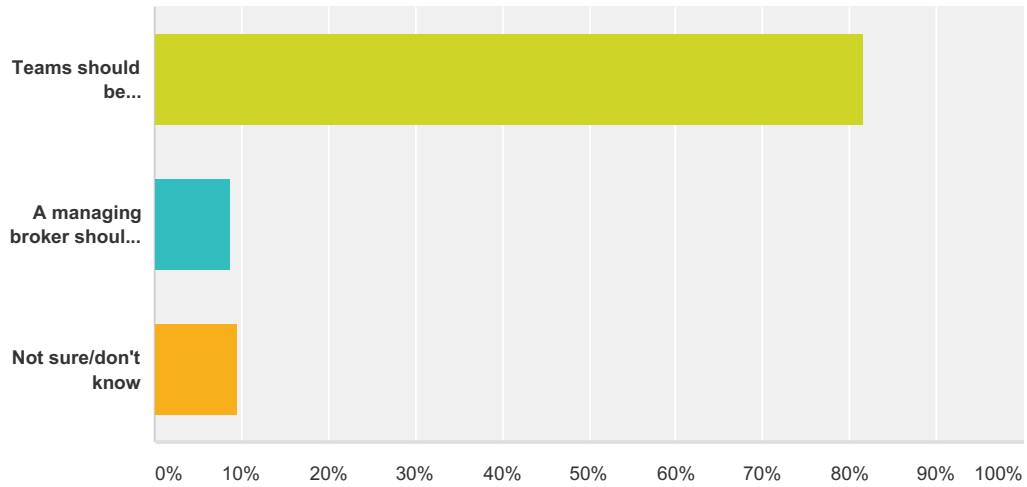


Answer Choices	Responses
Yes	80.76% 424
No	2.67% 14
Not sure	9.71% 51
I have no direct experience with teams	6.86% 36
Total	525

Team Success

Q15 Who should be selecting teams?

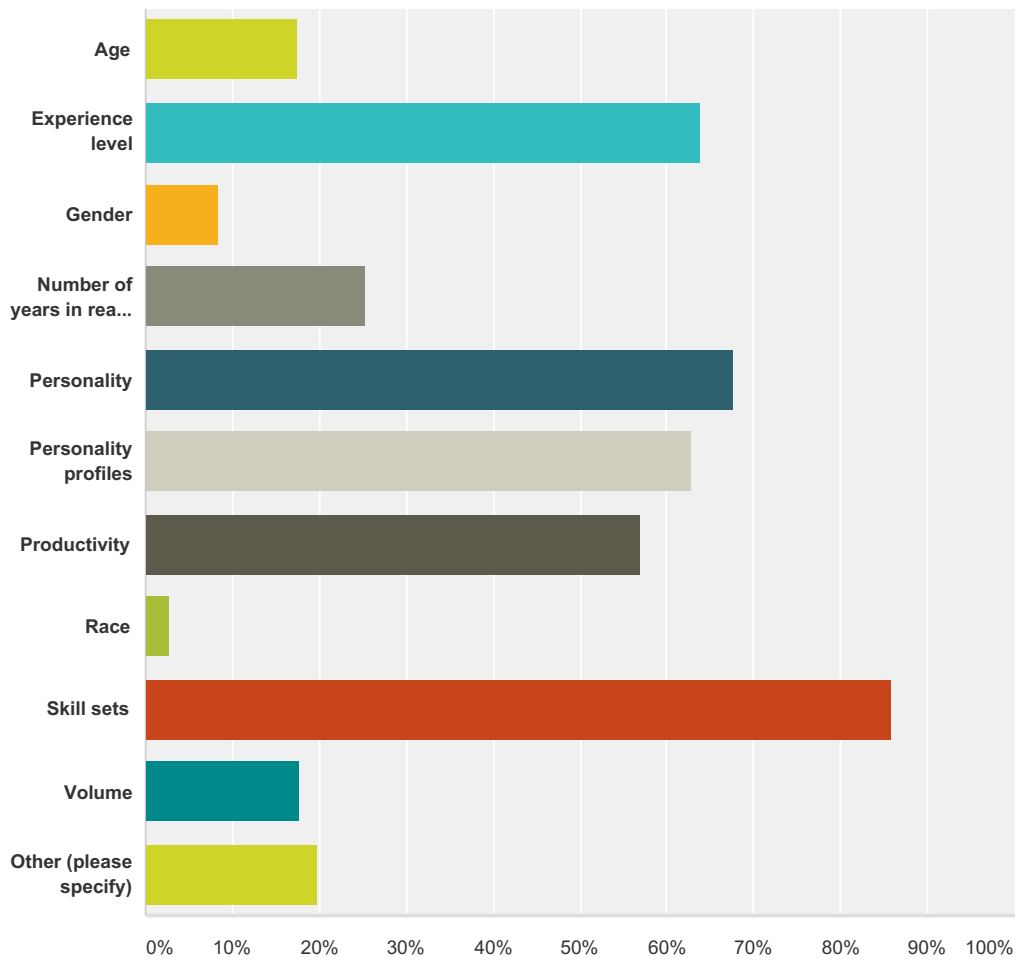
Answered: 344 Skipped: 181



Answer Choices	Responses
Teams should be self-selected	81.69% 281
A managing broker should make team assignments	8.72% 30
Not sure/don't know	9.59% 33
Total	344

Q16 What factors should be considered when building a team?

Answered: 344 Skipped: 181



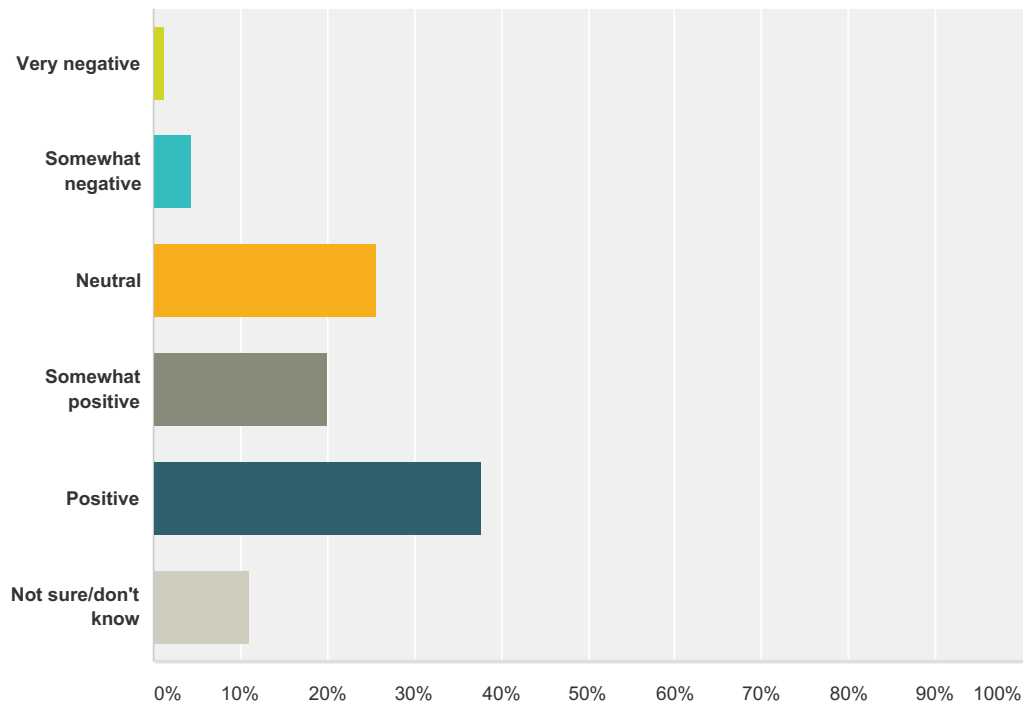
Answer Choices	Responses	Count
Age	17.44%	60
Experience level	63.95%	220
Gender	8.43%	29
Number of years in real estate	25.29%	87
Personality	67.73%	233
Personality profiles	62.79%	216
Productivity	56.98%	196
Race	2.62%	9
Skill sets	85.76%	295
Volume	17.73%	61

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Other (please specify)	19.77%	68
Total Respondents: 344		

Q17 In your opinion, how do consumers feel about real estate teams?

Answered: 344 Skipped: 181



Answer Choices	Responses
Very negative	1.16% 4
Somewhat negative	4.36% 15
Neutral	25.58% 88
Somewhat positive	20.06% 69
Positive	37.79% 130
Not sure/don't know	11.05% 38
Total	344