



Case History | Colliers Turley Martin Tucker

LEADERSHIP DEVELOPMENT PROGRAM: Building Strategic Advantage

In 2004, the commercial real estate company Colliers Turley Martin Tucker (CTMT), one of the largest and most influential members of the Colliers International group, faced a watershed moment. The company had grown consistently and rapidly despite the difficult years immediately following the events of Sept. 11, 2001, and was in a position to reassess its strategic approach to the market as well as set new priorities for its next strategic planning cycle.

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According to CEO Mark Burkhart:

“It was a great moment in time for us to really step back and ask, ‘What is our competitive advantage?’ We had been doing so well in our markets that we were focused primarily on running our business. We hardly had the time to think about our strategy. But our senior leadership team and our board were certain that the time had come for us to look forward and choose the path we would follow.”

Olin Business School developed the “Building Strategic Advantage” program with the goal of helping CTMT assess its strategic priorities and develop a shared vision of how those priorities would be executed.

Olin designed additional modules, which built on the initial segments, to reinforce the progress of the company as it implemented the program outputs. These later sessions involved a significantly broader base of leadership at CTMT and helped to align the company around critical initiatives and goals.

Burkhart continues:

“Olin Business School absolutely was the right partner for us. They had the faculty expertise, objectivity and facilitation skills required to help us see future possibilities and get aligned around a specific vision of how to maintain and even accelerate our growth.”

In the end, every Custom Executive Program has to deliver a result. Burkhart concludes:

“What came out of those sessions from 2004 to 2005 was a set of priorities that we as a company converged around. These strategic priorities were the very center of the next three-year planning cycle and drove much of what we did as a business. We set aggressive goals and we’ve attained those goals. And today our company has made great progress as a result. Our relationship with Olin Business School continues to be a central part of our planning and growth, both as a business and as individuals.”