

# CULTURAL AMBASSADOR HANDBOOK

Build a Legacy  
Worth Leaving





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# THE CULTURAL AMBASSADOR OATH

*What are the promises an Ambassador makes to  
the Keller Williams family?*

Congratulations! Being a Cultural Ambassador means you are recognized for meeting a higher level of responsibility, a deeper sense of caring, a more selfless attitude of sharing, and for living a life that is purpose driven.

As a Cultural Ambassador, you have the opportunity to turn your oath into an action plan. You can build a cultural story for your life and your Market Center.

You will build a legacy worth leaving for yourself and your family, while showing others how to do the same in their lives.

## CULTURAL AMBASSADOR OATH

As a cultural ambassador, I do solemnly affirm that I will faithfully live and work according to our cultural standards.

I will care, share, and give in order to better our world.

I will continue to place service and people before profit.

I will place honor and integrity before personal advantage.

I will strive to live out the higher purpose of business.

And, I will commit to establishing my own legacy worth leaving.

**REPEAT WITH ME**





# WHAT IS CULTURE?

“Culture is the **predetermined** way we **agree** we will **treat** each other.”

Mo Anderson, VCOB

With a clear understanding of culture, Cultural Ambassadors are able to come from a place of servant leadership to make a significant impact on their families, their businesses, their Market Centers, and their communities.

**Predetermined:** To decide in advance

**Agree:** To harmonize in thought or action

**Treat:** To act or behave

Culture isn't just a feeling or a single act. It's an entire ecosystem of concepts that we agree to take action on in order to build something bigger than ourselves.

## WHAT IS THE IMPACT OF LIVING YOUR OATH?

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# THE FOUR PILLARS OF CULTURE

As an organization, we have made predetermined agreements that are at the core of our culture. We call these the **Four Pillars of Culture**.

1. **WI4C2TS**: Our belief system or the rules we live by
2. **MVVBP**: The big picture
3. **What Is Culture?**: The action items that describe the way we live out our culture
4. **Six Personal Perspectives**: The mindset that determines our greatest success as cultural leaders

## WI4C2TS

**WIN-WIN** or no deal

**INTEGRITY** do the right thing

**CUSTOMERS** always come first

**COMMITMENT** in all things

**COMMUNICATION** seek first to understand

**CREATIVITY** ideas before results

**TEAMWORK** together everyone achieves more

**TRUST** starts with honesty

**SUCCESS** results through people

# MVVBP

## OUR MISSION

To build **CAREERS** worth having,  
**BUSINESSES** worth owning,  
**LIVES** worth living,  
**EXPERIENCES** worth giving, and  
**LEGACIES** worth leaving.

## OUR VISION

To be the real estate **COMPANY OF CHOICE**  
for agents and their customers.

## OUR VALUES

**GOD, FAMILY**, then business.

## OUR BELIEF SYSTEM

**WI4C2TS**—the rules we live by.

## OUR PERSPECTIVE

**A TECHNOLOGY COMPANY THAT PROVIDES THE REAL ESTATE PLATFORM THAT  
OUR AGENTS' BUYERS AND SELLERS PREFER.**

Keller Williams thinks like a top producer, acts like a trainer-consultant, and focuses all its activities on service, productivity and profitability.

# WHAT IS CULTURE?

by Kay Evans and Mo Anderson

1. Making decisions that are right for the Market Center regardless of individual impact—there is no “I” in TEAM
2. Following the model
3. Not only learning but living the WI4C2TS
4. Putting God and your family first, and the business second
5. Understanding that the higher purpose of business is to give, share, and care
6. Being the best co-op associate possible; always respecting other associates
7. Taking a stand on an issue that may not be popular, but is RIGHT
8. Helping someone in the Market Center willingly and with a smile, even though you are busy
9. Doing the right thing without wanting to be recognized or acknowledged for it
10. Committing to sharing knowledge in the Market Center through mentorship or teaching
11. Participating in RED Day annually and participating in community service locally, throughout the year
12. Committing to donating to KW Cares
13. Paying a struggling associate's fees anonymously
14. Complimenting others regularly
15. Being a part of the solution and not the problem in a Market Center
16. Taking the high road on confrontational issues or points of difference
17. Handling a fellow associate's business when personal or family illness occurs
18. Paying a struggling associate's tuition to a class that may impact the associate's productivity
19. Living up to the covenant if you are on the ALC
20. Representing the Market Center and the company in a positive way—always smiling at others in the Market Center regularly
21. Staying home if you're having a bad day attitudinally
22. Speaking without profanity
23. Avoiding disparaging remarks about anyone, especially associates who leave KW to join a competitor company—after all, many times they COME BACK
24. When lead generating expired listings NEVER be critical of any previous agent
25. Your social media posts should avoid controversial topics that are inappropriate for business
26. Responding to clients' calls and concerns in a timely manner
27. Considering the other person's viewpoint before responding
28. Committing a random act of kindness every day
29. Being willing to walk away from a transaction that compromises your principles
30. Being considerate of the Market Center staff
31. Paying your Market Center bills on time
32. Not looking for loopholes in Cap and Royalty payments
33. Honoring the policies and protocol of the Region regarding recruiting
34. In building a Market Center, never recruiting associates from another KW Market Center
35. In building a team, never recruiting associates from within your own Market Center without first discussing it with and receiving your Team Leader's prior approval
36. In building a team, never recruiting associates from any other KW Market Center without first discussing it with and receiving prior approval from BOTH Team Leaders and engaging in communication between BOTH rainmakers
37. In building an expansion business, never recruiting associates from any KW Market Center without discussing it with and receiving prior approval from BOTH Team Leaders (associate's primary location and expansion location)
38. Building your level one Profit Share Tree to 15 as soon as possible
39. Being excited to build your downline by asking others, “Will you promise me that you will take my Team Leader's call?”
40. Implementing the Keller Williams productivity systems such as the Growth Initiative, Cap Management, and the Career Growth Initiative (CGI)
41. Embracing new technology and Labs built by associates, for associates
42. Creating the budget you know you need for your business
43. Consistently lead generating for 3 hours per day
44. Using a monthly Profit and Loss Statement to analyze your real estate business
45. Hitting your monthly and annual production goals
46. Profitability in your personal real estate business
47. Listening – before you act
48. Earning – before you spend
49. Waiting – before you criticize
50. Trying – before you quit
51. Giving seven hugs a day
52. BE NICE! Kindness matters

## SIX PERSONAL PERSPECTIVES

These perspectives came into existence when Gary Keller asked the question, “What is it that differentiates those who achieve at the highest level from those who don’t seem to accomplish as much?” After thoroughly researching this question, Gary discovered what all high achievers have in common is a mindset, a set of attitudes, a way they approach or attack their life or any venture they are involved in.

1. **COMMIT TO SELF-MASTERY**—Before an individual can pursue mastery of a subject or skill, they must pursue self-mastery. When you commit to self-mastery, you know your goals, your strengths and weaknesses, and know how to work with those strengths and weaknesses to build the knowledge, skills, and habits to reach your goals.
2. **COMMIT TO THE 80/20 PRINCIPLE**— Discovered by Italian economist Vilfredo Pareto and re-proven time and time again, the 80/20 Principle states that 20 percent of our activities yield 80 percent of our results. Focus on the 20 percent that matters.
3. **MOVE FROM “E” to “P”**— To maximize your productivity and reach your goals, you need to move from your **Entrepreneurial Style** of operation (or what comes naturally) to a **Purposeful Style** of operation. With a Purposeful Style, you apply focus, strategic options, models, systems, and accountability to break through your natural ceiling of achievement and attain higher and higher levels of success.
4. **BE LEARNING BASED**—When you are learning based, you know what you know and that there is more to know. You apply learning to your action plan to achieve internal enlightenment and external productivity. You move from unconscious incompetence, where you don’t know what you don’t know, to unconscious competence, where your expertise allows you to complete activities without thinking about them.
5. **REMOVE YOUR LIMITING BELIEFS**—Everyone has limiting beliefs at some time or at some level. When you actively unlimit your thinking, you are able to unlimit your success.
6. **BE ACCOUNTABLE**—When life happens and reality shows up, you have two options. You can ignore and fight that reality. You can blame others and make excuses. You can wait and hope for a resolution. Without a concrete understand or action plan, you become a victim of the circumstance and you reinforce the status quo. Alternately, you can face that reality head on and by understanding and acknowledging it. You can own it, seek solutions, then get on with it through an action plan. With your accountability, you drive change.

# CULTURAL AMBASSADOR JOB DESCRIPTION

## *Your Opportunity*

**A Cultural Ambassador is:** A Keller Williams associate who has been nominated by their peers and selected by the Region for being someone who embodies, lives, and models the culture of our company at an extraordinary level.

**Ambassadorship is a lifetime appointment—not an award.** An Ambassador honors the WI4C2TS in daily business and life – both inside and outside the Market Center.

**An Ambassador takes their passion for our culture to the highest level by doing the following:**

1. Creating a **Culture Action Plan** to be completed in their Market Center and/or Region
2. Demonstrating **cultural leadership** by:
  - a. **Actively identifying associates in need within the Market Center and leading them to KW Cares for grant assistance**
  - b. Following the model to realize the most profit for their personal real estate business
  - c. Serving on the ALC—or striving to serve on the ALC—as an associate in the top 20 percent of their Market Center
  - d. Serving on the Market Center’s Culture Committee, RED Day Committee, or KW Cares Committee
  - e. Volunteering to teach or train in the Market Center
  - f. Participating in planning the Region’s annual cultural or inspirational events
  - g. Facilitating QL through KW Kids Can

3. Participating in every aspect of the **KW model for giving**, such as:
  - a. KW Cares
  - b. KW Kids Can
  - c. RED Day
  - d. Leading the Market Center to 100 percent participation in contributions made on every transaction
  - e. Leading fundraising in the Market Center for associates in need and for the Market Center's chosen local charity
4. Building a **legacy worth leaving** by:
  - a. Determining personal strengths and passions that can be applied in the world in order to make a lasting difference on the lives of others



# BRING THE CULTURE TO LIFE

*What action does an Ambassador take?*

## 1. BUILD YOUR CULTURAL ACTION PLAN

Culture happens in both small and big ways. Culture can come in the form of blessings or through tests of strength. It can happen in an afternoon or over a period of years.

What matters is that you *take action*.

**EXAMPLE** of an Ambassador's Cultural Action Plan:

1. Create visual cultural displays in the Market Center, such as:
  - a. Photo wall to highlight cultural team activities, local cultural "Ambassadors", good deeds, RED Day, fundraising activities
2. Facilitate a Cultural Moment at Team Meetings by:
  - a. Talking about cultural actions by others in the Market Center
  - b. Teaching the points of "What Is Culture?"
  - c. Sharing a culture video from the library on Connect
3. Chair the Culture Committee in the Market Center and search out fellow associates so you can "catch them" behaving in culture
4. Create a system of cultural touches:
  - a. Hand-written notes that anonymously recognize others for cultural action
  - b. Host a monthly coffee time to recognize others for cultural action
  - c. A series group texts or social media messages using the points of "What is Culture?" and the WI4C2TS
5. Establish a system for identifying associates with emergency needs and take action to assist:
  - a. Set up team "help" to support them (e.g. driving to appointments, sitting at hospital bedside, cooking meals)
  - b. Lead fundraising in the Market Center for the associate's financial support
  - c. Take over their business, if needed
  - d. Lead them to KW Cares for grant assistance and assist with the grant application process

- 6. Create in-house recognition or awards to recognize highly cultured associates
  - a. Example: Kay Evans suggests creating a Mo Anderson Joyful Award – in honor of an associate who shares great joy with others
- 7. Connect with fellow associates
  - a. Example: Create a “getting to know you” card that invites associates to share 3 personal facts that others may not know about them (e.g. high school valedictorian, a cancer survivor, played guitar in a band, rode bicycles in France, etc.)
- 8. Coordinate a Market Center Cultural Summit or Inspirational Breakfast

## WRITE YOUR CULTURAL ACTION PLAN

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## 2. WRITE YOUR PERSONAL CULTURE STORY

A powerful, culture story brings the predetermined way we agree to treat each other to life through joy, compassion, hope, struggles, and resiliency. It illustrates a point in our Four Pillars of Culture (WI4C2TS, MVVBP, “What Is Culture?”, or Six Personal Perspectives) within our own lives.

*Every Cultural Ambassador should know their personal culture story, internalize it, and share it often with others.*

One of our most shared, loved, and respected cultural stories is Mo Anderson’s “Lillie Mae Tillman” story.

### SAY IT WITH ME, “LILLIE MAE TILLMAN”

by Mo Anderson

One of the greatest examples of integrity that I’ve personally experienced in my own life is that of Lillie Mae Tillman.

It all began in 1974, when I was a brand-new associate. I had not yet achieved any success. I began my business in January of that year and by the first of August, I had no closings.

I was frustrated, discouraged and ready to quit, so I prayed an unusual prayer and I asked God to give me three valid transactions during the month of August. That was really a major request in 1974 when there was no Freddie Mac or Fannie Mae, no secondary mortgage money. The only thing you could sell back then was in equity.

So, me of little faith, I immediately enrolled in graduate school and decided I would go back into teaching. The days quickly rolled by.

On the 27th day of August, the only listing I had in my inventory sold. Hope began to swell in my soul, because I

didn't want to fail. I had never failed at anything in life and I didn't want to fail at real estate.

On the 28th day of August, I had a brand new first home buyer. I sold them a home and hope really began to surge within me. I might have three transactions by the end of the month.

But the 29th and the 30th passed. No buyers, no listings.

On the 31st day of August 1974, I woke up actually mad at God. Why did you give me two? Two is close to three. Why couldn't I have had three?

At ten o'clock in the morning, my phone rang. It was my office asking me to go show a property. I put on my professional clothes and went to show the property. Wrong house. So, I showed them another house and the magic happened.

They moved the furniture in, they put the kids in the bedrooms, and I cannot tell you how joyful I felt. I was going to succeed in real estate, finally after all of these months.

We walk out, Mr. and Mrs. Buyer go into a far corner in the front yard and began to talk. I'm very uneasy, because I have no idea what they're talking about. Finally, Mr. Buyer approaches me, and he says, "Mo, we cannot buy this house from you. We must buy this house from Lillie Mae Tillman."

I want you to say that name with me. "Lillie Mae Tillman." Now, I want you to say it like you think I probably said it back then. "Lillie Mae Tillman?!"

"Lillie Mae," he went on to say, "has shown us so many properties. She's driven us around for two weeks. She's purchased lunch, she's purchased dinner. Our kids have spilled ice cream in the car. We have to buy this house from her."

They drove away and I went home and cried. I had come so close, so close to succeeding. It was the lowest moment in my business life.

At 7:30 my phone rang. It was Mr. Buyer. He said, “We’ve spoken with Lillie Mae Tillman and Lillie Mae told us to **do the right thing** and buy the house from you.”

I wouldn’t be standing before you today if it weren’t for Lillie Mae Tillman. I learned the greatest lesson of my business life. I learned that when you do the right thing, it changes the course of life.

Lillie Mae Tillman became my business hero. She was an elderly Century 21 agent who walked with a cane and was quiet and reserved. She told those buyers to do the right thing and changed my life.

I didn’t go to graduate school. I continued in real estate and had 35 transactions over the course of the next six months. I went on to build my own company with two amazing partners and eventually sold it to Merrill Lynch. I accidentally found Keller Williams and ultimately became its Vice Chairman of the Board, because of that precious, wonderful woman who was with Century 21 and told a couple of buyers to do the right thing.

How important is integrity and doing the right thing? It could just change the course of a life.

**WHICH PREDETERMINED AGREEMENT FROM THE  
FOUR PILLARS OF CULTURE WILL YOU BRING TO  
LIFE IN YOUR OWN STORY?**

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## WRITE YOUR CULTURAL STORY

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# RESOURCES

## PERSONAL CULTURAL ASSESSMENT

Within the past month, I ...

- Committed numerous random acts of kindness.
- Complimented others daily.
- Paid my Market Center bills on time.
- Encouraged everyone who was having a “down day.”
- Made every co-op agent feel good by making it a smooth transaction and demonstrating the culture of my Market Center.
- Had no serious conflicts with other associates in the Market Center.
- Was supportive of all cultural issues and activities in the Market Center.
- Assessed my personal cultural behavior and committed to improving in specific areas.
- Did not impose my problems on others.
- Looked at issues from the Market Center viewpoint and not my own personal agenda.
- Contributed positively to create a culturally strong environment in the Market Center.
- Gave agent leads to my Team Leader.

## BASED ON THIS ASSESSMENT, I WILL TAKE THE FOLLOWING ACTION THIS MONTH

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## KELLE

Type or say, “culture” in Kelle to access the Culture page on Connect.

Type or say, “What would Mo do?” in Kelle to receive a suggestion for cultural action or thoughts.

## CONNECT

Log into KWConnect.com. At the top of the page, click “Resources,” then click “Culture.”

On the Culture page, you will find:

- Roster of Cultural Ambassadors
- “What Is Culture?” Videos
- Character Videos
- MVVBP
- Remembrance List

## KW CARES

Go to [www.kwcares.org](http://www.kwcares.org) to find:

- Fundraising guidelines and applications
- Grant information
- Contact information

## KW KIDS CAN

Go to [www.kwkc.org](http://www.kwkc.org) to find:

- Classes that are being taught
- Ways to get involved or donate
- Instructors and events

- Contact information

## MOANDERSON.COM

Go to [MoAnderson.com](https://MoAnderson.com) to find a mentoring community that provides powerful leadership, professional development, and personal growth training for those who want to live their best life! Access Mo Anderson's online video library of cultural leadership messages for inspiration and mentoring others.

## A JOY-FILLED LIFE BY MO ANDERSON

Develop a book club or study group using Mo Anderson's book, [A Joy-Filled Life: Lessons from a Tenant Farmer's Daughter...Who Became a CEO](#). Download the course from MoAnderson.com