

T3 LEADERSHIP SUMMIT 2025

FROM BLUEPRINTS TO BREAKTHROUGHS

May 19-21 | Frisco, Texas



Executive Summary



From Blueprints to Breakthroughs

Thank you for joining us at the 2025 T3 Leadership Summit. It was a remarkable few days filled with bold ideas, honest conversations and powerful moments of clarity. What we appreciated most is the energy each of you brought—the candid insights, the connections made and the shared desire to elevate this industry together.

This year's theme, From Blueprints to Breakthroughs, was more than a slogan—it was a call to move from planning to progress, from vision to action. And throughout the event, we saw that spirit come to life in every keynote, panel and conversation.

In the pages ahead, you'll find takeaways from select sessions, capturing the perspectives and provocations that shaped this year's Summit. If you want to revisit a favorite conversation or explore a session you missed, visit this special link to read all the 2025 T3 Leadership Summit coverage ([click here](#)).



We hope these recaps provide fresh inspiration and practical takeaways. Let's continue turning blueprints into breakthroughs—together.



Stefan Swanepoel
Executive Chairman, T3 Sixty

A stylized, handwritten signature of Stefan Swanepoel in white ink.



Jack Miller
President and CEO, T3 Sixty

A stylized, handwritten signature of Jack Miller in white ink.

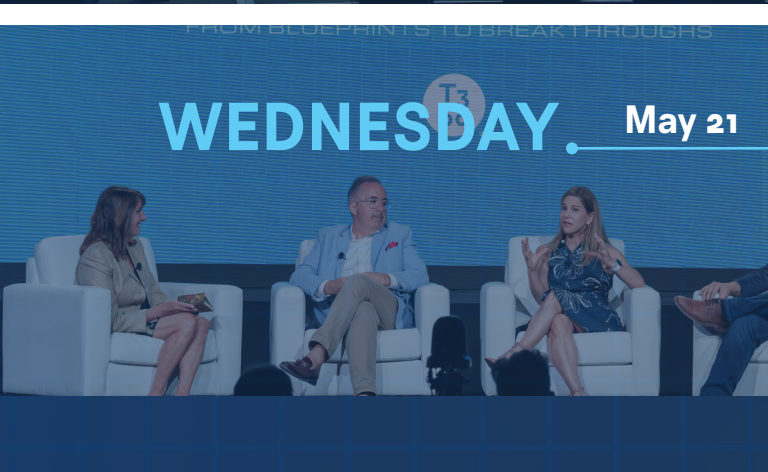
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The Future of Housing

U.S. Department of Housing and Urban Development Secretary Scott Turner emphasized a “mission-minded focus” in addressing the nation’s housing affordability crisis during his keynote at the T3 Leadership Summit. Turner pledged to cut bureaucracy and streamline regulations to accelerate home construction. He advocated for creative public-private partnerships and local community programs, asserting that excessive red tape hinders new housing development.

Turner highlighted the potential of using underutilized federal lands — excluding national parks and forests — for housing projects. He also voiced strong support for Opportunity Zones, which incentivize investments in economically distressed communities. These zones were part of an initiative he previously led under the Trump administration.

He criticized the Affirmatively Furthering Fair Housing (AFFH) rule, labeling it a federal overreach, and reaffirmed plans to dismantle it, arguing it would restore housing policy control to local governments. While avoiding direct commentary on proposed 44% budget cuts to HUD, Turner stressed responsible financial oversight and a goal of reducing dependency on government aid.

Reflecting on his diverse background—including sports, ministry and politics — Turner said his leadership is grounded in dedication and purpose. He concluded with a reaffirmation of HUD’s core mission: expanding access to safe, quality and affordable housing for all Americans.

[Complete coverage available here](#)

Courtesy of



Key points:

- Speaking at the T3 Leadership Summit, Turner said easing regulations on construction is key to addressing the housing affordability crisis.
- Turner touched on specific housing initiatives, including plans to open up federal land for residential development and the need for public-private partnerships.
- At the same time, he is focused on “working to get our fiscal house in order” as HUD faces the possibility of major budget cuts.

Get Big Things Done



Collaboration expert Erica Dhawan emphasized that real estate's competitive edge lies not in tech alone, but in leaders who foster human connection. Her keynote introduced the concept of “connectional intelligence” — the ability to drive business outcomes by connecting people across roles, tools and locations.

Dhawan outlined four leadership principles:

- Value visibly through intentional recognition
- Communicate carefully by prioritizing clarity
- Collaborate confidently by encouraging ideas from all levels
- Trust totally by creating safe, transparent spaces

In a follow-up conversation, T3 Sixty CEO Jack Miller echoed the need for leaders to empower agents who value autonomy and purpose over rigid management. Both Dhawan and Miller stressed that while AI should automate tasks and augment service, trust and emotional intelligence remain essential human strengths.

Dhawan encouraged leaders to create culture through quick, public recognition, inclusive ideation, tailored communication and eliminating proximity bias. In a digital-first industry, activating the human network within an organization is key to success — blending technological advances with deeply human leadership.

[Complete coverage available here](#)

Courtesy of
 **Real Estate News**

Key points:

- Brokerage leaders must practice “connectional intelligence” if they want to carve out success in real estate, Erica Dhawan explained at the 2025 T3 Leadership Summit.
- They can also strengthen workplace culture by publicly celebrating team members’ accomplishments and recognizing that top producers aren’t the only ones who score wins.
- AI has a lot to offer — but agents don’t have to sacrifice their “superpower” to gain those tech benefits, Dhawan said.



[Erica's hybrid work norms toolkit](#)



A New Road for NAR



National Association of Realtors leaders — CEO Nykia Wright, President Kevin Sears and Special Advisor Sherry Chris—presented a forward-looking vision focused on rebuilding trust and stability after several tumultuous years. They candidly acknowledged industry frustration stemming from issues like the commission settlement, leadership turnover and sexual harassment allegations, while emphasizing a commitment to accountability and reform.

Chris, a seasoned brokerage leader, began reaching out to industry executives in January and found that while many were disappointed, most were eager to be part of the solution. She said this willingness to re-engage was a turning point. Sears added that NAR’s leadership heard members’ concerns loud and clear, and decided against raising membership dues, despite financial pressure from the settlement, to avoid placing further burden on agents.

Wright’s permanent appointment as CEO brought much-needed stability. She has worked behind the scenes to create a more business-oriented, high-performing staff and removed individuals misaligned with NAR’s mission. She also stressed the importance of bringing sidelined stakeholders back into the conversation and ensuring fairness across the organization.

Drawing from her journalism background, Wright underscored the urgency of proactive leadership, noting that NAR is taking immediate action when possible rather than waiting on formal plans. While long-term strategies are in progress, the association is signaling its readiness to support brokers now.

The trio emphasized that restoring trust will take time, but with transparency, responsiveness and inclusive leadership, NAR is committed to earning it back.

[Complete coverage available here](#)

Courtesy of





The Anywhere Perspective



Anywhere Real Estate, which led all brokerage enterprises in 2024 with more than \$535 billion in sales volume, is doubling down on growth. During a panel, executives from its franchise brands, including Ginger Wilcox (Better Homes and Gardens Real Estate), Jason Waugh (Coldwell Banker Affiliates), Stephanie Anton (Corcoran Affiliates) and Sue Yannaccone (president and CEO of Anywhere Brands and Advisors) — emphasized expansion as the company’s core focus.

Yannaccone described this as a pivotal “growth moment” for the industry, with opportunities through consolidation, renewed acquisition efforts and Anywhere’s integrated services in relocation, mortgage, title and global operations. The company is positioning itself to take full advantage of its scale and infrastructure.

A significant cultural shift is also underway, with women leading half of Anywhere’s six major brands. Anton reflected on her past perception of the company as male-dominated, but praised its growing diversity, particularly the female-led legal team and a wave of dynamic new leaders.

Wilcox spoke to Better Homes and Gardens Real Estate’s strong consumer connections — 50 million monthly through licensing and 40 million branded cookbooks in homes — and the brand’s potential to resonate with younger, digitally engaged homebuyers in a rapidly evolving market.

[Complete coverage available here](#)

Courtesy of





The KW Perspective



Christopher Czarnecki, named CEO of Keller Williams in March, is working to bring stability to a company that's experienced several leadership changes in recent years. Speaking at the T3 Leadership Summit, he emphasized the passion of the KW community, which he first observed at the company's Family Reunion event. "One of the reasons I got excited about KW was just the passion of the people there," Czarnecki said. "I've continued to understand the passion of the people and how much they care about the brand."

With a background in finance and real estate investment — and ties to KW through Stone Point Capital's recent investment — Czarnecki sees his leadership as an opportunity to give co-founder Gary Keller time to focus on writing and education.

In his first two months, he's already prioritized upgrades to KW's training center in Austin, increased investment in marketing and launched the search for a new chief marketing officer. He's also working to rebuild relationships with KW's partners in the field. "The way we win in the next 12 or 24 months is completely leaning into those relationships," he said. His vision centers on renewing the company's spirit and positioning it for sustainable growth.

[Complete coverage available here](#)

Courtesy of



Key points:

- At the T3 Leadership Summit this week, KW President and CEO Christopher Czarnecki said he's determined to bring stability to a role that has changed hands frequently over the past three years.
- Since stepping into his leadership role in March, Czarnecki has moved to reinvest in the educational and training aspects of the business.
- Czarnecki is also revitalizing partnerships with others in the industry. "The way we win in the next 12 or 24 months is completely leaning into those relationships," he explained.

The Brokerage of the Future Starts Now



With 25,000 agents, HomeSmart ranks No. 12 on the T3 Sixty Mega 1000 and No. 10 among franchise brands. Known for its steady, under-the-radar growth, the company has built a national presence through a unique business model centered on transaction efficiency and proprietary technology.

Founder and CEO Matt Widdows launched HomeSmart with a 100% commission structure and a centralized service model. All support and transactions are managed from its Scottsdale, Arizona headquarters, allowing for cost savings, cultural consistency, and responsive service. “We don’t want automated machines talking to our agents,” Widdows said. “We want to be there for them with a person that’s friendly.”

HomeSmart’s proprietary tech stack, fully integrated across all agents and offices, is core to its operations. Built in-house — starting with a transaction tracking tool Widdows developed himself — the system handles CRM, compliance, document processing, and more. Its strength lies in integration and usability, not flashiness.

Tools include MLS heatmaps, document recognition, and automated auditing. Now, HomeSmart is layering in AI to generate marketing content, review transactions, and boost compliance. Widdows views rapid AI adoption as key: “The challenge is figuring out ways to implement all of those things... faster than everybody else.”

[Complete coverage available here](#)

Courtesy of



Key points:

- HomeSmart is the 12th-largest brokerage and 10th-largest franchise brand by sales volume, according to T3 Sixty rankings.
- The company has built its tech around a commitment to transaction efficiency and an integrated experience.
- AI is “at the speed of light right now,” CEO Matt Widdows says. The challenge is to keep moving faster than the competition.



Navigating the Future of AI

Futurist and former Google DeepMind exec Steve Brown delivered a clear message: The AI era isn't coming — it's already here. In a fast-paced, highly visual keynote, Brown argued that we're entering a new industrial era driven by intelligence, where the cost of AI is dropping and its capabilities are accelerating.

He outlined three key waves of change: agentic AI, or intelligent digital assistants that can plan, reason and complete complex tasks; spatial AI, which allows machines to understand and interact with physical space; and physical AI, including humanoid robots now being deployed in real-world environments. While not every advancement is immediately relevant to real estate, the first wave absolutely is.

Brown urged industry leaders to begin rethinking workflows now — breaking down tasks, identifying where AI can augment or offload work, and preparing teams for a blended human-machine workforce. But he also cautioned against over-automation, especially in an industry where trust and human connection matter.

[Complete coverage available here](#)

Courtesy of
 **Real Estate News**

Key points:

- The beginning of the “agentic AI” era is here, and it's the first step toward digital employees.
- Don't be threatened by AI — explore it, and let it “take the suck out of your job.”
- Adapting to AI is not something you can just check off your list. “As AI evolves, your business will need to evolve with it — again and again.”

The eXp Realty Perspective

At just 42, eXp Realty CEO Leo Pareja brings a strong background in real estate and tech entrepreneurship to his role leading the cloud-based brokerage's 82,000 agents. Speaking at the T3 Leadership Summit, Pareja discussed eXp's evolving role in the industry and his ambition to make it the largest brokerage by agent count globally.

Pareja emphasized innovation in response to industry changes, including the National Association of Realtors' rule revisions. eXp created a simple, one-page buyer agreement that was legal, ethical, and enforceable — and made it available to the entire industry. "We want a cooperating, functioning, liquid market," Pareja said, embracing an open-source philosophy. Other companies and associations soon began adopting eXp's approach.

He also highlighted how AI is transforming real estate. eXp has partnered with OpenAI and is an early enterprise user, giving agents priority access to advanced tools. "If you're not using this, you're not going to be part of the work going forward," Pareja noted.

As technology becomes more accessible, traditional gatekeeping by technologists is disappearing. Pareja believes brokerages of the future will resemble eXp's virtual, scalable model. With cloud-based competitors like The Real Brokerage and LPT Realty rising, Pareja sees validation in eXp's strategy and remains focused on rapid growth.

[Complete coverage available here](#)

Courtesy of



Key points:

- Leo Pareja explained during a panel discussion at the T3 Leadership Summit why eXp Realty decided to make its buyer agreement available for anyone to use.
- The cloud-based brokerage's business model is likely to become the norm for new firms as technology continues pushing change, eXp's CEO predicted.
- For eXp, Pareja has specific agent count targets in mind as the company grows. "I want to become the largest brand in the country," he said.



The RE/MAX Perspective



At the 2025 T3 Leadership Summit, RE/MAX Holdings CEO W. Eric Carlson, Chief Growth Officer Chris Lim, and top-producing team leader Debra Beagle shared strategies for reigniting growth at one of real estate's most recognized brands—and offered lessons for leaders across the industry.

Carlson, who took over as CEO in late 2023, emphasized that growth starts with people. “Helping agents win listings, do it in less time, and make more money” is at the core of his strategy. A key learning for brokers: invest in leadership that challenges the status quo and inspires agents through vision, clarity, and accountability.

For Lim, who joined RE/MAX in January 2025, the opportunity to help shape this next chapter was transformational. “I quickly realized that this would be the biggest opportunity in my real estate career,” he said—underscoring the importance of aligning with leadership that fosters innovation.

Beagle, a RE/MAX veteran and managing broker of the Ashton Real Estate Group, emphasized culture and credibility. “The new leadership is partnering with us for the future,” she said, urging fellow leaders to create space for collaboration and fresh voices.

Carlson advised industry peers to focus outward. “There are so many problems we have to solve that are outside. We have to stay focused on that buyer and seller.”



The Consumer

Brian Boero, CEO of 1000WATT, addressed a recurring concern in real estate: Will technology replace agents, as it has in industries like travel and transportation? His answer: unlikely — but the industry must better understand and respond to consumer needs.

Despite ongoing lawsuits and technological advancements, consumers still largely rely on and value real estate agents. Boero noted that, unlike hailing a cab, buying or selling a home isn't a routine task — it's infrequent and high-stakes. "People just don't spend that much time in our world," he said. When they do, their main goal is to complete the transaction successfully, not to disrupt the industry.

However, 1000WATT's research shows consumers often feel confused and stressed during the process, especially when choosing an agent. Nearly half of those surveyed didn't know what to look for in a real estate professional. While consumers understand what "home" means emotionally, they struggle with the logistics of buying and selling.

Boero urged the industry to take responsibility: "We have the power to shape how [consumers] think about the transaction and how they make choices — and that power should be used with great care and responsibility."

[Complete coverage available here](#)

Courtesy of



Key points:

- Surveys show consumers' perceptions of agents have taken a hit since the Sitzer/Burnett verdict, but many buyers still say they want an agent.
- While consumers are open to different ways to pay their agents, such as retainers and flat fees, industry leaders are more reluctant to try them out.
- Many consumers don't know about the lawsuits or changes ahead, giving real estate agents an opportunity to explain their value and counter negative perceptions.



Straight From the Source: National Real Estate Media Opens Up

Real estate reporters Debra Kamin (The New York Times) and Nicole Friedman (The Wall Street Journal) offered an inside look at how national journalists cover the housing industry. Their work, unlike trade publications, must resonate with a broad audience, prompting them to focus on high-impact, timely stories with clear, accessible language.

Friedman noted she constantly asks, “Why now? Why does this matter?” when deciding what to cover. Kamin emphasized avoiding jargon and ensuring readers aren’t overwhelmed by complex industry terms: “We’re holding their hand through the reporting.”

Addressing controversy, both reporters discussed the scrutiny their stories can attract. Friedman defended the WSJ’s March story on Compass’s alleged talks to acquire HomeServices of America, noting all sources are vetted, even if unnamed. Kamin, who has reported on sexual misconduct in real estate, acknowledged strong reactions but stood by her reporting: “It is very deeply sourced and done with immense care.”

Both highlighted the rigorous fact-checking and editorial processes at their outlets. Friedman mentioned the WSJ’s “no surprises” approach, giving subjects a chance to respond. Kamin shared her personal method of marking verified facts in green and underscored the industry’s mantra: “If your mom tells you she loves you, fact check it.” Their goal, they agreed, is fairness, accuracy and delivering information that helps readers understand how real estate impacts them.

[Complete coverage available here](#)

Courtesy of



Key points:

- Real estate reporters Debra Kamin of The New York Times and Nicole Friedman of The Wall Street Journal spoke at the T3 Leadership Summit in May.
- They have written stories that had immediate impacts on the industry — and elicited strong reactions — but both said that they stand fully behind their reporting.
- Kamin and Friedman discussed the challenges of reporting for a large, general audience and explained the fact-checking and editorial processes.

Why I Joined my Company



Attracting and retaining top-performing agents is about more than compensation — it's about leadership, culture and opportunity. That was the message from a panel of \$25 million-plus producers who shared why they remain loyal to their brokerages.

Chris Hickman, with Ebby Halliday for 24 years, praised the company's supportive, family-like culture and personal connection to its iconic founder. Marla Sewall, with Compass, emphasized its agent-centric model, community support, and investment in professional coaching. She highlighted how Compass helps agents build both their network and skills: "Everybody wants everyone to succeed, and everyone has stayed — and therefore I'm staying."

Michael Hershenberg of The Real Brokerage credited leadership, technology and life-changing financial opportunities like revenue sharing and stock ownership. Real also allowed him to build his business across states while training others.

T3 Sixty's Lisa Piccardo noted increased agent movement, with 16–18% switching brokerages annually. Among high producers, that figure is nearly 10% — up from 5%. The panel urged agents to assess what they truly want, whether it's better tech, education, or more autonomy. As Hickman advised: "Don't get caught up in what isn't working for you. Know what it is you're looking for."

[Complete coverage available here](#)

Courtesy of



The Independent Brokerage Playbook



Despite increasing consolidation in the real estate industry, independent brokerages still have room to thrive, according to Jessica Edgerton, chief legal officer and EVP at LeadingRE. Edgerton argued that strong regional brands can succeed even as large corporations acquire smaller firms and shift company cultures.

Independent firms often operate with a “founder’s mentality,” allowing them to pivot quickly and focus on agents and clients instead of shareholders. This agility, Edgerton noted, gives them a competitive edge. Additionally, local brands tend to foster stronger loyalty and higher agent satisfaction by prioritizing culture over bureaucracy.

Edgerton cited Harvard Business Review research showing that culture-focused companies experience four times the revenue growth and significantly lower turnover compared to those without a defined culture. These smaller, often family-run firms are also deeply embedded in their communities, contributing 76% of local charitable funds, according to Edgerton.

Trust, culture and retention are the pillars of independent brokerages’ resilience. “Real estate is about communities and the people that we serve,” Edgerton said. When trust is lost, 71% of consumers stop or reduce buying — but when it’s present, 91% are more likely to buy, she explained

[Complete coverage available here](#)

Courtesy of
 **Real Estate News**

Key points:

- Local and family brokerages are often led with a “founder’s mentality,” without being encumbered by corporate bureaucracy and shareholders, Edgerton said.
- She also argued that regional brands with a strong focus on culture have better retention rates and higher employee satisfaction.
- Smaller, local companies are also doing more to give back to their communities, fostering trust along the way.



[Jessica's Presentation](#)



How Brokerages Help Teams Thrive

RealScout CEO Andrew Flachner warned that brokerages prioritizing solo agents over teams may be clinging to a fading model. Drawing from “The Innovator’s Dilemma,” he cautioned that resisting disruption to preserve short-term economics could cost brokerages long-term growth — much like Kodak’s failure to embrace digital photography.

Flachner’s recent 50-page report, co-authored with T3 Sixty and Tom Ferry, reveals that teams are no longer niche players — they’re reshaping the brokerage landscape. The report found teams want more than leads — they seek flexible tech, operational support, marketing resources and cost-sharing for legal and hiring. Flachner recommends brokerages offer team-specific tools, playbooks and even shared staff to help teams thrive.

He advised against forcing proprietary tech on teams, advocating instead for a flexible tech ecosystem. Finally, he encouraged smaller brokerages to go bold — build their own teams or become team-rich — as a path to growth and deeper industry relevance.

[Complete coverage available here](#)

Courtesy of



Key points:

- Brokerages that are overly cautious could miss out on the growth opportunities teams offer.
- Teams are production engines, and some “now eclipse brokerages in their market,” said RealScout CEO Andrew Flachner.
- Want to recruit or develop teams? Offer flexible tech, admin support and marketing resources.



[The Teams Report](#)



[Andrew's Presentation](#)

The HomeServices Perspective



New HomeServices of America CEO Chris Kelly is focused on streamlining support systems and strengthening local culture across the company's acquired brands — while also addressing recent acquisition rumors. In April, Kelly succeeded former CEO Gino Blefari following reports that Compass was in talks to acquire HomeServices. Both Blefari and Kelly have denied the claims. “We can definitively say that we are not for sale,” Kelly said.

Kelly acknowledged that HomeServices' traditional model — acquiring brokerages like Long & Foster and Ebby Halliday and leaving them operationally independent — needs a refresh. With tighter margins, backend integration has become essential. “There's more we need to be doing together... preserving great local cultures,” he noted.

Improving in-house services such as financing, title and insurance is also a priority. Kelly stressed the importance of making these options not only available to agents but easier and more beneficial to use.

Future acquisitions, he added, will be strategic and focused on enhancing HomeServices' operating model rather than just expanding geographically.

Kelly is also preparing for leadership changes at the top, as Warren Buffett retires and Greg Abel steps in at Berkshire Hathaway. He praised the transition and joked, “After 94 years, [Buffett] has earned the right to go to McDonald's and get his [Coca-Cola] twice a day.”

[Complete coverage available here](#)

Courtesy of



Key points:

- HomeServices has been known for leaving its acquired brands alone. But CEO Chris Kelly wants to make some changes — especially around tech — so brokers can focus on company culture.
- Kelly reiterated that HomeServices is not for sale, but said it's open to acquiring other brokerages — if the fit is right.
- Kelly expects a smooth leadership transition following the departure of former CEO Gino Blefari and the impending retirement of Warren Buffett.



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Thank you for joining us!



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About the T3 Leadership Summit

The T3 Leadership Summit is a prestigious event organized by T3 Sixty, a consulting and research firm dedicated to the residential real estate industry. It specifically focuses on equipping industry leaders with insights, strategies and tools necessary to navigate the rapidly changing real estate landscape.