

GET WIRED FOR  
**Prosperity**<sup>™</sup>

REACH<sup>™</sup>

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Team Performance Training



**MARKET FORCE**<sup>®</sup>  
*Upgrade your humanware.*<sup>™</sup>

# What is REACH™?

REACH™ is a proprietary team performance methodology designed to drive collaboration and increase the productivity of your team.

REACH™ provides an easy road map for *service excellence*, the approach that will reduce internal friction and refocus all team energy on delivering a memorable client experience for your market.

Specifically, REACH™ provides the following:



## Respect

The critical first step in service excellence is for all members of the team to see clearly how great teams develop. This collective understanding of team development creates clarity regarding growth and provides an easy framework for the entire team to work from, especially when there is adversity.

## Evolve

One of the most overlooked aspects of service excellence is the use of a particular technology – namely language. Most business players do not realize that there are two types of language: one for action and one for no action. Through awareness and training, ambitious teams evolve their use of language as a technology, and increase the amount of language for action that is used on a daily basis.

## Appreciate

The ultimate secret weapon behind REACH™ comes when teams learn to play by The Platinum Rule – which states, “treat others how they want to be treated.” As individuals learn how they are naturally wired under pressure, and, more importantly, how their colleagues are wired, the entire team learns to play to each other’s strengths. And, once this understanding is there internally, the same maps can be used with clients, enabling the team to deliver a memorable client experience, one tailored to the respective style of each client.

## Collaborate

With team performance increasing due to the use of language as a technology and the appreciation of unique business styles, the team can now invest in a best practice for increased collaboration around delegation and follow through. The genesis of the Market Force Work Flow framework comes from one of the world’s leaders in organizational performance, and is a market advantage for all teams that invest in its use.

## Hunger

All teams face adversity. The difference between good teams and great teams is how well they respond to the breakdowns. Showing your team how to equate problems with learning opportunities helps change the mindset in your environment. Providing an easy-to-use framework actually helps the most ambitious teams hunger for the breakdowns in order to learn faster than the competition. Once this hunger is created, your team becomes resilient and that resiliency is a key element to the team’s long term success

# Case Study: Colliers University

From 2002 to Present

## Who is Colliers International?

For more than 40 years, Colliers International (Colliers) has been one of the leading commercial real estate organizations in the world. The company's combined revenue in 2014 was approximately \$1.9 billion worldwide.

## Always Seeking an Advantage

In 2002 (as today), Colliers was a growing multi-national company with a strong brand identity. However, as do all good companies, Colliers was looking to improve its market position and create a differentiator against its competition. Then-Chief Operating Officer for Colliers, Craig Robbins (a long-time proponent of Market Force), devised an idea: build a world-class training university to support learning and knowledge management within the company. Based on the Market Force principle that "the only sustainable competitive advantage a company has is to learn faster than its competition," Robbins launched Colliers University (CU) in early 2002.

The first program launched by CU has now become the REACH™ program. Market Force became "not only the foundation of [our] curriculum, but also the core of the Colliers' operating model," according to Robbins. "Market Force teaches participants to embrace their personal work styles, take accountability for results, and to coordinate action with others in an interdependent team." Since 2002, CU has expanded with courses ranging from technical skills to presentation training. However, Market Force's REACH™ program has remained a requirement of its core curriculum.

## The Results are Significant: 43% Higher Net Promoter Scores for REACH™ Users

For Colliers' Shared Services professionals (marketing, IT, admin and HR employees) who use the REACH™ system, their Net Promoter Scores (NPS) are shown to be 43% higher than their counterparts who do not use the REACH™ tools.

And, according to CU's own course catalog (pictured to the right): "Of all the courses in CU's core curriculum, Market Force has shown the highest correlation with accelerated growth and improved performance. Individuals and teams in every service line have dramatically transformed their results with these tools."

More information on NPS is provided on the following pages.

*"IN MY EXPERIENCE,  
THE MARKET FORCE PROGRAM  
IS UNMATCHED  
BY OTHER APPLICATIONS.*

*IN SHORT, THESE TOOLS ARE A  
COMPETITIVE ADVANTAGE FOR THOSE  
WHO STUDY AND UTILIZE THEM."*

- CRAIG ROBBINS, GLOBAL CHIEF KNOWLEDGE OFFICER  
COLLIERS INTERNATIONAL, LOS ANGELES, CA

**Market Force**  
Transforming performance for individuals & teams.

OK, what do I do?

**Step 1**  
With your team, begin the Market Force process by using Market Force - Foundations. This is a week with our action system tools that allow you to coordinate action more strategically as well as understanding performance styles along with the fundamentals to successful communication.

**Step 1 1/2**  
Once you and your team have completed the Foundations series, you may find that while embracing a new process, he or she is yearning to better understand the team's common language. Colliers University understands that it may be practical to train your entire team on the Foundations series, tailored and designed specifically for CU. There are quarterly open-enrollment courses offered for your new team members to get them all to speak with the common language and common approach of Market Force. The open enrollment series is divided into Market Force - Introduction in the Principles Phase 1 and Phase 2.

**Step 3**  
The Market Force - Advanced Style seminar can be done before or after the Team Prosperity series. The four-hour seminar is a great way for your team to do a deep dive into the Market Force Style. The content focuses on:

1. The three main reasons you must know your own style.
2. How to meet quickly and successfully identify the Styles of those around you.
3. How to meet effectively communicate with others using the Market Force Style.

**Step 3**  
Additional seminars, workshops, and coaching are available for open to all staff and team development. See pages 138-142 in the Courses section.

**WHAT IS MARKET FORCE?**  
Market Force is a business execution system that gets people performing at high levels, and winning more in the game of business. Market Force is founded upon the idea success is repeat habits making money and enjoying their jobs.

**COLLIERS SPEAKS THE LANGUAGE OF MARKET FORCE**  
At the foundation of Colliers University's curriculum and the way our company approaches business is a set of tools, and the corresponding vocabulary, for accelerating how we accomplish things together and with our clients. So broadly applied and deeply ingrained are these tools and terms that the core concept of acceleration was adopted as part of the Colliers brand identity.

**WHY?**  
Of all the courses in CU's core curriculum, Market Force has shown the highest correlation with accelerated revenue growth for our producers and improved performance evaluation for our support professionals. Individuals and teams in every service line and every region have dramatically transformed their results with these tools.

# NPS Explanation

## Overview

Net Promoter Score (NPS) is a client satisfaction tool used to gauge the loyalty of a firm's customer relationships. Developed by Fred Reichheld, NPS was introduced to the world in the 2003 Harvard Business Review article "One Number You Need to Grow." NPS ranges from a low of -100 to a high of +100. An NPS higher than zero is considered to be good, and an NPS of +50 is considered excellent.

Determining where any specific customer falls in the Promoters to Detractors spectrum comes down to asking one simple question, called "the ultimate" question: **"How likely is it that you would recommend [Company X] to a friend or colleague?"** The respondent answers from 0 (not at all likely) to 10 (extremely likely). Based on the response, a customer is classified into one of three categories:

- **Promoters** = 9-10 ratings
- **Passives** = 7-8 ratings
- **Detractors** = 0-6 ratings

**Promoters** are loyal and enthusiastic about your company and will continue buying and referring others. Promoter referrals fuel viral growth that you don't have to pay for.

**Passives** are generally satisfied customers, but lack enthusiasm. A 7 or an 8 rating is impressive, but research has found that this group is vulnerable to competitive offerings and defection.

**Detractors** are a potentially dangerous bunch who are unhappy and can diminish your brand through negative word of mouth. They require proactive outreach to resolve issues before damage is done.

A company's NPS score is calculated by subtracting its percentage of Detractors from Promoters, disregarding Neutrals. The NPS is displayed as a whole number.

## Two Examples

1. 40 total respondents: 22 Promoters (55%), 13 Passives (32.5%), and 5 Detractors (12.5%)  
 **$55\% - 12.5\% = +42.5$  NPS**
2. 100 total respondents: 29 Promoters (29%), 30 Passives (30%), and 41 Detractors (41%)  
 **$29\% - 41\% = -12$  NPS**

## 2014 Ratings of World-Class Companies<sup>1</sup>

Companies	NPS
Tesla Motors	+97
USAA Insurance	+81
Costco	+79
Amazon.com	+64

Companies	NPS
Zappos	+60
Harley Davidson	+52
Tiffany & Company	+51
Johnson & Johnson	+40

Companies	NPS
UPS	+39
Starbucks	+23
Google	+19
Goldman Sachs	+5

1: Source: www.NPSBenchmarks.com collected by CustomerGauge, publisher NPS News.

2: Source: "US Net Promoter Benchmarks: A Topline View" by Rhys Wesley.



# NPS Industry Leaders and Laggards<sup>2</sup>

Companies	Leaders	NPS	Laggards	NPS
<b>Financial Services</b>				
Banking	USAA	+81	HSBC	-14
Credit Cards	Discover	+52	CitiGroup	+18
<b>Insurance</b>				
Automotive	USAA	+81	Travelers	+28
Life	State Farm	+45	Liberty Mutual	+14
Health	Kaiser	+40	Humana	+32
<b>Technology</b>				
Tablets	Apple	+66	Acer	+28
Laptops	Apple	+72	HP	+46
Smartphones	Apple	+67	Samsung	+54
<b>Travel &amp; Hospitality</b>				
Airlines	Southwest	+62	US Airways	-8
Hotels	Westin	+59	Motel 6	-15
<b>Communications</b>				
Cable/Satellite TV	DirecTV	+34	Time Warner	-5
Mobile	TracFone	+39	Sprint	+5
Internet	Brighthouse	+20	Mediacom	-22
<b>Online Services</b>				
Entertainment	Pandora	+56	Blockbuster on Demand	+11
Shopping	Amazon.com	+64	Google Shopping	+19

*"COMING **TOGETHER** IS A BEGINNING.  
KEEPING TOGETHER IS PROGRESS.  
WORKING TOGETHER IS A SUCCESS."*

- HENRY FORD



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