

# Recruiting Masterclass

A broker system for recruiting success

There are two major levers a Broker can use to affect the growth of the office. The first is population. How many agents the office has. The second is per-person production. How many transactions each agent does on average.

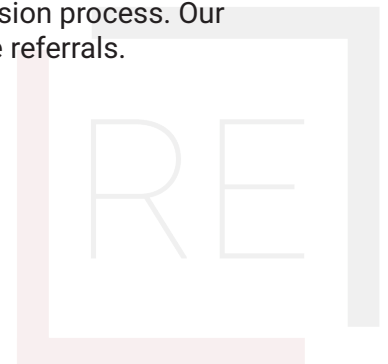
The population of the office is a function of two things: Recruiting and Retention. Both are essential to the success of the office. With that said, recruiting is the most direct way to influence growth. It is the lifeblood of our business. It is also the single most important skill a broker can develop.

Consider the normal attrition rates in our offices. Recruiting becomes an all-important activity to maintain, let alone grow our office. Normal attrition rates for experienced agents is seven to eight percent. This accounts for death, relocation and retirement. Experienced agents defined as active, producing agents with more than two years' experience. Normal attrition rates for new agents are between thirty and thirty three percent. If you have 100 seasoned agents, you need to recruit 7-8 every year to maintain your population. If you have 36 new agents, you need to recruit 1 a month to cover the natural turnover.

If your brokerage is bleeding at a higher rate, you will have to work harder. We have so many reasons to recruit. Why is it we allow obstacles and challenges of the day to stop us? What prevents us from capturing, cultivating and converting new business? Is this not the vital activities we expect our associates to do? It is at the foundation of our business.

As Brokers, our customers are real estate associates. To serve them well, we must understand their pains, motivation, strengths, and dreams. The ability to recruit sales associates requires a heightened level of expertise.

This Master Class will give you the tools to recruit like a pro. We will take you through the process from A to Z. We will start with the research and planning. Then we will flow into lead generation and follow up. We will then tackle the appointment and conversion process. Our journey will end with the hiring and empowering of the recruit to maximize referrals.



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## The Value and Power of Recruiting

Let's first start with the upside for you to recruit, and the direct benefits to you and your office.

### 1. Net Profit.

Once you reach a certain level of productivity, you cover your fixed costs. Every associate you recruit over and above drops to the bottom line. The cream and real profitability come from the top of your population capacity.

### 2. Momentum.

You can exert an enormous influence on the trajectory of the office. Adding new associates breeds an energy and excitement which can drive momentum. A positive momentum in the office brings a vitality that will build on itself. It can take years to develop an associate from the inside to add 5 new listings a month. Or you can recruit an associate from the outside who brings that business with them in days.

### 3. Market Share.

When you recruit an associate from a direct competitor you take market share away from them. You also add the market share they lost to your gain. This allows you to get a double benefit in market share swing. The quickest and most dramatic shift in market share is to recruit from your competition.

## The Obstacle to Recruiting

We all start with a laundry list of reasons we don't recruit. Regardless of how long that list is, the challenges all boil down to one. LDS.

What's LDS? Little Dream Syndrome. We see this syndrome when our desire for comfort is greater than the drive to achieve our dream. Goals aren't enough.

Our dream connects with our drive. Our drive connects to our values. Our values connect to our beliefs.

Most of the time when we talk about vision, dreams or goals we do so specifically. We put up pictures of certain cars, homes or happy families. What we don't do is drill down to what those things represent. It could be love, safety, freedom, significance or a myriad of other deep longings we may have in our hearts.

To cure LDS, we need to attach our dreams to these much deeper longings. Once we do, it's

much easier to battle fear, mis-aligned priorities, or time management barriers. The great news, whatever has been your block, you can fix it with a change in perspective.

## The Recruiting Process

This Recruiting Master Class is a comprehensive and integrated recruiting program. It has unique tools, resources, and systems. All designed to empower you to achieve your recruiting goals. We have broken down the flow into seven pillars.

**Pillar 1. Research and Planning**

**Pillar 2. Lead Gen**

**Pillar 3. Follow Up**

**Pillar 4. The Interview**

**Pillar 5. Presentation of your U.V.P's**

**Pillar 6. Blueprint for Success**

**Pillar 7. On-boarding**

Each area has a goal to achieve. To measure ability and results, each area has statistics to record for clarity. These areas build upon the other as you flow through the process.



## Pillar 1 - Research and Planning

The aim of this area is a targeted plan based on associate pain points/needs. We want to find and fill the voids in the marketplace.

Confidence is the foundation of everything. To build confidence, we must first have information and knowledge. It is our key advantage to have the ability to study and plan our strategy.

### **Step 1: Intelligence Gathering.**

The primary purpose of research is to identify associate pain points. These create needs, which in turn create recruiting opportunities.

It is important to be sensitive to and identify trends in the marketplace. For example, market changes such as an increasing high demand for low inventory. This creates a frenzied buying environment or seller's market. Which leads to heavy competition for listings. This creates a pain point that in turn creates a need that we can meet by offering a solution. If we offer strategies that address the pain and use a UVP as a solution, we are filling a void that no one else can.

The best way to do this is by spotting trends in advance, so that we are preemptive in our strategy. Some methods and sources used to gather intelligence are:

- Telephone surveys
- Email or Social Media surveys
- Talking to your competition
- Debriefing associates that have joined from other companies
- Market reports
- Seize the Market, Broker Metrics, etc. to determine production trends

Our search for information must be relentless and continuous. Stay one-step ahead of the competition. This requires we know more about them than they know about themselves.

### **Step 2: S.W.O.T. Analysis and Recruiting Calculator.**

#### ***Downloads available on RELuxeLeaders.com***

- [SWOT Template](#)
- [Recruiting Calculator](#)

Clarity is the name of the game. The SWOT gives you an opportunity to assess the strengths and weaknesses of your own shop. We also use this for our major competitors. This will reveal opportunities for us to capitalize. It also identifies threats which we can guard against our competitors recruiting efforts. Our aim is to identify an associate profile that we are targeting. This allows our recruiting efforts to be specific, strategic and more effective.

Using the Recruiting Calculator, we can identify how many agents we need to add as a starting point.

### **Step 3: Develop a Strategic Plan For Recruiting.**

This is your Blueprint for Success, which tells you where you are, where you want to be and how you are going to get there.

First, establish your vision for your office. Where do you see your office in the next one to three years? Translate that into production volume, units and number of associates. Also include office environment, net profit and income, market share and support systems. Having a vision of your ideal office gives you motivation. This will get you through the difficulties you are going to face. You will also find opportunities in challenges and create solutions for any difficulty.

Next, establish a Recruiting Mission Statement. It is your purpose for recruiting. Seek individuals who have needs which you can fill. By doing so, you help them build their business. This leads to them achieving a better quality of life. The natural by-product of that is higher profits. Have a strong purpose that drives value to your associates. This will create abundant opportunities for you.

Establishing your vision and mission statement clarifies what you want and why you want it. This next and crucial step of the planning process is your Blueprint for Success. This includes your recruiting goals, strategies and tactics.

One part of your recruiting goal is determined by your recruiting needs. But, the recruiting opportunities available in the marketplace are also a factor. In some cases, you may need to consider expanding into secondary markets.

Strategies and tactics are how you are going to achieve your goals and objectives. The strategy is the source or method you are going to put in place to achieve your objective. The tactics are the action plans that support that strategy.

**For example:**

#### ***Strategy:***

Use Training Sessions for Recruiting

#### ***Tactics:***

1. Identify pain point
2. Create database of target associates
3. Send three series marketing pieces on pain points and training solution
4. Call after third piece to secure RSVP if they haven't already.
5. Follow up with appointment with recruit for customized business analysis
6. And so on...

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Finally, develop timelines and schedule your activities. Be assured that if these activities are not scheduled, they will not be done. Be proactive, having control of your business. Ultimately, this is the difference between deficit and surplus.

## Activities

Identify the number of agents in the pool. This is all the agents within a 20 min drive from your office.

1. Run production trends of offices and agents in your area
2. Use a survey questionnaire to call 2-3 agents from your top 5 competitors
3. Meet with 3-5 of your own loyal agents to identify the strengths and weaknesses of your office. Ask them to identify their perceptions of your competitors
4. Identify the pain points in your marketplace
5. Complete S.W.O.T analysis
6. Write a short narrative on why an agent should join your office
7. Determine your perfect agent profile
8. Identify your top 250 targets
9. Determine recruiting goals and objectives
10. Identify obstacles to recruiting
11. Develop a strategic recruiting plan to include:
  - a. Lead generation
  - b. Strategies for getting appointments
  - c. Number of contacts, leads, appointments, and hires
  - d. Follow-up system
  - e. Solutions to obstacles
  - f. Time block recruiting activities in your weekly schedule

## Business Plan Introduction

Clarity and control come from knowing where you are, where you want to go and how you are going to get there. On business plans for managers, the main two functions of the plan are population and production. Production is a by-product of the growth of your associates. It is important that you have systems put in place in both retention and recruiting.

RELL's Core systems assist the managers and their associates in the retention process. These are proven systems that increases production for your sales associates. They help them establish where they are, where they want to go and how they are going to get there.

Managers have to function as coaches to make sure that associates are following the systems.

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The systems will make you, as the manager, and the associate more efficient. So you can focus your energy on population and production.

Efficiency comes from leveraging systems and having clarity and a business plan. When your associates are successful recruiting is easier. Our core systems integrate everything.

## S.W.O.T. Analysis

### Office Strategic Business Plan

Analyze your office and company strengths and weaknesses. What gives you an edge or disadvantage in the marketplace. How is this perceived by your agents, your competition and the customers?

Use the following criteria in evaluating your office's strengths and weaknesses.

- Reputation
- Image
- Marketing Activities
- Customer Services
- Associate Services
- Recruiting Methods
- Quality of Sales
- Associates
- Standards
- Sales Tools
- Technology
- Environment
- Commission Structure
- Support Staff
- Recognition
- Innovation
- Management
- Office Facilities
- Training
- Agent Development
- Advertising Results
- Agent Costs
- Company Costs
- Support Systems
- Competitor Assessment



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**Major Competitors**

Downloads available on RELuxeLeaders.com:

[Competitor Analysis](#)

[Competitor Survey](#)

Analyze your major competitors' strengths and weaknesses.

1. Name of Competitor

# Agents

# Listings Sold

# Total Units

Gross Volume

% Market Share

Strengths:

Weaknesses:





2. Name of Competitor

# Agents

# Listings Sold

# Total Units

Gross Volume

% Market Share

Strengths:

Weaknesses:



3. Name of Competitor

# Agents

# Listings Sold

# Total Units

Gross Volume

% Market Share

Strengths:

Weaknesses:



4. Name of Competitor

# Agents

# Listings Sold

# Total Units

Gross Volume

% Market Share

Strengths:

Weaknesses:



## Opportunities

Based on your analysis, what opportunities currently exist in your market area? Why do they exist? How could you capitalize on them? (Specific competitors, agent discontentment, management changes, increased costs, etc.)

### Opportunity - Why - How

- 1.
- 2.
- 3.
- 4.

## Threats

Based on your analysis, what threats exist that would adversely affect your office or ability to recruit? Why do they exist? How can you rectify them? (Examples: Agents leaving, outdated systems, commissions, new office in the area, etc.)

### Threat - Why - How

- 1.
- 2.
- 3.
- 4.



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Profile by Volume Range

Profile by Units Range

Profile the business philosophy you want

What are the perceived voids in market?

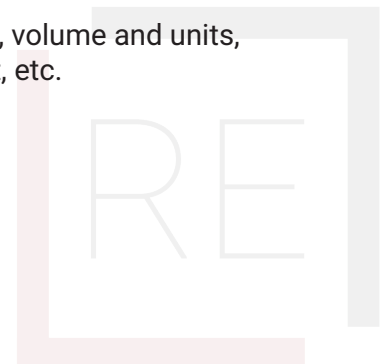
Source of Business

Buyer/Seller Preference

Production Trend (up or down)

Experience Range

Using this Analysis, profile the Agent you intend to target as to production, volume and units, source and method of business, business philosophy, voids in the market, etc.



## Recruiting Assessment

### A. Results of previous year's recruiting efforts

1. Number of experienced associates recruited
2. Number of new associates recruited
3. Total # of recruits
4. Actual closed volume of experienced associates
5. Actual closed volume of new associates
6. Total closed volume from recruited associates
7. Actual closed units from experienced associates
8. Actual closed units from new associates
9. Total closed units from recruited associates
10. Closed company dollars from recruits
  - a. Experienced
  - b. New
  - c. Total closed company dollar

### B. Source of last year's recruits that joined your office

1. Transferred from another in-network location
2. Recruited referral by my sales associates
3. Call-in's, walk-in's for interview
4. Personal recruits targeted by manager
5. Ads
6. Company recruiter
7. Other (Identify source if possible)



C. Who was paid a recruiting bonus? How much?

D. Associates lost in previous year

1. Experienced agents lost (minimum 18 months with company)
2. New agents lost
3. Total associates lost
4. How many transferred to other companies
5. How many left the real estate business/area
6. How many Terminated
7. Total associates' dollar volume lost (Based on associates' previous year closed volume)
8. Total company dollars lost

E. Determine annual recruiting goals

[Download our recruiting calculator at RELuxeLeaders.com to automate this process.](#)

Part A.

1. Total Capacity. Traditional thought is 100 ft<sup>2</sup> per agent. New models have this down to 10 ft<sup>2</sup> per agent. Calculate how many offices you have, ideally this represents 10% of your population in a well configured office. The agents in your offices will typically generate 80% of your total company dollar.

2. Available Offices
3. Population cap calculated at 25 ft<sup>2</sup> per agent

Part B.

1. How many agents will transfer to other companies?
2. How many agents will leave the business this year?
3. How many agents will you terminate this year?
4. Total vacancies created



Part A Total plus Part B Total

Equals total # of Agents needed to reach office capacity.

## Strategic Marketing Plan/Recruiting

The purpose of our recruiting system is to create a multichannel approach to recruiting your ideal candidates. We have a number of recruiting resources available to help you set goals, define benchmarks and evaluate your Return on Investment (ROI). Those are all helpful for individual situations, but this is where you are going to get the road map to get from where you are to where you want to go.

Our recruiting system attracts your ideal candidate using common Core Values. It positions you as the leader in the marketplace around your Inherent Strengths. The system highlights you and your brand while also offering the strategic comparisons of the company Unique Value Propositions (UVP's) and Brand highlights.

First, we need to start with where you are.

### Core Values

Your team needs to be built around your common Core Values. High turnover and attrition levels are chronic in organizations built without shared values. The natural attrition level is between 7-8% a year. Natural attrition is those leaving due to death, retirement or relocation. Over that number, you start seeing people leaving one team and moving to another.

We often focus on the recruiting side vs the retention side as an industry. At Berman & Pollinger, we focus on population. It takes both into consideration. Truth be told, we have seen "great" recruiters who are celebrated but also have just as many people leaving each year. I've also had more than one discussion with Broker/Owners on a "marginal manager" who "can't recruit" who only brings in a handful of agents a year, but keeps everyone by driving a crazy amount of loyalty.

If you haven't already, take the Core Values assessment. These are the starting point for you as a manager. In our Private Client coaching, we look at the top 3-5 at the agent level. For leaders, it becomes important to look at all of them you are more than 50% in. That is your tipping point when attracting agents.

### Inherent Strengths

Your Inherent Strengths show us what to position you around. We all have our things we do better than anyone else. We need to focus around those. Recruiting is really 80% about the leadership personality and 20% about your offering in the real estate game.



## Recruiting System for the Pool

The Pool is defined by all the agents currently working or living within a 20 minute drive from the office. Yes you will find outliers, but it's a bad business practice to build systems around them. In a world with so many choices, agents will only commute so far for their affiliation.

### Social Media

Have consistent representation and posts on the following social media outlets:

LinkedIn – Professionally minded posts about professional growth, stats and announcements

Facebook – Posts highlighting the culture and human side of the leadership, staff and agents

Twitter – Posts with links back to other social media outlets, market announcements, and business building tips

Instagram - Posts highlighting office culture, community involvement and events

YouTube – A great place to highlight videos of what it's like to be on your team with training and culture videos.

### Email

Consistent messaging going out to the entire pool.

Branding messages – Highlighting the Company UVP's

Welcome to the Team – Highlighting the agents who have joined

Training and event invitations

Messages around who we are, what we believe and most importantly, why we do

### Phone Calls

Quarterly voice mails with invitations to events.

### Events

Quarterly events, two social and two educational.

### Snail Mail

Postcards about the UVP's that go out quarterly.



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## Recruiting System for the Target

The target is defined by the top 250 agents you designate as targets from the pool. Each person in your target should get something personal from you every 90 days. One by email or social messenger, one by phone and via text. Stagger them so you have roughly 80 in each stage of the rotation. This works out to 20 per week via each channel.

### Social Media

Consistent representation and posts on the following social media outlets. Ad re-directs, and paid placement in Facebook and Instagram.

LinkedIn – Professionally minded posts about professional growth, stats and announcements

Facebook – Posts highlighting the culture and human side of the leadership, staff and agents

Twitter – Posts with links back to other social media outlets, market announcements, and business building tips

Instagram - Posts highlighting office culture, community involvement and events

### Email

Branding messages – Highlighting the core UVP's

Welcome to the Team – Highlighting the agents who have joined

Training and event invitations

Personal communications that are situationally relevant.

### Phone

Quarterly personal calls by the leader.

### Voice Mail

Quarterly voice mails in the leader's voice to invite them to an event. There is software out there to automate this.

### Text

Quarterly texts in the leader's voice to check in and touch base. There is software out there to automate this.



Quarterly events, two social and two educational.

### Snail Mail

Postcards about the UVP's that go out every 6 weeks.

## Recruiting System for Referrals (Co-op agents, agent referrals)

### Personal call co-op agents.

Send out congratulations cards or emails on new listings in market area.  
Leader to acknowledge agent referrals when they are given.

### Additional Campaigns

1. New Agents. Work with the local schools to promote mentor program.
2. New Recruits. Strategies and tactics to exploit every time a recruit creates an opportunity within a competitor.
3. Implement a solid 60 day program of on-boarding that instigates referrals
4. Do a brand specific blitz recruiting campaign that can be executed against the office the new recruit came from within 10 days of joining. Your recruiting plan is going to be layered to maximize it's effectiveness. These message themes should be launched once per month on a rotating basis via email and social channels. End prospect should be getting something every week. All should be well branded together.
5. Core Values. People are attracted to people who share the same core values . This speaks to "why" people do what they do. Four to six pieces. Need help identifying them? Tere is an assessment worksheet available to download at [RELuxeLeaders.com](http://RELuxeLeaders.com)
6. UVP's. Lead with the unique benefits of your tech stack and tools. Speak to how they will make the prospect more money or save them time. Six to twelve pieces. If you are part of a franchise or brand, you should be able to download and modify these easily.
7. Testimonials. Highlight your team and let them tell others why they love your organization. Six to twelve pieces. Make sure you use advertising style lifestyle photos vs head shots to amplify the effectiveness.

8. Invitations. Invitation to current office event which allows for the prospect to test drive the office. These should be timely, welcome and valuable.

9. As an alternative, your recruiting plan can substitute out the testimonials or the invitations with six pieces highlighting you. You can use your archetype profile to guide you on what strengths to best position.

[Link to Archetype Assessment is available on RELuxeLeaders.com](https://www.reluxeleaders.com)

## Telephone Survey Script

Using a recruiting survey is a great way to reach out to perspective agents. It serves a few purposes and can be used by the recruiter themselves or an outsourced ISA. It gains invaluable information on how your prospects think and where their pain points are.

### How to use the sheets

Here's the code on how to use our recruiting survey sheets. At the top is a place to put the prospects name and date. I know we live in a digital age and we all have fancy CRM's. The challenges I have with those is how many times are you looking at them? They are too easy to ignore if you don't live inside them. Old school paper methods have built empires. So, print it off and put in the name and date.

Interest level is ties to our Recruiting Pipeline Sheets. "A" is someone who is going to join your team in the next 60 days. "B" is someone who will join in the next year. "C" is interested but has an undefined time line. "LTFU" is Long term follow up. These are people you like, but they aren't interested in engaging in conversation at this time.

Next is what company are they with. Phone number comes next, why not email? Because personal conversations are the key to sales. People don't move because of an email. They will move because they believe in you and how you can help them grow their business. Volume is next. You can use units if you prefer, but agent get paid commissions on volume. How many units they do is important from a perspective of are they a good agent or not. Volume is the language of an agent's pay.

The survey should take a few minutes to get through. You want off the cuff answers and you want to listen. It's hard to solve problems for the person when you are too busy selling and not busy enough listening.

We offer two sample versions for you to use. As well as a helpful piepline sheet. You can download them at [RELuxeLeaders.com](https://www.reluxeleaders.com)

[Recruiting Survey V1&V2](#)  
[Recruiting Pipeline Sheet](#)

## Probing Questions for Competitors

1. What is your commission structure?
2. When are your office meetings?
3. What is the format of meetings?
4. Do you have caravan? When?
5. What is your advertising strategy? What does the office do? What is available to agents at group rates and with co-op?
6. Do you get leads and how are they handled?
7. What are your marketing strategies for listings?
8. How do the majority of your agents find their buyers?
9. How much production do I have to have for a private space?
10. How do you help me grow? Training, coaching, mentoring, etc.?
11. What is your market share? How is your presence in the area?
12. Who are your top producers? How much do they do? Can I talk to them?
13. How does your office handle farming?
14. Who is your biggest competitor?
15. What cities do your agents work in?
16. Do you hire new agents? Part-time agents?
17. How many agents do you have? How many are usually in the office at any given time?
18. Who answers the phones?
19. What are the business hours?
20. Do agents have access after hours?
21. How do your top agents get their business?



22. Do you have your own listing presentation?

23. What kind of support services does the office supply?

24. What kind of office equipment is provided?



## Pillar 2 - Business Development

Objective - Identified recruits who want to change offices within one year.

Compile your database on associate/office profile you intend to target.

Categorize target associates based on:

- unit/volume production level
- production trend
- source of business
- experience
- area of expertise
- market share trends
- city or zip code
- business principles
- buyer/listing side

Categorize target offices based on:

- agent migration
- production trends
- market share trend
- changes having negative impact
- listing/buyer sides
- city or zip code

Once you establish your database, your approach needs to be strategic, systematized and targeted. Your lead generation system must be consistent and repetitive. Your marketing efforts are to brand yourself as the broker of choice when changing offices. Along with response driven marketing pieces that address current pain points, solutions, evidence and calls to action.

Following are several sources and methods available to generate recruiting leads:

- Telephone calls the best source of lead generation
- Referrals from existing associates
- Calling on Co-Op Agents
- Internet marketing
- Personal letters/notes
- Marketing pieces



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- Seminars
- Office events
- Lunches
- Open houses
- Broker's preview
- Social Media Interaction
- Video

Develop a lead generation system that compliment your strengths. Make sure you use personality based prospecting methods. It is important to both have internal and external branding campaigns. Your best sources of recruiting leads are referrals from your own associates.

Your marketing programs should include information on your UVP's.

## Business Development Process

1. Send out 3 strategic marketing pieces (one per week) addressing the pain points in the market place.
2. Call the prospect
3. Introduce or re-introduce yourself – ask them how they are doing personally
4. Ask them if they've received your information
5. Get their perception
6. Identify their needs and voids
7. Close for the appointment by your willingness to solve their pain. Offer solutions and be of service
8. Handle objections
9. Re-close for appointment

## Handling Objections

**"I'm really not interested in making a move right now."**

"I understand, I've heard such great things about you that I'd love to meet you. We'll share some ideas whether you decide to move now or in 10 years from now you keep your options open."

**"I don't want to waste your time."**

"If I felt it was a waste of time to meet with you believe me I wouldn't be meeting with you. I find that meeting with a quality sales associate like yourself to share ideas and information is always beneficial. If nothing else at lease you'll have inside information on what we are doing in the market place. If you feel more comfortable we can meet off-site somewhere."



## Monthly Recruiting Activities

### **Interview one of your top agents on a monthly basis.**

Take them to lunch or meet with them in a quiet spot that you will not be interrupted. The goal of this meeting is to find out if they are being recruited by one of your competitors. If they are, find out what the competitors are saying that might peak their interest and get their perceptions of the competition. Also find out what the competitor might be saying about your office. This will be extremely helpful as you put together your plan for the future. If the agent is not being recruited, use the time to find out about what the strengths and weaknesses are in your own office. Ask your agent who they would like to work in your office from a competitor. Your own agents are one of your best recruiting sources – never forget to utilize them first.

### **Co-Op Agents**

The Co-Op agents give you an opportunity to make a warm call to a potential recruit. As with all recruiting efforts it is always a good idea to get the input from your own agents as you go through the process. This will add to your intelligence on the potential recruit's situation as well as help to strengthen the bond with your own agent.

1. Call new co-op agents every week.
2. Manager congratulates their own agent on the transaction and lets them know that there will be a call made to the co-op agent. Ask for their input as to whether or not they would be an asset to the office. If the agents is not a good fit for your office do not pursue them. Be selective, this will strengthen your credibility with your own agents. It also makes your office a place that agents strive to affiliate with.
3. Manager calls the co-op agent and lets them know that he is available to offer assistance and support in the transaction. Gets into a little dialogue, asking probing questions regarding their business sources; i.e. - buyers agent primarily, etc.
4. Manager sends a hand written note of congratulations to the coop agent.
5. After COE, Manager calls and thanks the coop agents for the transaction.
6. Identifies pain points and builds rapport.
7. After COE, Manager sends them a survey with 3-4 questions.
8. Surveys are typically not returned so schedule a call 1 week after the survey is sent for a follow-up call to the Co-op agent.
9. After this 3rd contact manager should have enough information to be able to categorize the coop agents as and "A" "B" or "C".
10. Continue to incubate the coop agent

## Survey System

This system requires a bit more research and planning and will require a cold call but has been proven as an effective way of prospecting for new recruits.

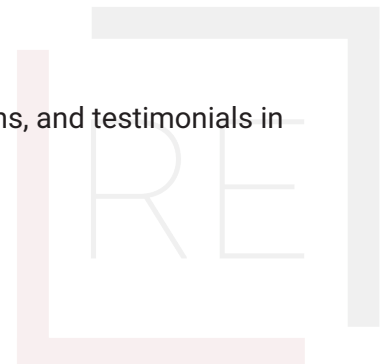
- Determine the target agent profile of the recruit that best fits your needs (volume level, buyers or sellers agents, rising stars, agents that are crashing and burning)
- Locate the target agents in your marketplace
- With the agent's production information that you have gathered, along with the intelligence, that you already have about the marketplace and the competition you can make the call.
- In the call, verify that they work in the particular market segment that your research showed. Ask several questions about what they see as going on in the market and the attributes that they have that have made them successful in their market. Using a buyer's agent as an example, use the dialogue, "I have spoken to many buyers' agents in the marketplace and I understand what the issues are and would like to share those with you. By the way, what do you think the buyer's agent's perceptions of the challenges in the market are?" Ask them for their input prior to giving them yours. Use their challenges to come up with their pain points and offer them our solutions. "If there is one thing you would add to your business, what would that be? By delineating the pain points, it helps get the agent to the table to talk.
- Once you know what the agent wants, if possible, make the appointment and offer them the solutions in person.
- If no appointment is set ask them if it would be okay to stay in touch.
- After this contact you may have enough information to be able to categorize the coop agents as and "A" "B" or "C".
- Calendar a follow-up call
- Continue to incubate the coop agent

## Ideas to get in front of possible recruits

- Go on Broker Preview, the agents will begin to recognize the manager. It is a good place to get live interaction on your surveys and conversations that you've had
- Visit target agent's Open Houses
- Local Board events
- Local and regional business associations (anywhere that you might be able to meet a large number of possible recruits)
- Hold semi-annual office events to thank coop agents for their support

## Activities

1. Identify lead generation sources
2. Review suggested dialogue for recruit contacts
3. Write dialogue that addresses pain points in the market, solutions, and testimonials in your own words
4. Practice dialogue with a partner
5. Time block 1 hour a day to make your recruiting calls
6. Send 3 marketing pieces to predispose target recruits



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7. Do 1 of 3 things:

- Set appointment
- Put in lead follow-up system
- Put in Long Term Follow Up

8. Identify objections to getting an appointment and review with partner or coach

9. Generate leads from your existing population

10. Keep seasoned agent recruiting top of mind and never hesitate to pick up the phone and call

## Dialogs for Setting Appointments

### General

“I have statistics based on research of agents in your category. You’ll find this information extremely empowering because it gives you insight on how you can improve your production and income and enjoy a better quality of life.”

“The reason I want to get together is because frankly, you will find it enlightening. This information is costly to produce and not available anywhere else. I want to share this with you in order to make a positive impression and to open the doors for a possible partnership down the line.”

“Why don’t we get together? I promise you no pressure or obligation. Needless to say, our meeting will be strictly confidential. When would be a good time for you?”

### 100% Commission Firms

“Let me ask you a question. Why did you choose the company that you are with?”

Answer: The Commission

“If I could show you how you could eliminate almost all of your out of pocket expenses and where you’ll actually have more money at the end of the year. Would you be interested?”

Answer: Yes, but how?

“Let’s get together so that I can get a better idea of your expenses and your method of securing income. When is it good for you to spend 30 minutes or so together?”

### RELL’s Core Systems

“Our Core Systems offers our agents a unique interwoven program that systematizes every aspect of your business. It enables you to generate a much higher and more consistent income with a lot less time and frustration. Would you be interested in finding out how we can

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help you double your income? I want to personally invite you to attend our next overview on \_\_\_\_\_ or \_\_\_\_\_ at \_\_\_\_\_”

## Sample closings lines

“I really think that our meeting will be mutually beneficial. When can we get together?”

“I guarantee that our meeting will mutually beneficial. When can we get together?”

“When can we get together to discuss the program in more detail?”

“Rather than telling you about it – can I show you? When can we get together?”



## Pillar 3 - Pipeline Development

Objective - To properly follow up with prospective associate, resulting in an appointment set.

There is no more important task than lead follow-up. Many associates take up to one year to actually change offices from the time they begin thinking about a change. Although situation or circumstance may be a motivating factor for them to meet with you, the actual moving process may be fraught with apprehension and obstacles that need to be addressed and satisfied.

The definition of a lead is an associate desiring to change offices within one year, then categorized into "A", "B" and "C" leads. Your general database is your target recruits until they convert to leads.

**A lead:** an associate who is changing offices within 0-60 days, or has made a commitment to join but is not yet on board. Follow-up for these associates is diligent contact twice a week, or as often as necessary, until an appointment is set or the recruit is on-board. Marketing is sent 2x a week.

**B lead:** an associate who is planning to change offices within 3-12 months or has a specific target date. Follow-up for these associates is monthly phone calls until a target date is established. The manager calls monthly, or as often as necessary, until an appointment is set. Notes on all contacts recorded in your CRM. Marketing schedule is once per week.

**C lead:** an associate who is predisposed to you, open to getting information, and would change offices if circumstances in their current offices warrant it. Follow-up with these associates is contact every other month to keep in touch and check if any recent circumstances warrant an appointment set. Marketing schedule is two times a month.

Once any lead is established, the following four steps are to be completed:

1. Send a personal note
2. Send an info package
3. Update Status in CRM
4. Update your Pipeline Sheet

### Activities

1. Identify lead (someone that shows interest)
2. Send personal note
3. Send recruiting package
4. Establish target date
5. Categorize lead (A-B-C)



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6. Place in lead tracking system and mail list
7. Do 1 of 3 things:
  - Set appointment
  - Put in lead follow-up system
  - Put into long term follow up
8. Identify objectives to getting an appointment and review with partner or coach
9. Generate leads from your existing sales force
11. Keep seasoned agent recruiting top of mind and never hesitate to pick up the phone and call



## Pillar Four - The Interview

Objective - A manager with a clear and thorough understanding of associates needs/business structure; results in associate desiring a presentation.

Your first appointment will determine whether or not you've made a lasting impact. The purpose of the Interview is to have an open and honest dialogue that uncovers the truth about the individual and their circumstances. This process is not to be rushed; your job is to establish rapport and credibility, which leads to trust. Trust must be established before you can move forward in the recruiting process. Sometimes trust is established over time, encompassing several conversations and meetings. However, it is very likely that a skilled communicator can establish trust relatively quickly.

Remember what is at stake when you finally personally meet with your prospective recruit. The time, money and energy invested in getting them to this point can be extensive. You must be prepared and at your best. Your body language and verbal communication must be positive, confident and enthusiastic. Enthusiasm is magnetic; it is vital that you are enthusiastic and believe in the benefits of being with you and the company. However, you must be disciplined and sensitive not to come on too strong.

There is a difference between confidence and arrogance. Confidence draws people to you; arrogance turns people off. Confidence comes from being prepared, by understanding that everyone has different needs and values. Your role is to get to know the needs and goals of the individual you're meeting with. Your ability to understand (before being understood) the sincere interest of the individual's needs and desires will lead to a successful outcome.

Keep in mind the "80-20 Rule". You should be listening 80% of the time and talking 20%. You must have sincere interest in them as a person. You must separate the person from the recruit. They will realize your sincerity by the questions you ask and how intently you listen, questions about their background, family, interests, previous career, etc. Establishing rapport with them opens the door, providing opportunity to build credibility. You build credibility by sharing meaningful accomplishments of yourself or your office.

Third party endorsements especially from your own associates are another way. You can ask them if "they know of any of your associates; they've talked to them about your office; what they know about your office; do they have any concerns about our company or office; what have they heard about your office that sounds appealing?"

Once you establish rapport and credibility, you are on the way to gaining trust. You gain trust when you connect with their needs and desires.

- Uncover their goals and vision for their life, both personally and professionally (where they want to be).
- Review their existing business model and production (where they are now).

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- How they see themselves getting there.
- Have them acknowledge their challenges and pain points by seeking how they see themselves achieving goals and the resources and systems and tools they currently have available to them to do so (how they are going to get there).
- Done properly, at this point, you should have a clear understanding of:
  - Their perspective of their current goals and vision.
  - Their needs and pain points.
  - Their current business model.
  - The inefficiencies or holes in their business.
  - The existing relationship with or mind-set of their current broker.
  - Their hot buttons/values.
  - How your UVP's can get them to where they want to be.
  - Which leads to a presentation and demonstration of your U.V.P's.

If you have clarity and trust with an individual and know what's best for them, you can literally demand that they make a change because you care.

Build the trust and rapport. Once you do, then you find out their true needs by probing deep. Once you've established their true needs offer solutions, a plan that fits their vision based on their strengths. At that point, they're excited about it because it's within their reach. You can ask them to make the move because that's the best thing for them to do. If that is done in the first meeting, that's fine, if it's done in the second meeting, that's fine too.

## Activities

1. Gather as much data on an agent as possible
  - a. Production level and trends
  - b. Source of business and cities
  - c. Area of specialty
2. Establish rapport
3. Identify agent perceptions
4. Where they want to go (Ideal business in 3 years)
5. Where they are now (Determine existing voids in their business or pain points)
6. How are they going to get there (Their need for change or demand for improvement)
7. Review the up and down cycles of sales
8. Offer Solutions
9. Build hope (Benefits of being with you)
10. Close for interest
11. Schedule second appointment





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## Experienced Associate Needs Assessment

Your Goal is to Build Rapport, Create Trust, and Gain Credibility

1. Tell me about your background?  
(Previous professions, children, where you come from, where do you live now, hobbies, sports)
2. When did you get into the real estate business?
3. What attracted you to real estate?
4. What companies have you been with? What happened at those companies? What attracted you to them initially?
5. What do you think of the market and what do you see as the biggest challenge right now?
6. How are things going at the office you're at now? What do you like most about the office? What do you like the least? If you could change anything about your current office, what would that be?
7. What have they done to contribute to your success?
8. How do you currently feel about real estate?
9. What do you know about us? What have you heard? Do you know any of our agents?
10. When you initially got into real estate, how did you get your business? How has that evolved?

11. Do you mind me asking how much business are you doing now? Are you on track to meet your goal? What is your goal?

12. What is your main source of business today? Transaction by transaction, where did your last 10 transactions come from?

13. What are some of the challenges you are experiencing today? Why do you feel that's happening? What do you think it's going to take to overcome them?

14. What areas of your business would you like to change or improve? Why? What would it take for you to improve them?

15. How much business would you like to do? Is that important to you? Why? How do you see yourself accomplishing that?

16. If you could make that much more money then what would that mean to you? What changes would you make in your life? How would your lifestyle change? Would you be living in the same home? What would it be like?

(Refer to a topic that you might have discovered in the rapport building, i.e. car, vacations, education, retirement, savings account, taking care of family members)

17. Tell me about your business structure? (#of past clients and how are they working them, primary source of business, do they farm, if so # of homes in their farm area, average sales price, market share, do they utilize a transaction coordinator)

18. What systems do you have in place to drive your business? (marketing, follow-up, administrative)



19. How would you see your manager or company helping you achieve your goals?
20. What threats do you foresee that may impact your ability to achieve your goals?
21. What are your strengths? Why do you feel they're your strengths?
22. In what area of your business would you like to improve your skills?
23. What opportunities do you see in the marketplace? Why do you feel they exist? How do you see yourself taking advantage of them?
24. How much time are you putting into the business now? How do you feel about that? Ideally, how much time would you like to be putting into the business?
25. What would you like to do with all your extra time? How do you see yourself accomplishing that?
26. If you could wave a magic wand and have exactly what you wanted, what would you want in an ideal real estate company? How about an ideal office? How about in an ideal manager?
27. If there is any single thing that would cause you to change companies, what would that be? If not, what combination of things?
28. Where would you like to be 6 months to year from now? Fast forward a year from now, what would have had to happen for you to feel that moving to our team was the best decision of your career?

29. What concerns do you have about moving to a new firm?
30. If I were your manager, what would your expectations be?
31. What have you heard about us that sounds appealing? Is that enough for you to consider joining us?
32. Let me share with you what we can do to help you get to where you want to be.

## Direct Contact Questions

### Remember, build rapport and be you!

- Always talk about them.
- Pay sincere compliment.
  - “ , great job on pricing this listing” ... (Compliment)
  - “The reason I say that is because in today’s market” ... (Justify)
  - “How did you ever” ... (Question)
  - Acceptance – Think alike
  - “Yes! Good! Exactly! I agree!”
- Listen – ask another question about them.

### General Interest Questions – Warm up

- “What do you like most about being in real estate?”
- “Do you prefer listings or buyers? Oh, why is that?”
- “How do you feel about the market?”
- “How did you become so successful?”
- “What’s most important to you in a real estate company?”

### Qualifying – Company, Manager and Peers

- “May I ask why you joined your current company?”
- “Have the reasons why you chose the company then and the reasons why you are with

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them today changed at all?"

- "What do you think of the company's overall policies?"
- "Which policies and procedures do you like most?" "What would you like to see changed or improved?" "Why is that important to you?"
- Discover what they like most/least about the manager, company and other agents in the office.

## Tips on Recruiting

1. The key is attraction versus recruiting.
2. Enthusiasm is a magnet.
3. Important that there is a need to fill and to identify agents need.
4. We need to attract agents where their needs are not being met.
5. We need to become approachable for outside agents, make it a point to avail ourselves as managers to agent functions, lunches, and one on ones.
6. We need to have a few of our own agents as advocates for us to aid in attracting agents.
7. Put ego aside and humble ourselves to get down at the agent level. Be friends with them, develop a trust and open communication and dialogue. Let them do almost all of the talking, constantly asking questions that address their needs. Be sincere, concerned about them as human beings and have a sincere interest in their life and their wellbeing.
8. Come up with solutions for their problems and help them establish a vision utilizing your resources.
9. Always leave the door open whether they join or not.
10. Give them hope in the future, especially by being with you that their situation will improve with us.
11. Agents that are in a slump or having a bad year are most vulnerable.
12. Timing is critical.
13. A manager's most important responsibility is the care, well-being and growth of our agents.
14. Attract, don't intimidate. We are already intimidating enough as a company in any market place. We need to break down the walls between us and the competitive agents. We need to treat them as potential customers.
15. Manipulating competitive agents through intimidation is an ego trip; it makes for few friends and many enemies. It will backfire on us more than not.
16. Seek and find ways that individual agents can make positive contributions to our offices besides just production.
17. Smile.



## Pillar Five - Presentation of your UVP's

### Objectives

1. An associate with a clear, thorough understanding of your UVP's and the benefits to them.
2. To define your company as their only company of choice.
3. A business planning appointment set.

By the time you get to this stage of the recruiting process, your prospective recruit should be open to hearing about the services you offer and the client benefit for them and their business. The effectiveness of your ability to pinpoint their needs, pain points, and build incomparable value around your UVP's is instrumental in the conversion process.

It is imperative to have a sequential presentation with benefits that empower them in the marketplace. Your ability to reach them on a tactical level in their business is critical. Break down the features and concepts of your UVP's into specific strategies and direct benefits that calculate into net dollars to them. The two motivating factors of most new associates to change offices are: 1) the desire to make more money, easier and in less time and, 2) pride of association. They must perceive the move as a step-up in their career.

You may begin by sharing your story. Highlight your history, core value, culture, philosophy, vision, purpose, track record, and associates successes.

A collaborative discussion on the UVP's is indispensable in obtaining buy-in from your prospective recruit. Let them identify which UVP they see as having the greatest impact to their business, how they would use it, and quantify the direct, positive added value to them.

The demonstration shows the associates how they can incorporate/integrate our UVP's into their existing business to achieve the desired results.

### Presentation Process

1. Demonstration of the UVP (strategy)
2. Show benefits (what it means to you)
3. Provide evidence (proof)
4. Establish value (money)
5. Ask for commitment (close)



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## Examples

### UVP - BENEFIT

Advertising Budget - Source of marketing for their listings or a lead source without having to prospect.

Master Mind Coaching - A team approach to growth and success.

Farming Club - An easy, convenient and consistent way to get marketing material out in their farm to get more listing calls and S.O.I.

Multiple Locations - Ability to expand their market, leading to more transactions.

Core Business Systems- A way to double or triple my business and work less.

Team Culture - A source to get ideas from other agents to make more money or work easier.

Website - Capture and convert internet leads. Greater efficiencies in their business.

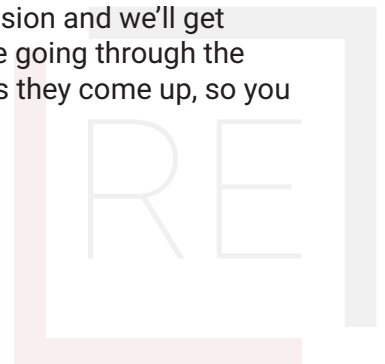
Important to note, we may sometimes be selling them on how our UVP's will build value for them in the eyes of their consumers. Although this approach has some value to them, it is dwarfed when compared to the value they'll see when shown how our UVP's will put money in their pocket.

Proof brings reality or truth to your propositions. Ensure you have the ability to provide evidence in the form of statistics, graphs, volume reports, market share, testimonials, associate's phone numbers and reports, to name a few.

Remember, you will only have their attention for a short period of time. You will only be able to cover one or two of our UVP's with them at length, so they better be the right ones.

An essential aspect to the UVP presentation is eliminating the competition by constantly showing comparisons to their own offices/company and other offices/companies they may be considering joining. By the time they leave the appointment, they need to be very clear that if they want what we have (and they will); there is only one place to get it ... your team.

At this time, ask for another appointment by telling them "this is a big decision and we'll get together again to go over the money and the details." Tell them, as they are going through the thought process, to make sure to write down any questions or concerns as they come up, so you can be sure to address them at the next get together.



## UVP Dialog

### Agent Growth and Development.

"A prerequisite to management is a successful sales career. This is different from managers of other companies who are really more administrative in nature. Our managers are more strategic and tactical. They're trained to coach our agents to the highest levels of success whether you're selling 10 homes a year or 1000 homes a year. In fact, my success as a manager is dependent upon your success as an agent. The more successful you are, the more successful we are. Can you see how dedicated that would make a manager be to your success? We have unparalleled resources available to me to help you attain your goals. We will meet on a regular basis to insure that you are adjusting to changing markets and getting the support you need to take your business to the next level."

"We also use a proprietary integrated Core Business Systems that helps agents generate as many as 5 to 10 plus transactions in a 90 day period."

"From technology training to skill refinement, to business planning seminars - to personal and life enhancement courses, you can't beat what we have to offer you. There's so much business out there for the taking we'll help you take advantage of it in ways you may not have thought of before. Some of our superstars with annual production levels of 20, 30, 40 million and more are featured speakers and share with you how they got where they are, what they are implementing to go to the next level. I truly believe that if you can't grow your business with us you can't grow your business anywhere."

What areas in your business would you like to improve or refine?"

### Awards and Recognition

"Your success and wellbeing is the foundation of our business success. We have built this company by focusing on the growth of the individual. Many agents who have joined us from other companies find it refreshing to have a company and a manager that cares about them and their business. We view our relationship with you as a partnership. We have a vested interest in your success. We have a reputation of developing our sales associates to the highest levels of success."

"Treating our agents well and giving them the recognition they deserve is very important to us. We all know the commitment required to achieve high levels of success."

### Marketing

"Our Marketing Department is a vital part of our organization and we are constantly trying to



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make marketing easy for our agents. Our marketing program is designed to help you build and maintain market share dominance in your target area of growth by providing you with response driven tools that actually generate calls, differentiates you from anyone else and brands you as the Realtor of choice in your market area. With dominate market share and more signage your business becomes easy and self perpetuating, building on itself and you are better able to keep out the competition in your farm.”

“Our tools are so unique, with full color and high quality, that we guarantee you’ll stand out in your farm or sphere of influence. How does that sound? Let me show you some of our marketing materials that can be personalized.”

“What do you think of this? How could you use it?”

“Can you see by incorporating just a few of these marketing strategies how you can quickly build a dominance in your target area of growth? No other company can provide this. By using our tools, you can literally become invincible. We have many of our associates that are using these tools and winning, but just like anything you’ve got to use them to get results – it’s all up to you.

Our goal is to drive more business to you and create a quality image that builds value in the consumer’s eyes. That’s what it’s all about. You want to put yourself in a position that your customers want what you have and they can’t get it anywhere else.”

“Our marketing program goes on and on, so I will share some of our more popular pieces. We also have post cards series that helps you strategically leverage every listing and sale. You invest so much time and money in generating a listing; you might as well take advantage of the bragging rights you’ve earned. We have a post card series that takes full advantage of that. From Just Listed – Sold’s to Open House invitations to client testimonials, again to ingrain your name in your customer’s mind, making you the first person they think about when they go to buy or sell.”

“We have a menu of marketing materials you can choose from. Other companies have marketing programs, but ours is fundamentally different. First, we want to make sure that anything we create and develop has an impact and is meaningful to the consumer. Second, our sales associates are involved in the process, they bring us ideas based on current market needs and trends.”

## Tech Resources and Support

“Technology resources and support are becoming more and more a vital component of a healthy expanding real estate business. You can create greater efficiencies in your business by your ability to embrace and use technology. This can have a dramatic impact in not only your income, but your quality of life. We offer you an invaluable suite of technology tools and services that help you generate, capture, manage and convert more business in less time and effort. Our job as your broker is to totally equip you with the knowledge and resources to meet the demands of the future, now.”

## Our Integrated Core Business Systems

“The goal of every agent is to make more money in less time and effort and to have a happier, more fulfilling and balanced life. Success in this business is a function of applying effort and skill. To make more money in this business you either need to work harder or work smarter. What would you prefer doing? Of course!”

“But to be able to work smarter you need to be aware of the latest tools and ideas and have them at your disposal right?”

“I find that many agents that I talk to have concerns over the amount of money they are going to make at any given time. Would you be interested in knowing about a program that guarantees your income year after year thus taking the uncertainty out of commission sales?”

“We have developed a Sales System that literally simplifies and systematizes the sales process to allow you to work on your business not in your business.”

“Agents that have followed the process have doubled their income on average and what is even more important is they are experiencing a happier more balanced lifestyle.”

“We call it our Core Business Systems and it’s a combination of an advanced agent training program and coaching system designed by those who work with the top teams and agents in the country.”

“Would you like to learn more about it?”

“UVP stands for Unique Value Proposition. You may have heard that expression. It means that you are offering something that is highly valued and unequalled in the marketplace and positioning you as the Realtor of Choice.”

“Based on production levels, there are 5 stages to the program and they take you from where you are at now to where you want to go systematically.”

“Skill development is a key component of the program; you’re able to create certainty around the listing presentation and buyer consultation, including prospecting and closing techniques. Coaching and direction to take you to the next level.”

“What do you think?”

“Do you think a program like this could help you?”

“How?” (Depending on response either close or offer more details)



“Do you see how you can use these tools in today’s changing market place to build a much bigger business? Do you think that we have the ability to work with you and help you reach a new and higher level of success? When do you want to put all of this to work for you? When would you like to take advantage of it?”

“How do you feel about what we’ve discussed? How do you see yourself benefiting by joining forces? If you were to make a move, when would you move? Why then? Do you feel good enough about what I’ve shared with you to get a transition plan prepared? We know that this is a big decision and it’s something that you’ll want to think about and you should. We obviously want to make sure that the decision to join forces is good for both of us. Why don’t we set up another time to get together and between now and then, I’m sure that a lot of questions and concerns will come to mind. Make sure you write them down and create a list so that we can address them the next time we get together. I’ll see you on \_\_\_\_\_ at \_\_\_\_\_. Call me if you need anything.”

## Presentation One Liners

The following “one-liners” can assist you with starting your presentation or transitioning to another topic during your presentation:

1. What made you decide to meet today?
2. How has the competition changed? Do you see this as a continuing trend?
3. Do you feel challenged by the inability to differentiate?
4. What kind of solutions are you looking for?
5. We’re here to talk about your needs and solutions to your challenges.
6. Do you have about 45 minutes so we can go over.....
7. We are positioned to take advantage.....
8. We have a brain trust of agents to help lead and position us in the market.
9. Ability to list and sell real estate from any one of our service areas.
10. How do you see how you’ll be able to utilize our locations (service areas?)
11. ....tools and systems that I am going to share with you.
12. Who drives more value to the consumer?
13. We create maximum exposure for our agents.
14. How many more transactions would you have had if you were invited more often to the table?
15. What kind of results are you getting?
16. What do you think is the biggest challenge for agents?
17. What are you using personally to market yourself?
18. We will help you develop a farm strategy complimenting what you are already good at.

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## The Recruiting Presentation

The objective of the presentation is to build value in a short amount of time.

Ask these three questions focusing on:

1. What are you doing now?
2. What is your company doing?
3. Here's what we do... (Give a 60 second overview and then move on to the next UVP. At the end of the company overview you can go back over the points of interests or pain points.)

## Activities

1. List how your UVP's address current market conditions
2. Read and re-read the Recruiting Presentation to memorize
3. Write out a summary of your UVP's and benefits to agents
4. Prepare your recruiting Tool Box to demonstrate your tools, systems, strategies, & training
5. Practice demonstrating your UVP's
6. Practice presentation with a buddy
7. Video your presentation
8. Watch your video
9. Make corrections
10. Schedule appointment to present



## Pillar 6 - Blueprint for Success

Objective– A signed and committed associate.

This is the most delicate part of the recruiting process. Many associates will experience fear at this point. Their fears may include: how do I tell my broker, I'm leaving my friends behind, what will happen to my current contracts, the cost of moving and re-tooling, lost business, new identity, compensation model, hidden expenses, and undelivered promises, to name a few. That is why it is imperative to give them a sense that everything is going to be all right and that joining you is the best decision they'll ever make.

### The Blueprint for Success:

Review their needs, which may include farming and marketing support, administration and organizational support, lead generation, encouragement, skills development, growth, positive environment, listing support, and financial needs.

Once you re-establish their reasons for joining you, begin focusing on their Blueprint. Give them a one-year plan:

1. Their goals/objective – What do they want to accomplish? Sales, listings, volume, income, market share?
2. Source Strategy – How are they going to accomplish their objective? Farming, advertising, referrals, open houses, etc.
3. Tactics – Specific activities necessary to support the strategy. This is the perfect opportunity to integrate a specific UVP into their plan.
4. Schedule – It is important to break down and place their activities on a calendar.
5. Follow-up – Schedule regular meetings to review and refine their plan as needed.

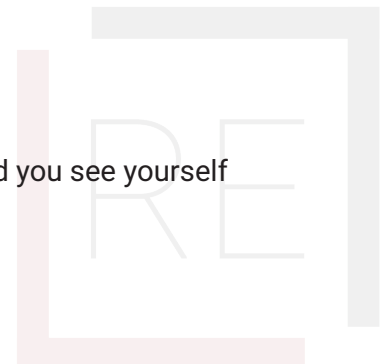
The Blueprint for Success should encompass:

- An objective
- Two strategies based on primary and secondary sources of business
- 5-10 tactics which supports each strategy

## The Conversion Process

### The closing dialogue

“By utilizing what we have to offer you, how many more transactions could you see yourself doing this year?”



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“Can you see how joining forces would have a dramatic impact on your business and well-being? What is it going to take for you to join us?”

## Overcoming objections and walking them through fear

“I don’t want money to be a reason why you don’t join, if it’s the best thing for both you and us. Other than money, is there any reason why you wouldn’t join us?”

Start uncovering fears and concerns. Make a list and be prepared to offer solutions for everyone.

“What else would be holding you back in making a decision to do this?”

- Cost
- Loss of business
- Farm issue
- Telling their broker
- How to do it
- Measuring up
- Listings and escrow with their current broker
- Existing relationships
- Spouse
- Timing

## They want to think about it

“This is a big decision and we want you to be sure that you are happy and it is a good decision for you. There would be nothing worse for me than convincing you to join, knowing that this would not be a good move for you since we will have to live with each other every day. But, I can tell you, after years of experience helping agents grow and understand their needs and knowing what I know about you and your business, it would be virtually impossible for you not to succeed with us. The only reason would be if you don’t implement and I will make sure you do.”

“So, why don’t we go ahead and create a transition plan that you feel comfortable with; that would not disrupt your business but would empower, so when you start here, you can hit the ground running? Is that fair enough?”

## The Money

- Review their existing commission structure and expenses. Establish a net figure.
- Convert to our commission structure.
- Take the difference and break down into number of transactions based on associate’s average commission earned or average sales price.
- Review how many more transactions they can achieve by using your UVP’s and convert to dollars.
- Show how much more net income they can earn by being with you.

Establish a target move date, the sooner the better. Strike while the iron is hot. Long transition periods allow the opportunity for doubt to arise or their broker or friends trying to convince them not to move. It's possible to get temporary open house signs, letterhead and business cards within days. However, if they are hesitant due to open escrows, tell them it will take up to two weeks to get all their marketing completed and start filling out the order forms. Transition packages vary, depending on their level of production. This is a good time to review the commission agreement and contract. You may want to leave the room to give them time to review the agreement. When you come back into the room, ask if they have any questions, start filling out the paperwork and ask for their signature.

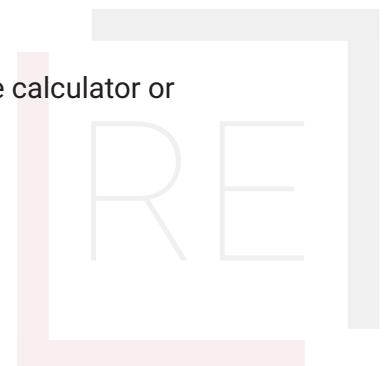
Be sure to express a sense of urgency in making the move as soon as possible; explain how any delay may affect their business due to reluctance to either market or write new business with their old broker. Explain that if any new business comes in, to let you know.

If you have not done so already, this is a good time to show them around the office, introduce them to a few of your agents and show them where their desk is.

Before they leave, it is essential to coach them on how to tell their broker. Acknowledge that it may be difficult, and how they feel about it. Ask them how they are going to tell them. Caution them to make it short and to-the-point either personally, by telephone or letter, whatever they are most comfortable with. Predispose them that their old broker will try to convince them to stay, make all kinds of offers and concessions that they've never made before. Ask how they will handle it. Close by telling them how excited you are by having them with you and you look forward to helping them take their business to a whole new level!

## Activities

- Structure practice Business Model for Buyers to include 2 strategies and 5 tactics for each strategy incorporating your tools.
- Structure practice Business Model for Sellers to include 2 strategies and 5 tactics for each strategy incorporating your tools.
- Identify resources necessary to accomplish objective.
- Practice with twin – Vision, Goals, Strategies, Tactics
- Practice closing dialogue with twin to gain agent objections.
- Make a list of possible agent fears/objections that would be obstacles in an agent joining forces with you.
- Make a list of 1 or 2 solutions for each concern.
- Practice and use 2 examples in the many closes to include income calculator or traditional & 100% commission structure.
- Schedule an appointment to convert.



## Commission Objections

Always use this verbiage when commission comes up – do not deviate:

“If it makes sense for us to join forces I don’t want the money to be a reason for you not to join us.”

### Commission Objections: Face vs. Total Compensation

When To Use: Agent wants a better comp deal than you offer.

Purpose: The opportunity to explain total package.

“(Name), you do have a good face value commission split. May I ask what your current company provides for you in benefits, services and company paid advertising and marketing materials? That is, how would you define the total compensation package? (Agent defines) (Name), based on what you have told me, there is a way to demonstrate how our total package is greater. I guess the question is this ... if there were a way for you to make more money than you are today, would it make sense to explore how that can be done?”

### Commission Objections: True Value vs. Face Value

When To Use: Your split is lower. Purpose: An appointment.

“(Name), I guess the question is this ... if there were a way for you to have a higher true value compensation program, would it make sense to at least meet with me so you can explore how this is possible?”

“(Name), if the bottom line (true or real) dollars earned with your current company are actually considerably less than what you could earn with another company, would you closely examine where you are today?”

### Commission Objections: Split Value vs. Dollar Value

When To Use: Agent wants a higher commission split.

Purpose: Clarify the REASON is money. (If they could determine)

“(Name), if I understand you correctly, you’re saying you don’t want to lose out on the dollar value difference between a % split and %, isn’t that right? (Yes!) I guess the question is this, if you could conclusively determine that the dollar difference in our total compensation package actually worked out to have a greater dollar value than the % difference in commission split, then could you closely consider our company? Isn’t that the question that needs to be worked out?”



## Pillar 7 - On-Boarding

Your on boarding is the most important part of the recruiting process. It's also the place where so many brokers fumble. There is a six week window for recruiting referrals from your new associate. Think about it. This is when the agents from the associates last company are reaching out to see if the grass is really greener on the other side.

The more engineered moments of happiness and joy the better. As people, we will return to places that meet our expectations. We refer places and services when they exceed expectations.

The first six weeks need to be filled with touch points. This is a back office exercise which your whole team should be involved in. The more "wow" moments you deliver, the higher the number of referrals will be.

### 1. Regulatory & Administrative Paperwork

The first week is full of the most boring part of switching companies. Endless paperwork, checklists and the regulatory switch over.

This is also a week that needs to be filled with reassurance. You can combat the doubts by having your key staff, agents and strategic partners remind the associate what a great decision they have made to come aboard.

Swag is also a great surprise delivery in this week. Remember, it is a big deal to change affiliations. This goes to identity for most people. Help them by surprising them with a gift bag of swag. This helps your brand with low cost advertising while giving an opportunity for them to say "wow."

Due to the individual operating procedures and regulatory nuances for each brokerage we purposely leave this section devoid of checklists. For your operation, let's workshop the first week.

#### Day 1 –

What needs to happen:

What is the day's engineered moment of "Wow":

Who's involved:

#### Day 2 –



What needs to happen:

What is the day's engineered moment of "Wow":

Who's involved:

## Day 3 –

What needs to happen:

What is the day's engineered moment of "Wow":

Who's involved:

## Day 4 –

What needs to happen:

What is the day's engineered moment of "Wow":

Who's involved:

## Day 5 –

What needs to happen:

What is the day's engineered moment of "Wow":

Who's involved:

## 2. Culturalization

The associate is starting to settle in on the second week. This is a great opportunity to dive into the culturalization process. You want them to experience your brand in a powerful way.

This week is about the "why" your organization is the way it is. Why you do what you do. Why is that important to them as an associate? Help them be able to articulate your brand promise to their clients and customers.

While you are talking about the "why's", make sure to get a testimonial from them as to why they

We only suggest a single block of time in the second week for a more intensive culturalization experience. You want them to transition and be working on new business as quickly as possible. With that said, you want to make sure you have at least three engineered moments which will exceed expectations.

What is your culturalization experience?

What can you do to exceed expectations to create a “wow” moment?

What are two other wow moments you can purposely weave into the associates second week?

### 3. UVP's

Tool adoption is a constant struggle for every organization. The third week is a good place to schedule an in-depth dive into your Unique Value Propositions. It is important to go through each one.

Use this formula for each one as you go through them. First, start with the benefits to the associate to use this UVP. Sell them on how it will help them do more business, do it better and do it for less money.

The second part is to dive into the “how” of using the UVP. If it's software, get them set up. If it's a non-tangible, then roll play with them. Don't just tell them about something. Let them experience it.

The third part is to go over the benefits to the end user. How do their clients and customers benefit from this UVP? Have them list some of the benefits.

This week should have at least two separate “wow” moments. The first should be during your UVP meeting. The second should be done a few days later in a follow up to your meeting.

### 4. Business Planning

By the fourth week your associates head has started to stop spinning. The overwhelmed feelings are abating and it is a good opportunity to do a deep dive into their business planning. We have plenty of resources available for you to download on this. As you go through each area, make sure you are incorporating your UVP's.

Here are the six essential areas we believe everything distilled down into.

Business Development – Getting new business

Pipeline Development – Follow up and closing listings and buyers

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Transaction Development – Servicing open business

Brand Development – Marketing, social media and the science of attraction

Relationship Development – Cultivating their sphere of influence and database

Personal Development – Skill development and how they are investing in themselves

Help them see how you are going to help them surpass their goals and do it in a way that was easier than they ever imagined previously. This is the most powerful Wow moment you can give them.

## 5. Tool and Service Adoption

Week five is a good revising of your UVP's. Make sure they are utilizing your tools and services and schedule follow up's with the people they need to spend time with. The best adoption rate is during the on-boarding process.

This is a good week to have others re-enforce the decision to join your organization.

What is a moment of wow that you want to inject into the process for week five?

## 6. Business Coaching

Week six sets up a transition from on boarding to the regular schedule for your associates. It's a great place to do a little business coaching. When doing business coaching, it is always fertile ground to dive into business development. We have some excellent resources available for download on the following areas.

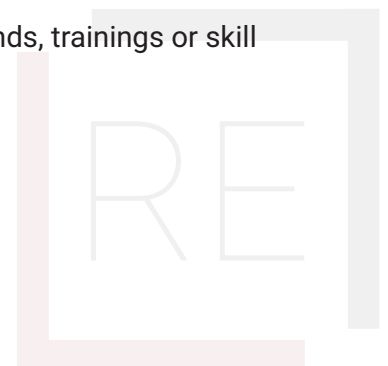
Book of Business: Sphere of Influence, Past Clients and Referrals

B2B: Creating relationships with influencer's within the community

Niche Marketing: Smart marketing to those who share their core values

Prospecting: Fining the one activity they can use to regulate the volume in their business

At this meeting, you want to plug them into your relevant group Masterminds, trainings or skill building sessions.



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Notes:



