



SELLSTATE

# **The Sellstate Broker Manual**

V. 1.2

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## **Introduction**

The Sellstate Broker Manual is a comprehensive guide to building a very successful real estate office. It covers a variety of areas such recruiting strategies, agent recruiting phone calls, recruitment presentations, agent interviews, retention and cultural development.

Your recruiting efforts should include the numerous strategies and systems included in our checklist. Implementing Sellstate's recruiting plan as outlined in this guide will guide you and will allow you to build your business to levels of revenues that will surpass your greatest expectations.

# The Sellstate Pioneer Model

The Sellstate Pioneer model is a revolutionary new system in which the office will grow quickly and be driven by unprecedented internal leadership. This program has been designed to provide a powerful launch to a new franchise or to boost an existing franchise with a growth surge and a gain in momentum.

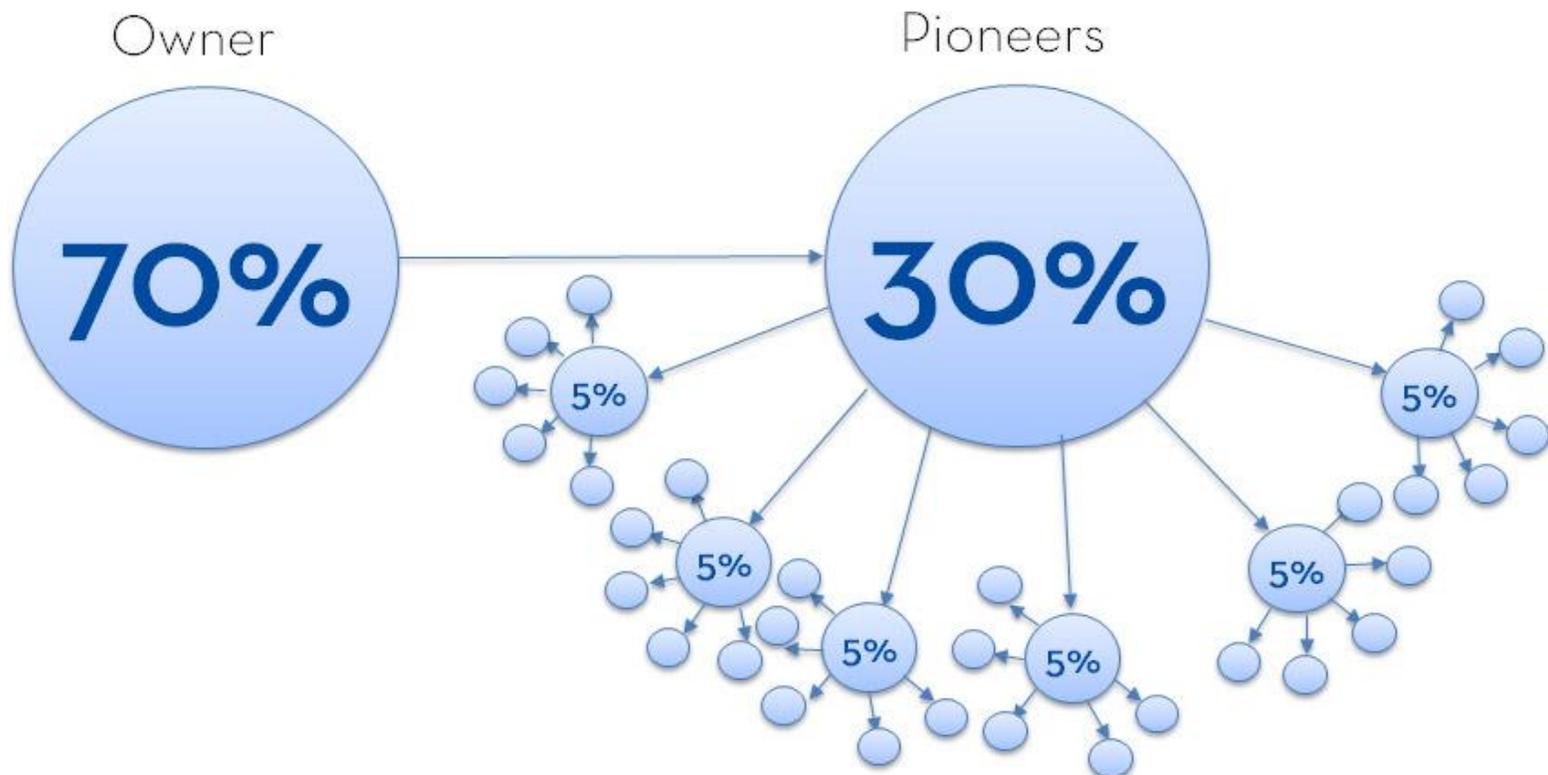
The model attracts the top agents in the industry and brings them in to the office on a leadership level. This increases the available support in the office for both the office owner and manager as well as the Sellstate Advisors in the office. By adding in this new level of leadership, your office will support a culture of high production and participation. It will empower the industry leaders to take their careers to the next level.

## ***How the Model Works***

The model works through the office owner sharing their profits with the Sellstate Pioneers. Under our formula, the office owner will retain 70% of the profits. The remaining 30% will be shared amongst six (6) Pioneers at a rate of 5% each.

To qualify as a Pioneer, the individual must be a good producer but more importantly exhibit tremendous leadership. Each one of the Pioneers will also be required to bring on five (5) recruits into the office.

This allows the office to start up and very quickly establish a strong leadership team with the Pioneers and also start with thirty-six (36) Sellstate Advisors. This instantly increases the size, credibility and revenue potential of the office.



The Sellstate Pioneer Model

## ***Vesting***

The Sellstate Pioneer model is a vested program. After the Pioneer has been licensed to the brokerage for three (3) years, then the Pioneer will begin to accrue 5% of the shares of the corporation. After three (3) years, then the Pioneer agent begins to accrue the rights to 1% of the shares of the company each year until the Pioneer agent has earned a total of 5% of the shares of the corporation. At the end of seven (7) years of being continually licensed with the brokerage, then the Pioneer agent becomes fully vested earning the 5% shares in full.

If the Pioneer agent is not licensed with the brokerage for at least seven (7) years, then the agent has not earned the full right to the shares, and loses any accrued shares upon termination of its license with the brokerage.

## **Vesting Chart**

< 3 years = 0%

3 years = 1%

4 years = 2%

5 years = 3%

6 years = 4%

7 years = 5% (At year 7, the Pioneer will gain 5% shares in the corporation)

## ***The Pioneer Is Their Own Sponsor***

In order to gain a further advantage over the competition in recruiting the industry's top performers and leaders to become Pioneers, under the Sellstate Pioneer Program, the Pioneers will be their own sponsors. This means, that the 5% AAD that is collected on their transactions will be returned to them on the 15<sup>th</sup> of the following month as if they were a broker. This 5% will follow all of the same AAD rules and conditions.

# Hiring a Manager

The office manager is the life force of the real estate brokerage. They are the leader in the organization and will determine if the office will grow and do well or if the office will remain small and stagnant.

The importance of a good office manager cannot be overstated!

In some cases you may choose to be the office manager and take on the responsibilities of growing the office through agent recruiting and support. If however you elect to bring on a manager to run the day to day operations of the office then you will need to begin aggressively campaigning immediately to ensure that you hire the best possible candidate.

## ***The Hiring Process***

The hiring process can be a grueling and challenging time. You have to be up for the challenge. An entire section of Sellstate Source has been dedicated to hiring a manager. That information may be found at <http://sellstaterealty.com/source/manager-support/hiring-material/>

Below is a basic breakdown of what you may expect when hiring your office manager:

- Identify the key tasks that the manager will perform
- Identify the skillset that is required by the manager
- Determine the budget for the hiring process
- Create a job add that appropriately highlights what you are looking for
- Post the job ad to a number of places
- Review the resumes
- Perform interviews
- Make your selection
- Add the new manager to an accountability program

## ***Creating the Job Ad***

The job ad is one of the most important pieces of the hiring process. It must clearly identify the tasks that the manager will be responsible for. It is important to list out what you are looking for upfront so that you do not waste any time with this process.

There is no benefit to holding back certain information such as the need to make phone calls from the candidate out of fear that they will not take the position. This will only lead to frustration later when the person will not perform the required tasks.

Sample job ads may be found in [Appendix I – Sample Manager Job Hiring Ads.](#)

## ***Posting the Job Ad***

For best results, the job ad should be placed in multiple locations. Be sure to use a combination of print, social media, internet and your sphere of influence for marketing this position. Below is a breakdown of the best places to post your ad to help maximize your return:

### **GetHired.com**

This costs start at \$25 to post the ad but it is well syndicated across the web. This link does a pretty good job explaining how their system works <https://gethired.com/employers/how-it-works>

### **Either Monster.com or CareerBuilder.com**

Both of these sites are good places to post your employment ad. It isn't necessarily required to post to both (though that's not a bad thing if you did), but you definitely want to take advantage of the large network for either of these sites. As far as which one is better, that depends on who you ask. We've had success hiring with both on different occasions.

### **Craigslist**

Post the ads to Craigslist. We would recommend having two or three different versions of the ad so that you are able to post them daily. After a few days, Craigslist will let you "bump" the ad to the top of the list. With a site like this it is very important to continuously post the ads as they tend to fall off the first page rather quickly.

### **Facebook**

Be sure to post the position on both your personal profile as well as your company page. When posting on the company page you are presented with the option to "Boost your post". This will allow you to target a geographical area around your office with specified interests and reach out to a large amount of people in a very short period of time.

In addition to your posting, please also be sure to have your agents share the posts as well to maximize exposure.

### **Email Campaigns**

We would suggest that use whichever mass email program that you have as the penetration will vary between your system and ours even if there is some overlap.

## **Referrals/Sphere of Influence**

Another important part of the job hiring process is also referrals. Be sure to speak with as many agents, title and mortgage brokers about the opportunity. In many cases the best candidate ends up being a referral. Have your agents mention this to as many people as they can as well. This is something that you will have to make a habit of doing regularly as people tend to forget to be helpful unless we constantly remind them. An added bonus of this is that you may also end up recruiting some of the candidates that don't quite qualify to be the office manager.

## **Real Estate Boards**

Your real estate board should have somewhere where your office can promote your opportunity. If they have a publication that you can advertise in, you may want to consider running an ad as well.

## ***Getting the Right Personality***

Getting the right personality for the job is one of the more underrated parts of the hiring process. It is great to get a candidate with the correct set of skills and employment history, but if the personality is wrong then it could lead to issues down the road.

Personality can be multiple things as well. There is the obvious, how is this person when it comes to dealing with people? And then there is the more subtle, what is this person's natural tendency? If you think about sales versus accounting for example, the type of person that would be good at sales would typically possess traits such as enthusiasm, outgoing, confident, while the person in accounting would tend to possess traits more in line with patience, carefulness, the need to be exact.

While neither set of traits is "better" than the other there are at times better organizational fits. Taking the above example, if you were to hire someone because they had a good attention to detail and throw them into a recruiting situation, the accounting personality may be shy when it comes to meeting new people and would find prospecting to be a horrible experience and would tend to avoid it by finding other tasks to occupy their day. This would not be effective for office growth.

Of course these are oversimplified examples and the fact that someone is in a certain career position do not necessarily mean that they have a particular set of traits. So someone from accounting may actually have the correct set of traits.

The key is to try and determine who possess the desired traits. There are several systems out in the marketplace to help you determine the personality and tendencies of an individual. Highlighted below are two of the more popular choices:

## **The DiSC Method**

Possibly the most popular of all the personality testing systems, DiSC uses a four (4) category system and places each candidate in one of these areas. DiSC represents the labels for each of the four (4) areas which are: Dominance, Influence, Steadiness and Conscientiousness. The various categories may work as predictors when it comes to choosing the right person.

More information on DiSC may be found below:

<https://www.discprofile.com/>

<https://www.discprofile.com/what-is-disc/overview/>

<https://www.discprofile.com/what-is-disc/how-disc-works/>

<https://www.discprofile.com/what-is-disc/benefits-of-disc/>

## **Wealth Dynamics**

Wealth Dynamics is a different system of testing personalities that is available. Unlike the DiSC system, Wealth Dynamics uses an eight (8) category system where there are four (4) primary areas with subcategories. These eight areas are: The Creator, The Star, The Supporter, The Deal Maker, The Trader, The Accumulator, The Lord and The Mechanic. To help with the understanding of each category, this system associates someone famous with each of the areas.

More information on Wealth Dynamics may be found below:

<http://www.wealthdynamics.com/>

<http://wdprofiletest.com/>

<http://entrepreneursinstitute.org/freebies/>

## ***Career Visioning***

In addition to running your candidate through a personality test it is also important to get a good idea of what their career path is. Discovering the career vision of your candidate will take some time and effort but will be invaluable to making sure you have the right person. [Appendix J – Career Visioning](#) contains the questionnaire that you should use when interviewing your candidate(s).

# **Get Your House in Order**

Agent recruiting is just as much about a strategic plan as it is the mechanics of recruiting. We will be defining areas that require planning and in depth thought on the broker's and/or manager's part in order for you to build your strategic recruiting plan. These strategic steps are outlined below.

## **1. Step One – Value Proposition**

The first step in the plan is to build your value proposition. In order to recruit agents, you must have a very clear understanding of what you have to offer. Composing your value proposition will make you keenly aware of what the Sellstate brand, your office, and you or your manager have to offer an agent. Your value proposition will play a key role in your recruiting interview. Make sure you spend some time on this and think it through. As your office gets up and running this should be reviewed every quarter and adjusted for any new benefits added for the agents. As Sellstate Corporate continues to grow and continues to add more tools and benefits we will certainly make adjustments to our value proposition. Our hope is that you will reflect these changes in your recruiting interview value proposition as well.

An example of a value proposition chart can be found in [Appendix A – Sellstate Value Proposition](#). You will find this chart will help you establish a clear understanding of the many benefits you have to offer prospective agents. The value proposition will also become your key to showing potential recruits how you differ from the other brokerages in your area. Your Value/Vision should be a printed handout that you are proud to share with your potential recruits. Writing down the Value/Vision will also focus your awareness on the type of brokerage you want to build and which will lead you to hiring the type of agents that match your Value/Vision.

## **2. Step Two – Your Manager / Critical to Your Success**

Gone are the days when the brand was enough to recruit agents. Many of the major brands are having problems recruiting in this market. Your manager must become such a force that everyone wants to work with them. They should be known for giving great support to their agents, training, encouragement, and above all they should be able to elevate the production of the agents they bring on. The manager should create such a synergy that everyone wants to work and be a part of the office. The manager must be driven to succeed and should share your goals for the office.

You want your manager and office to be chosen by the recruits over their other options. A strong manager can and will make this happen by displaying their talents and willingness to help the agents. Addressing the agents' needs one on one will also go a long way. The manager's strengths should be a strong part of your value/vision.

Your manager should not be timid about their accomplishments and strengths. It is also important to see how their skills relate to their real estate and management experience. [Appendix G - Job description for Manager.](#)

### **3. Step Three – Hiring an Administrative Assistant**

The administrative assistant must be in place right at the beginning. As we go through our material, you will clearly recognize that a manager's success will depend on having the support of a strong administrative assistant. The strategic plan, which includes the administrative assistant, must be put in place as early in the process as possible because success cannot be achieved by a manager alone. You will see that the many steps and follow ups needed will require that the manager and administrative assistant work together as a team to reach the expectations you have established for your office.

[Appendix H - Job Description for Administrative Assistant.](#)

### **4. Step Four – Empower and Partner with Your Agents**

From the beginning your agents should feel a part of what you are building. They should buy into the strategy you are putting in place for recruiting and their value and contribution to the process of building your office. By empowering your agents and making them feel a part of your Value/Vision, they will become your best cheerleaders. Make the agents feel appreciated and needed and they will get behind your efforts and help you build your brokerage. We will go into great detail about this strategy as this can prove to be one of your best methods of growing your office.

### **5. Step Five – Know and Embrace the Fact That Agents Are Attracted by Benefits Other Than Money**

Today's professional agents are looking for education and coaching that will allow them to grow and elevate their business to the next level. The recruits are also looking for an office that has embraced the latest technology and that has a manager that can teach and train them on how to use this technology.

They are seeking a sense of belonging. The recruits have very high expectations today so be ready to step up to the plate. You must have well planned education program, coaching systems, and an office environment they feel they can grow in. The professional agents you want are serious about their business. You must show them you are serious about your business, their business and can and will address their needs. Agents today are not looking for “just another brokerage”. They want and expect a higher level of professionalism.

## ***6. Step Six – The Real Estate Market Today Requires a Higher Skill Level for Agents to Succeed***

You should create a comprehensive study outlining the needs and educational requirements by agents today and provide examples of how you are addressing said requirements.

Examples such as extensive training in short sales, properly understanding advertising and new agent programs will encourage them to become more productive in a short period of time. It is important that these programs also teach them the fundamentals of real estate.

New agent training can bring fresh enthusiasm into your brokerage and create great loyalty for your office.

## ***7. Step Seven – Successful Recruiting Requires Systems in Place and a Well Executed Plan***

Agents today expect more. They are not interested in business as usual or another standard brokerage interview. What they want is to be wowed and made to feel they cannot pass up this great opportunity. If managers do not come to this realization and create systemized recruiting programs they will be left behind.

## ***8. Step Eight – You Must Know Your Competition***

Without knowing what your competition is offering you will not be prepared to handle objections. So knowing what the other brokerages are offering and their splits gives you a great advantage to tailor your interviews accordingly. Keep current on the deals the other brokerages are offering. You will find as you have success recruiting some of their agents, they will change their program to keep their agents from leaving them. Stay on top of this. In all major brands, it is not business as usual. They are making all

kinds of deals and you need to be aware of what they are. Make sure you attach benefits to the service you provide.

A S.W.O.T. (Strength, Weakness, Opportunities and Threats) analysis should be done quarterly at the very least. It is imperative that you are constantly aware of the market you are competing in.

### ***9. Step Nine – Professional Recruiting Presentations Are a Must***

When developing your recruiting presentation be sure to keep in mind your objective. Your presentation should be a visual presentation that shows the recruit what services they can expect from joining your office and the value they will receive. You will demonstrate how your office is different than the others with benefits such as the AAD Program that can only be received through your company. A properly planned visual presentation adds great credibility and will aid you in closing the agent. Taking the time to plan and organize your visual presentation will keep you on track and help your interviews go smoothly. One of the easiest ways to set your brokerage apart from the rest is to develop a great recruiting presentation. Make sure you have all the parts in place before you sit down for the first interview.

### ***10. Step Ten -- Recruiting Budget***

Some consideration should be given to a recruiting budget. After you layout your plans and methods you plan to use to recruit, you must plan a budget for the associated costs. Brochures, post cards, direct mail, billboard, social media and email campaigns are just a few of the methods you may consider using. A well planned, budgeted, recruiting campaign will help your reach your goals.

# **The Agent Asset Development (AAD) Program**

The Sellstate Agent Asset Development (AAD) Program is a unique tool in the industry. It affords Sellstate Real Estate Advisors the opportunity to share in the success of the office by earning a sponsoring bonus for each agent they recruit.

Unlike other systems in the industry that reward members for recruiting, the AAD Program is based on an aggressive commission structure of 95% to the transactional agent and 5% to the sponsor. Many of the other programs start their agents on a 70% split which makes it very challenging to attract top agents into the company.

Because of this, Sellstate is able to attract the top agents in the industry and as a result, Sellstate's AAD monthly payouts are extremely strong and published online at [Sellstate Source](#).

## ***Understanding the AAD Program***

The Sellstate AAD Program is a very straight forward program. When a Sellstate Advisor arranges for an agent to meet with his/her broker/manager, if that agent joins the company then the Sellstate Real Estate Advisor will receive 5% of the agent's gross commissions less the processing fee for as long as that agent closes transactions at Sellstate.

A few points of clarification below:

- If the recruited agent leaves the current Sellstate office to join another Sellstate office then the sponsorship remains intact.
- If the sponsor leaves the current Sellstate office to join another Sellstate office then the sponsorship remains intact.

## ***Vesting***

The AAD Program is a vested program. What this means is that once a Sellstate Real Estate Advisor has reached the vesting period, he/she is able to retire from the business and continue to receive their sponsoring bonus.

Please note that the vesting only affects those Sellstate Real Estate Advisors who have left the company. If the Sellstate Real Estate Advisor continues to be with Sellstate, they receive the entire 5%.

The vesting period works as follows:

- A Sellstate Real Estate Advisor must be with Sellstate for a minimum of three (3) consecutive years and be in good standing (no outstanding fees) to be eligible for vesting.
- Should a Sellstate Real Estate Advisor who has been with Sellstate for less than three (3) years leave the company, they forfeit their AAD bonus.
- If a Sellstate Real Estate Advisor leaves Sellstate after being with the company for three (3) years, they will continue to receive 20% of the 5% sponsoring bonus. For example, if the amount that they were to receive was for \$1,000, they would receive \$200.
- If a Sellstate Real Estate Advisor leaves Sellstate after being with the company for four (4) years, they will continue to receive 40% of the 5% sponsoring bonus. For example, if the amount that they were to receive was for \$1,000, they would receive \$400.
- If a Sellstate Real Estate Advisor leaves Sellstate after being with the company for five (5) years, they will continue to receive 60% of the 5% sponsoring bonus. For example, if the amount that they were to receive was for \$1,000, they would receive \$600.
- If a Sellstate Real Estate Advisor leaves Sellstate after being with the company for six (6) years, they will continue to receive 80% of the 5% sponsoring bonus. For example, if the amount that they were to receive was for \$1,000, they would receive \$800.
- If a Sellstate Real Estate Advisor leaves Sellstate after being with the company for seven (7) years, they will continue to receive 100% of the 5% sponsoring bonus. For example, if the amount that they were to receive was for \$1,000, they would receive \$1,000

## **Vesting Chart**

< 3 years = 0%

3 years = 20%  
4 years = 40%  
5 years = 60%  
6 years = 80%  
7 years = 100%

## ***Frequently Asked Questions***

Below are a list of frequently asked questions concerning the Sellstate Agent Asset Development (AAD) Program.

### **Q: When is the 5% paid out?**

A: The 5% sponsoring bonuses are paid out on the 15<sup>th</sup> of every month (unless it is a weekend or bank holiday). All 5% sponsoring bonuses are collected throughout the month and paid out the following month. So for example, if a Sellstate Real Estate Advisor sponsors an agent who closes two (2) deals during the month of February, then on March 15<sup>th</sup>, the Sellstate Real Estate Advisor will receive the payment in the amount of 5% of both commissions.

### **Q: How is the AAD money paid out?**

A: The AAD funds are direct deposited into the Sellstate Real Estate Advisor's bank account.

### **Q: What happens if two Sellstate Real Estate Advisors claim to be the sponsor of the agent?**

A: The sponsorship form must be filled out and signed by the agent being recruited, the sponsor and the broker/manager. If there is a debate, the agent joining the company will be the one to determine who the sponsor is.

### **Q: Can the sponsor be changed?**

A: No. The sponsor cannot be changed.

**Q: Can there be multiple sponsors of the same agent?**

A: No. The AAD Program is designed around a single sponsor. If however the sponsoring Real Estate Advisor would like to make arrangements to share their sponsoring bonus, then that is their business.

**Q: Does the Sellstate Real Estate Advisor have to do the actual recruiting?**

A: No. The sponsoring Sellstate Real Estate Advisor is expected to be instrumental in the process but not expected to do the recruiting. The broker/manager is trained in recruiting and agent interviews. In some cases the Sellstate Real Estate Advisor may actually unintentionally deter the agent from joining by saying the wrong thing.

For instance, the broker/manager may ask that the Sellstate Real Estate Advisor set the appointment between themselves and the agent being recruited.

Simply handing the broker/manager a list of names and saying to call those people is not typically considered participation in the recruiting process.

**Q: What happens to the 5% if the Sellstate Real Estate Advisor is not vested or partly vested when they leave Sellstate?**

A: If the agent is not vested when they leave Sellstate (have been with the company for less than three (3) years, then the 5% goes to the broker. If the agent leaving is partly vested (have been with the company between three (3) and seven (7) years, the vested portion goes to the agent leaving while the remaining balance goes to Sellstate Corporate.

**Q: Can the AAD Program earnings be passed on to a beneficiary?**

A: Yes. The AAD Program earnings may be passed on to a beneficiary provided the Sellstate Real Estate Advisor was vested.

# **Tools Needed to Recruit**

## ***Value/Vision Proposition***

We mentioned the Value/Vision in our strategic planning section and we consider this a must have tool for recruiting. This is really not difficult to assemble. Let's go through the process of developing your Value/Vision. Every broker owner and manager should have a clear vision as to what kind of office they want to build. If you do, you will find it easy to hire to your Value Proposition.

**Some questions to help you start to build your value vision:**

- 1. What do you consider your strongest points in business?**
- 2. Are you a good teacher or coach?**
- 3. Do you stay up on the latest technology?**
- 4. What type of certifications do you hold and how can they benefit the agents in your office?**
- 5. What are your business values?**
- 6. What is your vision of the perfect office and what does it take to get there?**

These are just a few thought provoking questions that can aid you to make sure you build the best Value/Vision you can. The Value/Vision Proposition is one place we ask you not to be modest. The stronger your Value/Vision looks to possible recruits the better. You are also sharing with the recruit your business model and the kind of office you are building.

If you were to ask any broker today "What is your Value Proposition?" we doubt you will get an answer. It is one thing to say you want to build a successful brokerage. It is another to have written down your brands strengths, your office strengths and you and your manager's strengths. This is your road map to success. Sharing the Value/Vision Proposition with your recruits will set you apart from the rest and will show them you have a clear vision of what you have to offer.

## **With Your Value Vision in Place**

**You will make the recruiting calls with:**

- **Confidence**
- **Enthusiasm**
- **Determination**
- **Will power to succeed**
- **The ability to close for an appointment**

## ***The Database***

Possibly the most important aspect of the recruiting process is the maintenance of an active and current data base listing all of your agents and prospects. There are numerous software programs available for this purpose. The Sellstate Power Suite comes with a cloud based CRM that will allow you to perform the necessary tasks. It is imperative to have your database in place on day one.

It is not good enough to simply have a data base program up and running. You must keep updating the information on a regular basis. The database will act as the hub for all of your recruiting as well as the means of keeping all the important information regarding your existing agents current. The bulk of this responsibility will be given to your administrative assistance.

## ***Culture***

If you've ever tried to recruit an agent from a small independent company that typically consists of the broker and a handful of agents you will find that the agents are very reluctant to leave even if their current compensation is not competitive. This is due in large part to the strong culture of that office. Chances are the broker is a personal friend to all of the agents and has social interaction with them outside the office.

By building a similar culture in your office, you will be able to create strong relationships with your agents that will deter them from leaving. At the same time, if your agents feel they are part of a family/strong organization where they feel appreciated, they will also recruit other agents for you. A sense of belonging is an emotional need that can be very strong. Building that strong sense of belonging will definitely play a role in the retention of your current agents and recruitment of your new agents.

Developing these types of relationships within a large office is every bit as possible as it is within a small office. The biggest difference is that the larger office culture will require an organized plan and a dedicated

work effort on the broker or manager's part. Building culture is a task that is always on going. You never stop working on the culture. The next section will outline techniques that will help you to create this culture.

## ***Gathering Personal Information***

When trying to build a culture that involves both business and personal relationships it is important to ensure that you have all of the necessary information. Start by gathering basic information from your agents. With this, as well as any other information, it is important to immediately add it to your database.

While it is important to gather as much information as you can, it is also extremely important to be aware of some of the things that you may not bluntly ask of your agents. Things such as age, marital status, religion or children may not be directly asked especially during the agent interview. That being said there is nothing wrong with paying attention to things your agents may discuss with you.

For example: You may not ask someone if they are married or if they have any children. If however the agent brings up that they were at a baseball game with their son there is nothing wrong with having that conversation with them.

**Examples of some of the basic information that should be gathered are the following:**

**Name**

**Address**

**Past companies**

**Past volume**

**Start date**

This type of information should be collected for all of your agents and entered in your data base. Your administrative assistance will do this for you.

## ***Thank You to Spouse or Significant Other Welcoming Them to the Office Family***

Because real estate agents are independent sales contractors, there are many occasions when the agents work long days, late hours and weekends. At times this can be strenuous on home life. As a

broker/manager, if you are aware of a spouse or significant other, the act of including them in as many ways possible will help to strengthen your connection to your agent's family.

The reality of the situation is that most agents will consult their spouse or significant other prior to deciding where they should work, yet the spouses or significant other rarely, if ever, receive any acknowledgement from the broker/manager. When an agent joins your office, be sure to send a card or letter to the spouse or significant other of that agent welcoming both to the office family and letting them know that they are a part of the organization. Make the spouse or significant other feel welcome and issue an invitation to contact you personally at any time. It is also very important to thank the spouse or significant other for his/her support and for assisting in the decision to choose your firm. A sample of a letter to the spouse can be found page in [Appendix B – Sample Letter to Spouse or Significant Other](#).

By making the spouse or significant other feel welcome you will increase the likelihood that the agent will not leave your office. If you and a particular agent have a disagreement about something, the agent may decide that leaving your firm would be the best option. When the agent goes home and discusses it with his/her spouse, a different outcome may result if the spouse or significant other thinks highly of you and your organization and reminds your agent of all the benefits of working at your office.

## ***Recognizing Special Accomplishments of the Agents***

Making your agents feel appreciated is one of the most important things you can do. You will be stroking their egos and adding deposits into their emotional bank account. Sending a hand written note for a difficult closing, a great new listing, or great production will not go unnoticed. Don't pass up any opportunity to send a note applauding them for a job well done, don't let it pass you by.

One example could be for the charitable or community service they are doing. Just let them know you recognize and appreciate them. You will be amazed how many of the hand written notes you will find on the desk of your agents. Hand written notes are very special. Don't let them be a thing of the past in your office.

## ***Dates and Anniversaries***

The anniversary of when an agent started with the company is often overlooked by brokers/managers. The decision for an agent to join your company is usually major for them. To establish a process to

recognize these important dates is as simple as having a reminder setup in your database to notify you when an agent's anniversary with the company is imminent.

Purchase anniversary cards and keep a stock at the office. You should know your agents and try to pick out cards that will fit their personality. When you receive notice in your database, prepare a card, including positive feedback about something notable done by the agent, i.e. perhaps the agent was involved in a significant real estate transaction or brought five listings into the office. Sign the card and then send it out to the agent's home. Although this will only take a few moments out of your day, it will have a beneficial effect as it will create positive feelings towards the office. Recognizing a date that, in most cases, the agent wouldn't even remember illustrates the importance you attribute to the individual. A quick phone call and card will put this gesture over the top in the agent's mind. You are showing the agent they are appreciated. This simple gesture can go a long way with keeping them happy and making them feel, they are an important part of the office family.

### ***Birthday Cards and Gifts***

Your database should prompt you as to when an agent's birthday is coming up if you have at some point been made aware of it. If you have used your data base correctly you should know your agents. Choosing a card that is perfect and is a great match to their personal interest or personality will mean so much more to the agent than just any card. It shows the agent they are not just a number on your roster and they are important to you. When this occurs, as with the anniversary cards, be sure to write a personal message in the card that includes positive feedback about something positive done in the office or his/her performance. Also be sure to send a small gift. This need not be expensive or elaborate, merely something small and if possible, meaningful to the individual. For example, if an individual enjoys golf, a sleeve of golf balls might be appropriate.

In addition to acknowledging your agent's birthday, you should also have your database set up to prompt you as to the birthdays of your agent's family members. Once again, this is only applicable if this information has been volunteered to you by the agent and not through any questioning on your part. Birthday cards should be kept at the office. A simple personal message should be written in the card. Refer to the notes on their children as to their interest so again the message and card can have a personal meaning. As to the children of an agent, be sure to include a toy with the birthday card making sure it matches their interest and address the package to the child. Nothing will please a child more than to receive a package in the mail. Mailing the child a small gift will go a long way to creating good will between

you and your agent Make sure to give a call and ask to speak to the child making sure that they received the package and wishing them a personal “Happy Birthday”.

With your data base that your administrative assistance sets up, it will be easy to see who birthdays are coming up. We suggest you pick out the cards for the agents, write all the notes inside and sign. If you review the birthdays at the beginning of each month, you can plan all cards and give them complete, with note and signature, to your administrative assistance. The administrative assistance will be responsible for the mailing of these cards. Doing all the cards at the beginning of the month will make sure no one is left out and this can take place even if you happen to be out of town.

## ***Social Events***

Social events are important to build and maintain office culture. Taking the time to host events where everyone can get together and have fun is a great way to strengthen relationships at the office. In addition to the relationship between you and your agents, this is also a good way to have the agents form relationships amongst each other. Once again, the more ties an agent has to the office, the better the chance that he/she will remain happy and with your company.

In addition to the agents, it is important to put an invite out for any spouse or significant other and in some cases, the children to these social functions. By including the family, they will feel that they are an integral part of your office culture. Involving spouses in the planning is a perfect way to involve them more with the office family and will go a long way towards building the culture you want.

Asking the spouses or significant other to help with the planning of the events is another way of including everyone in the process. You will find they will be excited to help and it truly becomes the agent’s event this way. The spouse or significant other will get recognition as well and feel a part of the office family.

The social events themselves should include fun activities and do not necessarily need to be expensive or complex. Barbeques, potlucks, Texas Hold’em tournaments or charity car washes are all simple, yet effective ideas for social events. If people aren’t familiar with how to play Texas Hold’em, encourage them to come out and learn, or have some side events taking place. Perhaps a table for beginners and first time players would be appropriate. Another idea would be to have a second, perhaps more familiar card game for those who don’t enjoy poker. As long as the turnout is high and everyone is having fun, the event is a success.

Your social functions should occur at least once a quarter. This is again a way you are building that strong sense of belonging and adding to the agent's emotional bank account.

## ***Charitable Events***

You may look at charitable events in many ways. Sometimes you may want PR for doing or giving donations to a cause that you and your office support. Other times getting involved at a local level with a family in need and offering a hand can and will be more rewarding for you and your agents than you can imagine.

You can go to the local churches and see if they have someone or some family in need of some help. You will want to make sure you and your agents have the opportunity to interact with the family and see and feel how you as a group made a difference in someone's life. This is a very powerful rewarding experience. To reach out to someone in need and ask nothing in return and expect no PR for having done so will only enhance the experience for everyone involved. Doing a good deed without any expectation is the purest form of charity.

There is no better way to build a positive reputation for your company in the community than to select a local or national charity and get your agents involved in making a statement and a difference in people's lives. Get the agents involved and make a list of charitable organizations they would like to support. Each year choose a new one and get the agents behind the effort. You will be amazed what your office can accomplish. Make sure to take advantage and get a press release regarding the great work your office accomplished.

The agents will benefit from the working closely with the other agents on the charitable cause and will gain great fulfillment from reaching out and helping others. They will greatly respect you for leading the effort. Make sure your office is actively involved in the community through outreaching to local charities and even local families. This should not only be about PR. It should be about what you and your office values stand for. Doing great work to give people in need a hand enriches not only the receivers but also the givers and doers in a way that is hard to express.

# **Education**

It is important for your office to establish itself as the leader of education in your market. In order to accomplish this you must have the strongest educational program that benefit all agents regardless of experience or sales volume. Your education schedule needs to be robust and should appear almost overwhelming to agents at a glance.

Engaging experts from both inside and outside of your business is the only way to establish this kind of a curriculum without completely relying on your personal efforts.

The following guidelines will assist you in quickly building an educational program that will impress the most season agents. Your office will become the talk of the industry with regards to education.

## ***Get as Many Experts as You Can***

In order to best leverage yourself it is recommended that you contact as many experts as possible to assist with your training curriculum. These experts do not necessarily have to be specific to real estate as there are many topics that can assist your members with their business. Experts in commercial real estate, investments, short sales, listings, web sites, online lead generation, photography, homes staging, technology, inspectors, tax experts and lawyers can all be of tremendous value to your education program.

There are of course many other experts that may be used as this is just a short list to get you thinking. What's key is to bring in people of interest that will deliver quality content for your office. Be sure to put together a list of topics that you would like to cover and then find the experts who can educate on them.

## ***Have the Experts Commit to a Consistent Time Table***

When scheduling your experts be sure to have them commit to a consistent time table where they will do sessions at your office. This is very important as consistency is one of the keys to good attendance. It is very frustrating for people when they want to attend an events but are never clear on when or where the events are.

In addition to scheduling the initial session, be sure to schedule repeat sessions throughout the year. Even if your speakers only have a topic or two, having them redo the session at a later date can be very beneficial. In some cases, depending on the topic, you may even want them to repeat the session as often as every second month.

By doing this, you will be able to quickly build your education curriculum to 10-20 educational sessions per week, none of which require your direct involvement. Once you have a schedule this full it will become increasingly difficult for your Real Estate Advisors to attend every event, hence the importance of repetition. It will allow more of your team to attend and learn more of the topics.

### ***Spend Time on Power Suite***

The Sellstate Power Suite is one of the most comprehensive software suites in the industry. At times, it can be overwhelming and intimidating for people deterring many from even trying to use the system. Go through the system and learn it well. Once you have a strong grasp on how the various modules work, be sure to start offering classes for the individual sections of the system. If you are not comfortable working with it yourself, bring in an IT expert who can very quickly learn the system, use your office administrator or perhaps even see if any of your Real Estate Advisors are successfully using the system.

There is a tremendous [Power Suite Support Page](#) located on [Sellstate Source](#) that contains links to the user guide, online training webinar schedules as well as online video training. To go through the entire system could take months. Be sure to schedule regular workshops dedicated to the various sections of the system.

### ***A New Agent Program Is a Must***

A strong and comprehensive new agent program is a must have. There is a tremendous opportunity to grow your office with new agents but it is important that you make them productive as quickly as possible. This program should be very intense and consist of at least one meeting a week with lots of homework in between. By taking the appropriate amount of time to educate new agents you will find that they will become very loyal to you and to your office.

There are several programs available through Realtor.org that may assist you in creating your new agent program. Many national speakers also have excellent new agent programs and quick searches online also yield many helpful results.

Be sure to leverage the talent in your office to assist with this course. Many of your more experienced agents are able to teach sessions on their area of expertise. As with the other educational programs, the new agent course should be scheduled in advance and follow a consistent time table.

When you run this program successfully you will be amazed at how quickly new agents are able to catch on and close deals. You will also be surprised to see how many of your more experienced agents sit in on various sessions to use as refreshers.

### ***Post the Educational Calendar***

Now that you have worked so hard to create such a tremendous educational curriculum do not hide it from your members. Make sure that you have the educational calendar posted in your office, online and emailed out to all of your Real Estate Advisors. Continue to work on adding content and speakers to the agenda and be sure to modify or drop the topics that are not providing enough value.

## **Training Activities**

It is important to bring your agents into the office. In today's world, real estate agents often work from home or from a location outside of the office. Sales meetings can be one of the best tools to build culture, motivate and train your agents. A weekly sales meeting is highly recommended.

A weekly sales meeting is very important whether you have three or more agents. Remember, culture can be built with any number of agents and meetings are a great place to start.

### ***Structured Sales Meetings***

It is imperative that you hold structured meetings within your office. Having a regular weekly meeting will be the beginning of your culture whether you have three agents or twenty agents. Plan the meetings a month in advance so you can share the calendar with your agents. This can be an important recruiting tool as well as showing a training calendar will demonstrate how serious you are about your agents' business. Be sure to use this in your interviews. Another important reason to build the meeting calendar is so your agents can use the meeting calendar to get possible recruits to attend your meetings and experience the education you provide and the culture first hand. This can become one of your greatest recruiting tools.

These meetings should be structured and should follow an agenda. Outside speakers should only be allowed if their subject matter is educational and will benefit agents. Do not allow third party sales people to attend these meetings and boast for an hour about their products. This will deter your agents from attending future meetings. Instead, provide your agents with an agenda ahead of time which will outline the topics that will be discussed and stick to it.

These meetings need to be promoted by you personally to build attendance. The agenda for the meetings should go out by email. These emails should request an RSVP and you should always follow up with a call to emphasize the value of the meeting and the importance of their attendance.

One thing you must do at the sales meeting is to acknowledge the weekly success of the agents. Make sure you acknowledge all agents not just top producers. By doing this you will motivate the agents in attendance as well as make the producing agents feel good about their accomplishments. Positive reinforcement is the best motivator and this will help the overall productivity and mood of your

office. Make sure the meetings are fun as well as educational. You want your agents to feel like they will miss something if they do not show up. Trust me this will happen if you follow the suggestions we have made.

Meeting dates are very important to consider. I recommend you make sure to have your meetings on days that avoid when the local realtor board has their educational classes. The meeting should be the same day of the week at the same time so that there is never any confusion. A meeting time of 10:00 AM seems to work well. Having coffee, water, bagels, and fresh fruit is a great treat. Be sure to start your meetings promptly so as to not punish those who made a point to be there on time.

After a few weeks of great educational material that shows benefit for the agents, attendance at your meetings will not be an issue. Agents will not want to miss the meetings. Be sure to keep the meeting on schedule and on topic. Start the meetings on time and do not acknowledge late arrivals as they enter the room. Do not recap earlier topics for the sake of the late arrivals. It is also imperative that the meeting end at the scheduled time. By respecting the time of your agents and providing quality information, your meeting attendance will remain high.

Another interesting thing that will happen from these meetings, is that all agents will start to interact and will become more accepting of each other's similarities and differences building a very cohesive atmosphere in the office environment.

## ***Meeting Materials and Agendas***

Acknowledge accomplishments, introduce new agents, and make sure you acknowledge the benefit of the AAD program.

Meeting material can come from various sections of Sellstate Source. One excellent source of material is our great Professional Agents Annual Business Action Plan. Another great source for fantastic meeting material is our webinars. Watch the webinars as a group and have open discussion afterwards. One I have used that was very well received was Understanding Advertising by Neil Cresswell. Another webinar that is great is Internet Success Secrets. The Agent Library under training on Sellstate Source has some wonderful articles that can be used as material for a meeting. [SellstateSource.com](http://SellstateSource.com) can provide you with more meeting material than you need.

Other great sources of training materials are your local and state real estate associations. You can get prepackaged meetings from the NAR web site. Make sure you keep your agents abreast of all the changes in the industry that can affect their business.

Closing a meeting with an open forum for the agents is important. This technique will develop sharing and interaction between the agents. The more you encourage this interaction between the agents. The stronger your office culture will become. There is no better opportunity to build office culture than office meetings.

### ***Distribute Training Materials***

Prior to the meeting you should place an agenda in your agents' mailboxes and also email them a copy. By doing this you will allow them to prepare for the meeting in advance. At the same time you will open the door for suggestions as to what should be discussed and or added to the agenda.

Following the meeting you should place another copy of the training material in your all agents' mailboxes as well as email them. Some brokers are of the belief that you should not share the information with the agents who did not attend in an effort to encourage them to come the next time. The opposite is actually the better approach. Sharing the information with the agents who were not in attendance will make them see the value of the training sessions and will encourage their attendance in the future.

### ***One on One Agent Meetings***

In addition to group meetings, it is also important to take the time to meet with all of your agents, one on one. As with the group meetings, the one on one meeting should be structured and must respect the time of the agent. If you tell your agent that you would like to meet for fifteen to twenty minutes then the meeting should end within twenty minutes without exception. If there is need for more time at the meeting, schedule a follow up meeting. The agent will appreciate your respect for their time. Review their business plan with them. Ask for areas they would like one on one coaching. Just by making these sincere gestures, your agents will feel you care about them and their business. Meeting your agents, one on one will go a long way in keeping them happy. Once again you will be making that much desired deposit in their emotional bank account.

## ***Develop Power Groups and Using Them Efficiently***

A power group is defined as a group of agents that is formed based on its level of performance and or needs. Power groups are used to divide the office population into manageable groups for training sessions. A good strategy would be to create three separate groups in your office. One for the top producers, one for new agents who require the most support and the last group will be your good, average agents or your mentors.

You will have your top producers or as I like to refer to them as my advisor council. You will have your middle group of producers that you can use as your mentors. All groups require different interaction and will have different needs. For instance, the top producers in the office will not require the same support as the new agents. All groups need support, however they need it in different ways. By creating the three power groups you will be able to better focus meeting topics appropriate for the needs of all the agents not just a few.

### ***Top Producers***

The top producers will have strengths in many different facets of the real estate business. You can enlist this group to meet quarterly and help you layout out the weekly meeting schedule for several months. Also ask if they would lead a meeting in an area they have great expertise in. You are now including them in helping you grow the office. Also ask for their help in ideas to grow the business. Share your vision for the business with them and ask for their input. You may choose to call the top producer group your advisory council.

Along with helping you grow the business and help with the office education, don't forget they will have needs as well. You should ask each one of them at a one on one meeting where they might need help or something they would like to learn about. Addressing their needs will show them you appreciate them and have their best interest at heart. You will not meet a top producer that could not improve in some area. Help them address their needs and again you are showing them you care and they are important to you.

Ask them to help you grow the business and recruit for you. Remember that top producers like to work together with other top producers. You should meet with the group quarterly.

## ***Good Solid Medium Producers***

If managed properly this group can be one of your greatest assets. They can be enlisted in a mentor program for the new agents. They will love the recognition and you can bring on more new agents due to establishing a mentor program with these great steady agents. They will love being chosen to help with the new agents. They can even be used to teach some of the classes for the new agent training. The agents I am referring to always cross their T's and dot their I's. They make great teachers. Again they will feel honored that you would ask them for their help and at the same time you will be stroking their ego as well.

You will have to show them support and ask what you can do for them, especially if you want them to do something for you. Ask what areas they need coaching and set up a plan. But remember to follow through on this. You should meet with the agents that form this group on a monthly basis. Typically, the best way to improve the productivity of these agents is to hold them accountable for their business. Have them perform a task for the next thirty (30) days.

The task could be a core element such as developing a client data base or it could be spending more on advertising. Another excellent area of focus is their online activities. Have the agents improve the appearance of their websites or adding their listings to listing syndication sites. You may also wish to have your agents read one of the many helpful books that are available. The key to these meetings is to set out specifics in writing and then to follow up with your agents via either the telephone or a face to face meeting within the next thirty (30) days to ensure that they are on track. The agents in this group will respond to your one on one coaching in a very positive way. They will become cheer leaders for you and your office. This monthly coaching meeting should last no more than 30 to 45 minutes.

## ***The New Agent***

Most brokers are not excited about new agents. We at Sellstate embrace a different philosophy. We believe if you develop an outstanding new agent training program, you can grow your office and have outstanding recruiters when they are finished with the training. They will pay the monthly investment you require for the education they will receive without hesitation. Most have such a thirst for the knowledge and you can train them to conduct business in the most professional and ethical manner because you have a clean slate to work with.

New agents also have the advantage of not having any bad habits. You can train them to do things the right way, your way. You should have a great new agent training program with high expectations for them and high expectations for you as to the caliber of training. Again this will set you apart from all the other brokers in town.

Most offices will not want to put the effort into new agents. You can grow your office six (6) to eight (8) agents at a time by having the best new agent training in town. By conducting group new agent classes instead of individuals you will see the effort pays off much more quickly for your time and energy necessary to make the class a success. After your training, you should meet for 20 minutes every week with them for accountability. They will be excited that you care and want to hear how they are doing. It is good idea to write out tasks for them. Make sure to keep them on track with previewing, prospecting, holding open houses, and building their data bases. Make sure they are farming an area. All the basic fundamentals of real estate should always be brought fore front to them on on-going bases. By being so active with the new agents, you will find this will motivate agents who are intent on improving production to work that much harder.

### ***Benefits of Power Groups***

There are many great benefits by developing the three power groups. You can take some of the burden of management off you by having enlisted their help. You are building a joint effort in growing your business by asking them to help. You are developing a strong unity and culture in the office. One of the top benefits will be that all the agents have been empowered and will recruit to help grow the office.

### ***Knowing your Agents***

As you grow your office you will need to stay very aware of how the agents are doing and if you have any conflicts. You need to address negative situations promptly. Make sure to find a suitable resolution to the problem and move on. Many managers may hesitate to deal with unpleasant situations. The sooner they are dealt with the better for the office environment. The agents will respect the manager for resolving the situation and making everything whole again. By avoiding and not dealing with whatever has upset the agents, you may come in some morning to find your office has lost agents and you don't know why. This is an area where you must be proactive. If you have developed an open door policy with your agents,

they will come to you. But do not hesitate to go to them first if you notice an issue. In the long run it will be much better if you do.

## ***Meet Agents to Review Business Plans***

Every agent in your office should have a business plan in place. If this is not the case, then it must be a top priority for you to schedule an appointment with each agent to one. These plans do not need to be complex and should be catered to the individual agent. The goals and steps taken by a new agent will not necessarily be the same as those for a top producer with a team and twenty years' experience.

For the business plan to be successful each goal must be written down with corresponding actions or steps that need to be taken. A timeline as to when these action steps will be completed is essential. Your goal is to encourage your agents to improve their performance and to focus on areas that will lead directly to increased business such as:

- **client database management**
- **client follow up**
- **open houses**
- **advertising**
- **website**
- **AAD Program**
- **file Management**
- **relationship prospect**

Once all of your agents have an established business plan you should make a point to meet with them on a regular basis to check on their progress. If you do not have a chance to meet, then you must make sure that you call to follow up with them. This will help guide agents and will increase individual agent as well as overall office productivity.

## ***Make Your Agents Your Strongest Recruits***

We have spoken about your Value Proposition and how important it is that you embrace what the brand has to offer. The Agent Asset Development is one of the strongest tools you have in training your agents to help you recruit for the office. In the standard brokerage business model, only the broker gains from new agents in the office. With the Sellstate brand the agent as well as the broker benefit from the agent recruiting for the office. You need to make sure the agents are on board with the AAD program and that

you continue to mention this at the weekly meetings. With the permission from some of the agents that are successfully participating in the program share the amount they earned last month. Unless the agents see you as the manager embracing the AAD program, you cannot expect them to get excited about the benefit this program holds for them.

The Agent Asset Development program is not the only reason the agents will recruit for you. If you are running your business based on your Value Proposition and meeting or exceeding the agents needs they will be happy to recruit for you. If you have been dedicated to building a great culture where the agents enjoy coming into the office, they will share that with other agents and recruit for you.

Your sales meetings can be used as a recruitment tool. If your meetings have been planned with great educational material and you get great attendance, then your agents should be encouraged to invite and bring as many agents as possible from outside the company. Between your well run and informative sales meetings and a glimpse at the office culture, agents will be interested in learning more about what your company is offering.

### ***Leverage the Agent Asset Development Program***

Our Sellstate Brand has a great program designed to not only help you build your brokerage but to aid you in retention of your agents. The Agent Asset Development will only work if it is embraced from the top with enthusiasm by the broker and/or manager. The AAD offers tremendous benefits for the agents by providing them with passive income. You must encourage the agents to take advantage and benefit from this program.

The key to getting agents actively involved in developing their individual AAD program is to establish specific guidelines with measurable commitments. For example, an agent could agree to provide you with two (2) interviews a week. The best way to motivate your agents is to sit down with them on an individual basis and show them the passive income they could produce for themselves and help you grow the company. Discuss ways they can get an appointment for you or a phone number with the approval of the agent for your phone call. You must make it clear that they are not to discuss any of the monthly fees or transaction cost. All you want them to do is help you get the appointment. You will take care of the rest.

As you get the agents excited about the AAD program and they give you a name and phone number, you must be prepared to respond immediately. You want to keep the agents excited about building their AAD passive income.

Agents know you may not recruit every agent they pass along. Make sure you share the outcome in a positive way and let them know you will continue the recruiting effort with their candidate in hopes of helping them develop their AAD program. All you will need to keep the agents excited and on board is just a few recruiting successes with the agents they recommended.

You must continue to promote and help them build their AAD income. As the leader, it is up to you to make the AAD program work for you and your agents in building your office. The success or failure of the AAD program is clearly on the managements' shoulder.

### ***Start a Sales Contest***

Sales contests serve the dual purpose of increasing office productivity and building culture. The contests should be run as team events with evenly matched teams and setup in a manner so that all members can participate and contribute. An example of a system where everyone could participate would be to have points awarded for activities such as:

- **sales**
- **obtaining listings**
- **converting an FSBO**
- **doing an open house**
- **recruiting an agent**
- **attending a meeting**

The points do not necessarily have to be evenly dispersed for each category. If the contest is too heavily based on single categories such as sales, some agents will feel that they will not be able to compete against certain agents and will thus not participate whereas under a system such as the one reflected above; any agent can feel that they are able to get involved. The point values can be weighted to assist you with areas that need improvement in your office. For example, if agents hand in incomplete paperwork, distribute points for complete and proper paperwork. An example of a sales contest can be found in [Appendix C – Sample Sales Contest](#).

Sales contests should not be run for more than a month at a time as agents will lose interest over a lengthy period. It is recommended that you run a sales contest three to four times a year. To cover the costs of the sales contest, look for sponsors in the industry and have them agree to cover the cost of the contest in exchange for adding their services to the point totals. For example, you may award points to agents who mail out postcards using a particular supplier and then have that supplier contribute to the cost of the event celebration or trophies.

# **Prospecting**

## ***Goals and Results***

If you recall we mentioned having a strategic plan for recruiting. Knowing the brokerages to target where you know you will have success is very important. Also as mentioned previously, knowing all the deals for the offices in your area is a must.

Prospecting for agents is like prospecting for sellers and buyers. It must be an organized plan with a data base set up by your administrative assistance.

It is important to have a prospecting plan in place and to work on your plan each and every day. As with selling real estate, recruiting is a numbers game and the more you prospect, the more agents you will recruit. We find the biggest obstacle getting in the way of success here is the fear of just picking up the phone and making the cold calls. Remember that twenty (20) calls should result in four (4) possible interviews and result in successfully recruiting one (1) agent. If you want the office to grow, you must make these calls.

## ***Set Achievable Weekly Goals***

When setting prospecting and recruiting goals, be sure to start by setting a realistic target for yourself. Ensure it is obtainable, but at the same time requires effort. A minimum of twenty (20) new contacts per day serves as a good starting point. As you get better at making calls you will find that these numbers will increase. Another goal should be to set up face to face appointments with agents. What better time to speak to agents than when they are holding an open house. Make it a weekly goal to visit open houses on weekends and speak to the agents about joining your company. Events held by mortgage brokers, title companies and real estate schools should not be overlooked as great recruiting opportunities. Be sure to add these events to your calendar and attend with specific target numbers of set appointments. By establishing these goals you will have direction and will experience more success.

## ***Track Results (Appointments Taken, Interviews Closed)***

It is equally important to track results as it is to set goals. By tracking results you will begin to learn what techniques are working better for you. You will also be able to track your improvement over time which will also be a motivating factor.

We suggest you keep notes of these calls so you can analyze them as you are making the calls. Reflecting back on the recent dialogue with a possible recruit can help you understand what went right as well as what went wrong.

## ***Online Prospecting***

The Internet will be one of your sources for prospecting as well as making the personal calls. As our Sellstate Brand may be new in your area, email campaigns will help you with name recognition for the brand and can aid you in having success with your recruiting phone calls. Thus an email campaign is recommended and the Sellstate Marketing Studio has some great ideas and campaigns ready for you to choose from.

## **BrokerMetrics by Terradatum**

When searching online for prospects, the absolute best tool available to you is BrokerMetrics by Terradatum. What BrokerMetrics is, is an analytical tool for brokers that allows you to quickly access statistical data from the MLS. This data can be easily and quickly sorted by such categories as agent production, office production, agent production within an office and much more.

When designing your prospect list, this software will allow you to quickly identify who your targets should be. From there, use the strategies and techniques shared in [this presentation by Greg Kelly](#) which deals with targeting the Mega-Agent (also available on [SellstateSource.com](#) under the [Manager Support](#) section of the website).

More information on BrokerMetrics by Terradatum is available on their website, <https://www.terradata.com/for-brokers/brokermetrics-faqs>

## ***Prospecting Material***

Sellstate offers a plethora of prospecting material available to you in the [Manager Support](#) section of [SellstateSource.com](#) that can and should be used for your prospecting and follow up. For your convenience, we have linked to the [Sellstate Marketing Materials page here](#).

In addition to the prospecting material, we have also created a beautiful digital version of “The Sellstate Experience Brochure” using an online system that allows the user to browse through the brochure as if it were in their hands by virtually turning the pages at their own pace. This online version of the brochure may be shared or even embedded into your website. You may locate the [online Sellstate Experience Brochure here \(http://issuu.com/sellstate1/docs/sellstate\\_experience\\_brochure?e=13823037/9642611\)](http://issuu.com/sellstate1/docs/sellstate_experience_brochure?e=13823037/9642611)

### ***Keep Yourself Accountable – The Sellstate Prospecting Accountability Log***

The importance of accountability cannot be overstated! Throughout the course of the day many things can happen that can take you away from prospecting. If you are not careful, before long the distractions may become habit and prospecting will start taking a back seat to other tasks.

The best way to keep yourself on track is to make yourself accountable. Many of the nation’s top real estate agents and brokers pay thousands of dollars to top trainers for the sole purpose of keeping them accountable and on track.

Sellstate has created [The Sellstate Prospecting Accountability Log](#), a daily accountability log designed to collect the information that will help keep you on track. Filling out this log is as simple as clicking on this [link http://goo.gl/IDJ6Y](http://goo.gl/IDJ6Y) and then filling out the online form. This log should be filled out daily to ensure that you keep yourself on track!

# Recruiting

## ***Call Prospecting***

There is no doubt that the telephone is your greatest recruiting tool. Many of your competitors flood the market every day with emails in an attempt to recruit agents. Some brokers also send direct mail pieces. The bottom line is that very few brokers will go through the trouble of calling agents. This is the best way to recruit agents as you will be able to identify an individual's hot buttons and directly arrange appointments.

In addition to making phone calls, and the processes listed below, there are other effective techniques that may be used to recruit agents. Details regarding these techniques can be found in [The Sellstate Broker Handbook](#) and [The Sellstate Broker Handbook II](#).

## ***Closing for the Appointment***

When calling agents, many brokers make the mistake of trying to recruit the agent over the phone. By this we mean give away everything you have to offer including the fee structure. Then when the recruit says no, you have nowhere to go with the phone call. Rarely is anyone recruited over the phone. Instead, your goal should be to close the agent for an interview. The interview will allow you enough time to properly prepare. You can then find out what the recruit's hot buttons are and tailor your interview accordingly. You will be in a much better position to share your Value Proposition with the agent showing them all the benefits your company has to offer. You will also have the undivided attention of the individual. It cannot be overstated that the purpose of the phone call is to arrange an interview with the agent.

Not telling the agent too much over the phone is another common mistake and can become a huge issue. This seems to happen more than you will want at the beginning. We suggest that you just remind yourself and keep focused by using a 3 X 5 index card that should read:

**The purpose of the phone call is to get the interview closed:**

- 1. Opened minded about your business**
- 2. Destination Broker**
- 3. Sincere Plea**

## ***The Three (3) Step Close***

The most common mistake made during the course of a conversation with an agent over the phone is that the broker typically relays the entire pitch and then tries to obtain the interview. By doing this you are providing the agent an easy opportunity to turn you down. In almost every case, the first reaction of the agent will be to refuse an interview. Once the agent says “no”, you will have no further recourse.

To avoid this scenario, you must implement the three (3) step close. As the name suggests, this involves trying to close the agent three (3) times for the interview. The following sequence should be used every time you attempt to close the agent for the interview:

- 1. Stress the superior service you provide as a broker**
- 2. Stress the benefits to the individual**
- 3. Ask for an appointment**

## ***Important Closing Techniques***

Your work does not start until you hear the first “no”. Once the recruit has said no then you will begin with these closing techniques. There are multiple techniques that can be used to close for the interview. The following section will outline four (4) proven techniques. In order for these techniques to work, you should have the agent’s production in front of you, some of their print ads and some of their listings showing list price. Now the closing techniques will become effortless with the data in front of you to support your efforts. Use these four (4) techniques one at a time.

## **The Sincere Plea**

Agents will be able to distinguish if what you are telling them is truthful or what you think they want to hear. One key aspect of the closing process is sincerity. The next important aspect is to tell the agent that you are genuinely trying to help him/her. It is important that an agent recognize that this is not a sales pitch and that he/she is not just another number on your call sheet.

An example of a sincere plea would be:

“I have a sincere desire to help you with your business. With my personal coaching, our office systems and the extra money you will earn, we will ensure that your business reaches a higher level of success. How does this sound to you?”

## **Open Minded**

The open minded approach is as simple as asking the agent if they are open minded about their business. Many agents will tell you that they are open minded about their business. Once they tell you that they are open minded, it is difficult for them to then tell you that they are not interested in sitting down with you to hear what you have to say as it contradicts what they have just told you. Make sure before you give any of the tips out listed below; you get that commitment from the agents for the appointment first.

An example of how to ask if they are open minded would be:

“May I ask you a question? Are you open minded about your business?”

Follow this up by offering value to the agent. If you can convince him/her at this point that there is value to sitting down with you regardless of whether or not he/she joins your company, chances are they will agree to the interview.

Having the agent to agree they are opened minded about their business leaves many options for you to explore.

1. The pricing technique

*(Listed below “Online Pricing Strategy”)*

2. How they can benefit from changing strategy on their print ads.

*(Refer to Neil’s webinar “Understanding Advertising” on Sellstate Source)*

3. Extra referrals below

“If I can guarantee to get you three (3) extra referrals in the next ninety (90) days would you sit down with me for thirty (30) minutes?” would be a good incentive for that agent.

It is imperative that, during your meeting, you deliver on what you promise. Be sure to have several methods of increasing their business ready. In the example above, suggest the agent implement the following into his/her business:

1. Give referral cards with self-addressed stamped envelopes to everyone with whom he/she does business
2. Call three (3) people who they know every day and ask for referrals.
3. Have the agent create a business plan in writing. If possible, have them increase their marketing efforts.
4. Have the agent talk to other agents in his/her office and determine if there is available business.

## **The Destination Broker**

The destination broker approach is a non-threatening approach designed to lower the barriers that the agent in question may create. Often times, an agent will tell you that he/she is happy at his/her current location and that a move at this time would not be of interest. In these cases, you want to establish yourself, not as a recruiter, but as a future destination should anything change. By taking this approach, many times you will be afforded a chance to express your information to them.

An example of the destination broker pitch would be:

“I understand that you may not be ready to move at this time. I can understand that you are happy where you are but please keep in mind that I am not trying to recruit you. What I would like to do is present my services so that I may become your destination broker.

In the event that something ever changes in your office or you ever become unsatisfied with it or would like to take your business to a higher level and are ready for a change, I want to be the broker to whom you come to talk.”

## **Online Pricing Strategy**

The online pricing strategy is based on providing instant value to the agent you are trying to recruit. If you can succeed in helping the agent in five (5) minutes over the phone, they will be more willing to meet with you.

The online pricing strategy is a very quick way to improve activity on an agent's current listings. It works as follows:

1. Ask the agent to give you the prices of any three of their listings. Even better would be to have this information prior to calling them.
2. Use examples where listings are listed at \$99,999 or \$299,999.
3. The next step is to encourage the agent to change the listing from \$299,999 to an even \$300,000. The reason for this is the following:
  - a. When a potential buyer looking to spend between \$250,000 and \$300,000 searches the Internet for a home the listing will show up on the search list. Unfortunately this listing will be at the top of the price scale and the chances of it being shown in most cases are slim to none.
  - b. Take now, the buyer looking to spend \$300,000+. This is the ideal buyer for this listing. Unfortunately, with the listing listed at \$299,999 it will never show up in the search. The ideal buyer will completely miss the listing.
4. By having the listings at an even \$300,000 the agent will double the amount of searches that the listing is shown in as it will appear in both the \$250,000 to \$300,000 as well as the \$300,000+. The activity on the listing will also increase as the listing will now be viewed by the appropriate buyer.

Your dialogue using the pricing technique with the agent will go something like this:

"Agent, are you open minded about your business?"

Agent: "Of course I am"

"I am glad to hear that. I thought you were. If I can show you over the phone a way to get more activity on your listings will you agree to meet me and give me fifteen (15) minutes of your time?"

Agent: "Ok what is the tip?"

"I just want to make sure we have an agreement that you will come to my office and give me fifteen (15) minutes of your time right?"

Agent: “Yes”

“Ok, we have a deal.”

Then go into the pricing tip. After you make sure he understand the tip your next step is get the firm appointment.

“Ok, Agent, how does next Tuesday at 10 sounds to you?”

As simple as this tip may sound, it will go a long way with agents who are not currently implementing this pricing strategy. Once they see the value in what you have shown them, work towards closing the appointment and focus on the assistance you will provide them with their business.

### ***If You Do Not Make an Appointment***

In some cases, despite your best efforts, some agents will simply not agree to an appointment. If you have tried to close the agent for an interview three (3) times without success, you should then begin to end the phone call. There is no sense continuing to spend time trying to close this agent.

With that being said, there are two (2) important steps that you must take prior to ending the call:

1. Ask for the email and home address of the agent. This information should then be loaded into your database program and put on a regular follow up drip campaign.
2. Ask for a referral. Aside from trying to get the interview itself, this is the most important part of the call.

### ***If You Do Make an Appointment***

If you are successful at booking an appointment, confirm the date and time and begin to end the call. You do not want to oversell yourself on the phone as the goal of the call was to book the interview. Before you hang up, there are two (2) important steps that you must take prior to ending the call:

1. Ask for the email and home address of the agent. This information should then be loaded into your database program and put on a regular follow up drip campaign.
2. Ask for a referral. Since this agent is willing to sit down and speak with you, there is a good chance they may know other agents who would be interested in what you are offering.

Be sure to have your office administrator follow up to confirm the appointment with the agent the day before and then once again on the morning of the appointment. This will help ensure that the agent arrives at the appointment on time.

## ***Benefits to Offer***

The following benefits should be offered when speaking with the agent over the phone. It is important to keep in mind that every agent will have different needs and some may not see the value in your benefits. You must approach each benefit in a manner that will attract their attention.

## **Training**

Just about every real estate company claims to offer the “best” training available. By simply stating that you have a great training program, you will get little to no attention from the agent. Instead use different dialogue than what they are used to hearing.

Example “We have compelling systems and procedures through our multi faceted curriculum for you to implement that can drive your business to a new level. We make sure the education we are providing to our agents is based on information they need based on our current market.”

You need to be specific about what it is that you offer to the agents and the direct benefits of each. Below are a few samples of what Sellstate offers its agents and the corresponding benefits:

**Sellstate Source** – brush up on skills twenty-four (24) hours a day, seven (7) days a week from the comfort of their home. Topics include Social media, listing presentations, mastering negotiation, technical assistance, etc.

**One on one coaching** – direct assistance from you to aid them with specific issues they may be having.

**Client database assistance** – instructions and advice on how to setup a client database and ensure that it is used properly to maximize the agent's business.

**Custom business plan** – keeping the agents on track and helping them to identify their goals and the steps necessary to achieve them.

## **Compensation**

Sellstate offers a very aggressive compensation program to its agents. By paying out 100% of the commissions (95% to the transaction agent and 5% to the sponsor) you are able to target the top producing agents in the field.

Although it may seem obvious, some agents need to be reminded of the benefits to earning a higher commission. Those benefits are as follows:

1. Earning the same money by working less and selling fewer properties.
2. Having more time for family and friends.
3. Controlling their own destinies by having the maximum amount of money out of each deal to allocate spending on their individual marketing and promotion needs as they see fit.
4. The ability to hire an assistant.
5. Investing more money back into their business, increasing their business even further.

## **Culture**

Perhaps the most important factor when it comes to recruiting and retaining agents is the culture in the office. If agents are happy then they will share their excitement with other agents they know. The same applies to agents outside of your organization. If they see that your agents are happy going to work each and every day then they will want to be a "part of the party".

Be sure to discuss the social events, professional image and the ongoing interaction between you and your agents. You may wish to mention the annual awards and recognition that the agents receive or mention the encouragement for feedback.

By expressing the enjoyment that your office experiences on a daily basis, you will be able to peak the interest of the agent. If you are sincere about your office culture, the agent you are speaking with will be able to feel your enthusiasm and will want to join your office family.

## ***Email Recruiting***

Email can be the easiest and most cost effective way to contact agents. With that being said, there is more to email recruiting than simply sending out as many emails as possible to as many agents as possible. Below is an outline of some of the best approaches to email recruiting.

### **E-campaign Software**

As you are well aware, email spam has become a modern concern for nearly everyone that uses email. As a result software is becoming more and more efficient at blocking emails that are deemed to be spam or unwanted. One of the most common ways that software determines spam email is by the rate at which emails are sent. In simple terms, the more email sent in the shortest amount of time, the higher the possibility of it being identified as spam.

When sending recruiting email, you will require email campaign software. If you attempt to use your personal account you will almost surely end up blocked or blacklisted, meaning that your emails will no longer be received by anyone using that company's account. For example, if you send bulk email to [\\_\\_\\_\\_@gmail.com](mailto:____@gmail.com) and get blacklisted, then any email you send to [\\_\\_\\_\\_@gmail.com](mailto:____@gmail.com) will not get through. Do not send email campaigns out through the Sellstate server or your entire office may be blacklisted.

E-campaign software allows you to send multiple recruiting emails without the concern of being blacklisted or banned. These programs also typically allow you to schedule regular email campaigns so that in an afternoon you can arrange for emails to go out on a regular basis for the following year.

When sending out recruitment emails, it is important to minimize the amount of information contained in the email. Most people will typically only look at an email for three (3) seconds prior to closing it and moving on, so it is imperative that you capture the readers' attention immediately.

### **Drip Campaigns**

A drip campaign refers to a campaign that goes out on a regular basis that will ultimately get the attention of the intended target. Every prospect should be on a drip campaign. The information shared on our blog

[SellstateLive.com](http://SellstateLive.com) is excellent for a drip campaign since it provides value to the agent while, at the same time, serves to promote the Sellstate brand. Another good drip campaign tool is the Dave Beson letter writer for managers available at [www.davebeson.com](http://www.davebeson.com). Once again, the idea behind the drip campaign is to slowly capture someone's attention over a period of time.

## ***Agent Mailings***

Direct mail is a good way to contact agents. Unfortunately in many cases direct mail pieces sent to an agent's office do not reach the intended recipient. It is therefore crucial that you obtain the agent's home address.

## **Letters**

There are a number of different letters that serve as good direct mail recruiting pieces. Some of the best targeting letters are described in the [Sellstate Broker Handbook II](#).

I strongly suggest you make your letters interesting from the envelope and stamp to the inside. You will want the agent to remember your letters and you. Making the letter look just like everyone else's will not get the attention you want.

## **Postcard Mail Outs**

Postcards are great mailing pieces as they are relatively cost effective and have an effective visual appeal that allows you to get a strong message across. Sellstate offers some professionally designed postcards that will do well to get the attention of the prospect.

## **Hand Written**

No one takes the time to hand write notes. So by sending out hand written notes the prospect will remember your extra effort and you will receive extra attention and they will remember you. Follow up with a phone call will make the recruit feel special and it also converts your cold call into a warm call.

## ***Event Planning***

Having an organized event where you invite several agents from your area to attend is a great way to recruit multiple agents at one time. Such events also work well for branding and allowing agents in your area to see your office as a leader in education. The more you do to promote the event, the more that will attend, the more that you will hire.

Making sure that you are offering value to the agents is the first step towards good turnout. The second step is to make sure that you fill the room.

Filling a room for an event must consist of a well-designed plan that is properly executed. It is important to use all of the resources outlined below to ensure the best possible attendance.

### **Get Your Agents Engaged**

In addition to helping you recruit, these events are also a fantastic opportunity for your agents to build their personal AAD Programs. By leveraging your agents and their entire sphere of influence, data bases and social media circles, you can reach numbers far beyond your own personal efforts. In order to get the most support possible from your agents you will need to provide them with some guidance and material. The following will provide a good start:

- Provide your agents with all the promotional material and get them to send it to their data base. Have them also post it on their social media outlets. You will need to remind them to do this so be sure to send them reminders biweekly to send out the information as well as post it to their social sites.
- Ask them to provide the flier to all the other agents, escrow, mortgage and title personnel that they deal with daily. Also be sure to have them attach the flier to any email correspondence.
- Ask them to share all of your social media posts related to the event. This should include your personal profile postings as well as any company page postings of the event.
- Have your admin staff call your agents weekly to remind them what they need to do to promote the event.
- Have your agents commit to bringing a minimum of two agents that are not currently with your company. This will help jump start or further expand their AAD.
- Have your agents engage all the companies that they are doing business with and ask them to also promote your event. Title, mortgage, escrow, home inspectors and anyone else who works with agents should be included in this list.

## **Mass Email**

Send out regular mass emails to all agents in your area. Send at least two emails per week and increase frequency to one per day for the two days prior to the event.

## **Social Media**

Post often about your event on social media sites such as Facebook. Also send your event information to your LinkedIn contacts and be sure to also tweet and share on Google + and any other social networks that you may be using. Ask your social media friends and followers to also share your posts.

## **Sphere of Influence**

Work your sphere of influence, data base, vendors who visit your office and any friends or associates that you have within the business. Many vendors and services meet with agents throughout the day, every day. Be sure to provide them with the flier and to share your event information. Making them aware of the educational benefits of attending your event will be helpful towards getting them to assist with the promotion of your event.

## **Call Everyone**

For the best success you need to pick up the phone and call people. Part of your daily prospecting is to call agents. In addition to recruiting you will be calling agents inviting them to an educational event where they can network with other productive agents in the area.

## ***Leverage Your Brand***

One of the fastest ways to expand your brand in your community is to leverage your brand through your agents. Not only will this help get your name out there, but this will also give the perception of being much larger than you may be at the time.

It is important to always review various ways to get your Sellstate Real Estate Advisors more involved. It is important to stay on top of this as it will help you with building the office brand as well as helping your team build their own brands with the public. Your office should have a display setup where the agents can see the branded items that they may purchase to increase their visibility.

Below are some ideas to help get you started:

- Make sure every agent has car magnets on their vehicles. Including their significant others and if possible their children's vehicles

- Each Sellstate Advisor should have a branded name badge
- Train your Sellstate Advisors to distribute no less than one hundred (100) business cards a week in communities
- Have the Sellstate Advisors purchase branded shirts, hats, closing gifts
- Each Agent must have at least ten (10) open house signs. There are some beautiful layouts available here: <http://www.oakleysign.com/sellstate/directional-signs/>. These signs not only look more professional but bring additional branding for the agents each time they do an open house
- Do an office open house blitz at least once a month
- When an agent joins have them order company letterhead and envelopes along with the new yard signs. Have them send letters out to their sphere of influence informing them of their new position
- Give regular education on marketing in print advertising. Learn how to properly educate your office to generate the greatest return on their investment. Encourage them to spend money on buying well placed ads
- Use sidewalk signs where permitted for your office. Offer maps, hot new listings, luxury foreclosure lists or whatever else you feel may attract walk in traffic

### ***Agent Follow Up Plans***

Regardless of what approach or combination of approaches you implement, without a strong follow up plan you will not achieve the desired results. Your follow up plan must include, at the very least, an email drip campaign and regular phone calls. Ideally, a direct mail campaign would also be an effective tool as well. Be sure all your recruiting efforts are managed from your data base.

### ***Offer Incentives to Agents for Recruiting***

Sellstate offers a tremendous incentive for agents to recruit. The Agent Asset Development Program allows an agent to benefit directly from the growth and success of the company. The incentives for agents to recruit do not need to stop there. As the broker, you may wish to offer additional incentives for your agents to recruit. Examples include a free dinner, a free office, and a small gift or perhaps even a

weekend getaway for the agent and spouse/significant other. Any positive feedback or rewards for agent recruitment will be an effective way of motivating your agents to continue to recruit.

### ***The Sellstate Broker Handbook***

The [Sellstate Broker Handbook](#) is a specific guide that outlines how to recruit agents through mergers and acquisitions as well as leveraging yourself through the Agent Asset Development Program.

### ***The Sellstate Broker Handbook II***

The [Sellstate Broker Handbook II](#) is a specific guide that outlines how to best work with your administrator to recruit agents using a well-designed recruitment system. The process focuses specifically on productive agents, agents whom your firm has done business with and new agents.

### ***The Agent Interview***

From the moment the agent walks through the office door to the moment he/she leaves, the entire encounter is a well thought out and well-designed process. Each stage of the agent interview is extremely important.

### **The Pre Interview Preparation**

Prior to the interview there are some crucial steps that you must take to prepare. You've done all the work to get the agent to come see you so you want to take advantage of your opportunity. Remember, you often only get one chance at impressing the agent, and even in circumstances where you will be able to follow up and get a second appointment, your first impression will still be critical.

There is an easy guide to follow in preparing for the interview that also covers how to present the money at the end. This is available under the [Manger Support Section](#) of [SellstateSource.com](#). For your convenience, we have [linked to it here](#).

## Meeting the Agent

Before the agent arrives at the office, be sure that the office is clean and tidy. You do not want to bring anyone into a less than ideal environment. This includes making sure there is no garbage lying around and that the restrooms are clean with paper towels and toilet paper stocked. I would also recommend cleaning any screens in the conference rooms.

When the agent first enters the office the administrator should greet the agent and then provide a questionnaire to complete. An example of this questionnaire can be found in [Appendix D – Agent Questionnaire](#).

Once the agent has completed the questionnaire you should greet him/her personally in the reception area. Although you should have previously instructed your administrator not to interrupt you, it is imperative that you instruct your administrator that you will be in a very important meeting and that you are not to be interrupted in front of the agent. This will demonstrate that the agent is indeed important to you. In some cases, this gesture alone surpasses what the individual's broker may have done in the past month. This will likely also surpass the experience they had while interviewing with other brokers.

While you are in the interview, your administrator should be adding the agent's name to your database together with the information that was provided to you.

If nothing else, remember the following concerning the agent interview. The interview is all about the agent! The individual did not come to listen to you brag about you and your office. The agent should do 75% of the talking. Your job is to listen and take good notes. Make sure you probe at least three times so you have a clear understand of the agent's needs.

Example Agent: "I would like more support"

You would say: "Tell me more about the kind of support you are looking for." ***Make sure to write down their answer.***

You would say: "Have we covered all the areas that you are looking for support?"

This will help you discover the agent's hot buttons and you can tailor your response to their hot buttons. It also shows the agent how important you feel their needs are.

If you can keep this crucial piece of information in mind when interviewing agents, you will already be one of the best interviewers in your market. The best way to conduct an agent interview is to ask a series of questions and then tailor your approach to focus on the needs and wants of the agent based on the answers they gave you. Each agent will have different objectives so although the process will be the same, no two interviews will be alike.

### **Going into the interview you should have:**

- Your value vision Proposition
- Agent's production
- Agent's profile you can find on their web site or company web site
- Sellstate Source up on screen in interview room
- The Sellstate Power Suite video (found on [JoinSellstate.com](http://JoinSellstate.com)) pre loaded and ready to view
- Testimonials from agents that have recently joined office
- Testimonials from agents that have participated in AAD Program
- Your Education calendar
- Your Weekly meeting calendar
- Note Pad
- Calculator

### **Interview Process Steps**

- Get the agent talking about their personal interest
- Get the agent to a safe island (comfortable and open)
- Tell them how interview will proceed
- Ask them questions about their current office
- Probe three to five questions deep to make sure you have true answers
- Take down notes.
- Make checks by their hot buttons
- After all the information is gathered, begin the presentation
- Address their hot buttons first
- Close as many times as needed.

## Build a Relationship

Agents will go to work with the Broker they like and feel they have something in common with. Taking the time to build a relationship with the agent at the beginning of the interview is extremely important. Make sure to take whatever time is necessary to build this relationship and make them feel comfortable. You will then get the answers you need to close them and they will feel great about joining you. It has been stated that over 70% of the time an agent will join an office because of his/her favorable impression of the broker. Do not start your presentation until you have established a comfortable environment where you have a good sense that the agent feels good about speaking with you.

## Safe Island

The safe island is created to relax the agent. This requires that you outline exactly what you are planning to do throughout the course of the interview. The safe island statement should be made once you have established that relationship and are prepared to begin your presentation. An example of a safe island statement is as follows:

“I am going to first ask you a series of questions so that I may get to know you and your business. Once I have this information I will be able to create a tailored business plan as well as have some suggestions on how we can increase your business. I will then go through the business plan and some helpful suggestions. Will this be ok with you?”

## Question Period

A list of questions that should be asked may be found in [Appendix E – Agent Interview Questions](#). The goal of the question period is to determine the agent’s hot buttons. With each question you ask, you may need to ask four (4) or five (5) follow up questions to accurately assess the situation.

For example:

You ask: “tell me something you like about your current office.”

To which the reply may be: “I really like the front desk person.”

At this point you will want to begin probing to find out what it is they really like about the front desk person. This may uncover important information for you.

Broker: "What is it you like about the front desk person?"

Agent: "I like that the person is organized and helps me with my files."

Broker: "Would you say you typically need help with your files?"

Agent: "Yes, I am a new agent and I can use all the help I can get!"

Now you have uncovered that the agent is new and requires lots of training. This will be crucial as you will need to focus on your training programs for new agents.

## **Presentation**

Once the questioning has finished, you should begin your presentation. By this time you should have analyzed their answers to the probing questions and have tailored your presentation in your mind to focus on the agent's hot buttons.

Be sure to use the Sellstate Recruiting Presentation during your recruiting meeting. The presentation is available in the [Manager Support Section](#) of [SellstateSource.com](#) and linked here for your convenience ([Sellstate Recruiting Presentation](#) – [Sellstate Recruiting Presentation with Pioneer Section](#)). Accompanying the recruiting presentation is a set of notes which highlight the verbiage that should be used during your presentation. You may find these notes in the same area of SellstateSource.com and once again for your convenience we have linked to the [accompanying recruiting notes here](#).

Use the entire presentation as it covers the entire Sellstate Value Proposition. Skipping sections opens the door to missed opportunities. Many potential objections are handled through this presentation. You should practice this presentation over and over again until you become a master of it. The better you know it, the better you will be able to present it.

## Compensation

In our presentation, money should be talked about last and least. There is a guide to presenting the money at the end of the [Opening Notes for the Sellstate Recruiting Presentation Power Point](#) which we have linked [here](#) for your convenience. In addition, there are notes that deal with presenting the money that are part of the [Notes for the Sellstate Recruiting Presentation](#), which once again, for your convenience, is linked [here](#).

When discussing the compensation plan at Sellstate, begin by determining how many transactions the individual had in the previous year and how much was paid to his/her broker. Demonstrate how much the same number of transactions would have cost at Sellstate and how much more personal income would have been earned.

Once you have a number established, split the number in half and ask what the agent would have done with that money. Suggest things such as vacations, televisions or new vehicles.

Then, refer to the second half of that money and illustrate how that money could have helped with the agent's business. Select a real estate publication and ask how many calls could be generated with an additional page. From there, break down how many of these calls the agent would be able to convert into appointments and how many of those extra calls would result in closings. Typically the numbers break down to at least one (1) extra transaction a month. Often times agents will suggest more, but one (1) is usually a safe assumption. Once that is done, calculate the amount that could have been earned with an additional twelve (12) transactions a year.

This will clearly demonstrate the true opportunity cost of staying with their current firm instead of making the move over to Sellstate. A further breakdown of this example can be found in [Appendix F – Opportunity Cost Breakdown](#).

In addition to these additional transactions, be sure to mention and explain how the Sellstate Power Suite will also result in a minimum of four (4) additional transactions per year.

Once you have demonstrate how much more money could have been made, go through your presentation for the AAD Program to show how much more the agent is missing out on as Sellstate provides a retirement plan as well as a security blanket for the agents.

## **Value Proposition**

At this point of the presentation you must follow through on the commitment to help the individual with his/her business. Elaborate on what you had promised over the telephone and give the agent a few tips that can instantly assist them with their business. By providing value to the individual at no cost you are working towards becoming their destination broker while at the same time creating a strong impression of your training and support skills.

## **Closing**

Be sure to ask for the close. Many brokers perform great interviews but sign up very few agents. If you do not specifically ask an individual to join your office, more often than not the agent will not volunteer to do so even if they liked everything they heard. When asking to join, be sensitive to the fact that most people do not enjoy “working for someone else”. When closing, use words such as “join our team” and use the word “we” as much as possible.

For example:

- “we are a family”
- “together we can increase your business”
- “we would be happy to have you come on board”
- “we would love the opportunity to work with you”

If an agent decides to join your office, ask for a referral. Remind the agent about how the AAD Program works and try to get as many names as possible from that agent.

If the individual does not immediately decide to join your office, ask some questions to find out why he/she is not ready to make the move. Keep in mind, you may have to ask five (5) or six (6) questions deep to get to the true reasons.

If after your questioning you still cannot convince the agent to join, remind him/her about how you would like to be their destination broker and then, ask for a referral.

## ***Follow Up***

Often times an agent will need time to digest everything that you covered. The individual may want to speak with his/her spouse/significant other prior to deciding to make the move over to your company. The importance of the follow cannot be stressed enough. Prepare a hand written note thanking the individual

for taking the time to meet with you. Remind the agent that you may be contacted at any time should any questions arise or if there is any way that you can help with his/her business. When the agent leaves you should instruct your office administrator to start that agent on a follow up campaign.

## **New Agent Orientation**

We work very hard to hire new agents and the first two weeks are critically important to ensure they stay with you and go out and tell all their friends what a great office it is. To ensure this happens every office requires a set of written procedures outlining each staff member's duties.

Some of the most important details can be over looked making setup slow and less than pleasurable for your new recruits. Many times they feel uncomfortable not knowing anyone and do not ask the questions they need answers to. After your new agent orientation, your new agent should know as much as your most seasoned agent.

Please take your time creating an orientation manual that is unique to your office and will be given to every new agent as well as a detailed set of written procedures for both manager and office administration.

Make sure you do not miss anything. In addition make sure that you continue to update your procedures every year. Everything from meeting schedules, to where to find the coffee and what to do if the copier is out of paper on a Sunday. You may want to get an existing agent to help you to ensure nothing is missed or forgotten.

This can be used as a start but your office will have its own unique features that you will have to explain:

- Do an office tour and show new agents the kitchen and instruct them on your kitchen policies.
- Instruct your agents on how to get into the office when the office is closed after hours or on weekends.
- Instruct agents on how to use all of the office equipment such as printer/copier, fax and telephone system.
- Help them get started on setting up with the Sellstate Power Suite.
- Show them any marketing items.
- Get them to spend some money so they are vested into your office. Purchasing signs, business cards and stationary is a great start.

This is only the very beginning of a very detailed orientation manual that will ensure your agents will have a great experience with the transition to your office.

# **Sellstate Leadership Summit Content**

The Sellstate Leadership Summit is an annual event in which we gather the Sellstate leaders from around the country together to discuss Sellstate's accomplishments, strategies and future plans. In addition, we bring in guest speakers where appropriate to offer additional insight. The Sellstate Leadership Summit is also packed full of education for our leaders, round table discussion and provides an extensive networking opportunity.

During the Sellstate Leadership Summit, many tools are shared that may be used in your recruiting efforts. Below you may find more information and links to those tools.

## ***2014 Sellstate Leadership Summit***

At our second annual Leadership Summit, we once again gathered Sellstate leaders from across the country together in Las Vegas, NV to discuss Sellstate's accomplishments, strategies and future plans. This year, in addition to having great presentations from our corporate team, we also invited many of our leaders from within the company to speak as well as some great outside partners.

A complete run down of the two day event is available on [SellstateLive.com](http://SellstateLive.com) and all the presentations and marketing materials is available at [SellstateSource.com](http://SellstateSource.com) under the [Manager Support Section](#), Under [2014 Sellstate Leadership Summit](#). Below we will highlight some of the key areas.

## **New Material and Local Marketing by the Sellstate Marketing Studio**

Sellstate's Marketing Studio presented updates on topics covered from last year's Leadership Summit, tons of new marketing material, and strategies on how to optimize your localized internet marketing efforts. [Here you can download the PowerPoint file](#) of the presentation. For all of the marketing materials referenced in the presentation, please visit the [Marketing Materials](#) page in the Manager Support section.

In addition to the presentation by the Marketing Studio, you are also able to link directly to the online version of the [Sellstate Experience Brochure](#) at [http://issuu.com/sellstate1/docs/sellstate\\_experience\\_brochure?e=13823037/9642611](http://issuu.com/sellstate1/docs/sellstate_experience_brochure?e=13823037/9642611)

## **Pioneer Program Presentation**

Ron Ario, California Regional Manager, shared Sellstate's new Pioneer model with our company's leaders. This innovative program creates a foundation for explosive office growth. A version of this presentation may be downloaded [here](#).

## **Recruiting by Greg Kelly**

Greg Kelly, Manager of fast-growing Sellstate Next Generation Realty in Ocala, FL, shared his recruiting strategies. This presentation may be downloaded [here](#).

## **Recruiting Presentation by Michael Darmanin and Art Darmanin**

Sellstate has unveiled an incredible recruiting presentation available to all our offices. Now, our offices have an optimized framework for agent interviews!

Each section of this presentation may be found below:

[Opening Notes for the Sellstate Recruiting Presentation](#)

[The Sellstate Recruiting Presentation](#)

[The Sellstate Recruiting Presentation \(No Pioneer slides\)](#)

[Notes for the Sellstate Recruiting Presentation](#)

[Agent Interview Questions](#)

## **Understanding Personalities by Michael Darmanin**

Michael Darmanin, Sellstate COO, shares the importance of personality testing when building your perfect staff. A copy of this presentation may be [downloaded here](#).

## **Notes From the Breakout Sessions**

[Marketing Breakout Session](#)

[Recruiting the Mega-Agents](#)

[Technology Breakout Session](#)

[Increasing Revenue](#)

## **Partner Presentations**

During the Sellstate Leadership Summit, we were treated to presentations by our Strategic Alliance Partners. Below are links to their presentations:

[Homes.com Presentation](#)

[Zillow Presentation](#)

[American Dream Real Estate School Presentation](#)

## **2013 Sellstate Leadership Summit**

At our inaugural Leadership Summit, we gathered Sellstate leaders from across the country together in Las Vegas, NV to discuss Sellstate's accomplishments, strategies, and future plans. In addition to our internal leaders, we brought in representatives from Homes.com and Zillow, two of the top search sites in the world who have Strategic Alliances with Sellstate. For an overview of our 2013 event, check out our blog post, "[Sellstate Successfully Concludes the First Annual Leadership Summit](#)".

Here, we've provided the source files of the presentations given by our Strategic Alliance partners. Additional content shared at the event will be published on our [blog](#) or in the [Manager Support Recruiting](#) section.

### **Zillow Presentation**

Zillow, our newest Strategic Alliance partner, gave an excellent presentation to attendees that covered all the details about our partnership and the benefits Zillow gives our members. With our Strategic Alliance with Zillow, our Real Estate Advisors can now enjoy a reach of over 78,500,000 consumers. To learn more about our increased consumer reach, please visit the following links:

- [Consumer Reach for Sellstate Real Estate Advisors](#)
- [Consumer Reach for Offices](#)
- [Original PowerPoint Presentation](#)

### **Homes.com Presentation**

Homes.com provided the attendees of our 2013 Leadership Summit with a very comprehensive presentation about how our offices and Real Estate Advisors benefit from our Strategic Alliance. They concluded the event by presenting feature enhancements to Sellstate's Power Suite, [Marketing Center](#) and [Reputation Manager](#). Below, you can find their presentation full of information and statistics to help you in recruiting.

- [Homes.com PowerPoint Presentation](#)

## **Closing Remarks**

The Sellstate Broker Manual covers a variety of topics, all of which are based upon helping you build your business. This task list has been created with input from several of the industry's top agent recruiters and brokers as well as cultural experts and manual creation specialists. If followed correctly, this manual can assist you in developing a strong office culture and building your business to levels that will surpass your greatest expectations.

In today's world of business, it is not enough to be an aggressive recruiter. If the culture of the office does not grow with the business, then retention and recruiting will always be issues regardless of how many emails you send or phone calls you make. Culture alone can cause your company not only to grow, but to remain a positive and healthy work environment that will attract agents and encourage your agents to recruit.

Add culture building to your business plan. Take the time to get your house in order. Meet with your agents on a regular basis including the ones who may be unhappy with you. By speaking with them you will have a chance to correct any issues. If you do not speak with them a competitor eventually will and you will lose them needlessly.

This guide can help you create a real estate empire, but make no mistake; it is of no use to someone who has no interest in reading it and following through on the steps within. Read it. Learn it. Practice it daily and you will find yourself the envy of the industry.

# Appendix A – Sellstate Value Proposition Sample

## Sellstate Corporate Brand

- National Real Estate Franchise
- Strong independent culture promoting agent success
- Agent Asset Development Program for long-term residual earnings paid monthly
- Sellstate Source training and resources at your fingertips
- Recruiting videos and testimonials online
- Highest industry commission splits
- Technology focused for training and business development
- Social media resources and all-in-one submission portals
- Sellstate marketing materials available
- Innovative brand recognition campaigns
- Fresh corporate presence in the marketplace
- Technology focused with industry specific tools
- Sellstate Power Suite
  - Customer Relationship Management (CRM)
  - Agent Website with IDX
  - Task Manager
  - Design Center
  - Lead Generation
  - Social Network Imports
  - Drip Campaigns
  - Active Website Statistics
  - Listing Presentations
  - Buyer Presentation
  - Neighborhood Demographics
  - Mobile notifications
  - Enhanced listings on Homes.com

- Automatic uploading and managing of listings to Zillow.com
- Monthly consumer reach of over 78,500,000

## Sellstate Your Office Realty

- Entrepreneurship; promoting each agent's individual business model
- Building a strong web presence and internet lead generation system
- Promoting Advisor's name as often as possible
- Engaging culture in and out of the office
- Business coaching and training
- High commission splits
- Same day file verification
- Commissions are direct deposited on time
- Paperless transactions
- Monthly vendor teaching and classes
- Concierge program for both the listing and selling sides
- Bi-annual business planning sessions
- Default lists and strategies
- Continual industry analysis
- Technology focused not only for the office; but the Advisor's production
- Professional video and still photography
- Company & family functions; BBQs, picnics and holiday parties

## The Management Team

- One on one coaching
- Informative production focused on weekly meetings
- Massive Lead generation programs
- Sales accountability partners
- Support for challenging deals
- Open door policy
- Marketing an prospecting guidance
- Business planning accountability partner
- Dispute resolution
- REO sales experience and selling agent tips
- Years of Broker experience / Sell & Close!
- Asset management division
- Extensive high level training schedules
- Resource rich in regards to office support and services
- Mentor Program
- Team Building
- On the job training
- New Agent Boot Camp
- Superstar Agent Seminars
- AAD Training to design and build ongoing income

## Appendix B – Sample Letter to Spouse

Dear Spouse,

We are very excited to have an agent of agent's name quality and character, join our Sellstate office name team.

As an important part of agent's name life, we recognize that you were instrumental in her/his decision to join our office. We wanted to take a moment to welcome you to our family and thank you for your support in name of agent decision.

Our culture is very important to our Sellstate name of office team. Going forward, we know you and your family will be an integral part of our culture. We are grateful for the opportunity to get to know you, agent's name and your family and look forward to a long term relationship.

Should you ever have any questions or concerns, please do not hesitate to contact me at any time.

Once again, on behalf of everyone at Sellstate office name Realty, we welcome you and your family to our family.

Sincerely,

Broker Name  
(555) 555-1233  
[brokername@sellstate.com](mailto:brokername@sellstate.com)

## Appendix C – Sample Sales Contest

### Royal Reward Sales Contest

Sellstate shall earn greatness in our marketplace through the efforts of our sales and support staff. In an effort to make our work as much fun as possible, we are holding another legendary sales contest.

These contests are designed as team participation contests. There is no single person's effort that can win this contest. It is a group effort that will win the Royal evening.

The point system has been designed to ensure all may participate and contribute to your team's success. Your team captain and assistants are very important to make sure the team stays motivated and actively participates.

The strongest team is not the team with the highest producers but the team that gets the most points through participation and working together.

After all is said and done we hope that everyone has fun, we have a great evening and we all get to know each other better.

Please make sure that you mark the party in your day timers and make a special effort to attend. It is important for all of us to enjoy the night. Regardless of whether we win or lose, we will all have a great night out.

Here are some suggestions you may want to try to ensure your teams is sipping Champaign and eating caviar the night of the party. Remember the team who makes the greatest effort will win.

- Group open house where all team members participate
- Team call nights for listings.
- Call team members to ensure attendance at meetings.
- Letters of motivation to team.
- Encourage all team members to get every point possible.

Use your imaginations, have fun, and make lots of money.

## **Winners**

Get ready to enjoy an evening of Royal Rewards.

To start your royal evening, you and your guest shall be picked up in a chauffeur driven limousine that will be delivering you to your evening of Royalty.

On the way to your special event, you will enjoy the evening cruising in comfort, sipping champagne and nibbling on the finest of caviars.

Upon arrival at dinner, you shall be greeted by a mob of envious realtors applauding your success and welcoming you and your guest.

Dinner will be a choice from an outstanding menu of only the finest entrées and appetizers prepared to please only the best of Royalty. Drink top shelf liquors, fine champagne and excellent wines. Service will be nothing short of excellent since the staff will have lots of extra hands with two losing teams assisting them.

After dinner we will all join together to celebrate the winning and your success. This will be an opportunity to mingle with the commoners who have been serving you as Royalty for the entire evening.

## **Runners Up**

Commoners can have fun too!

Sellstate likes to reward all for a hard fought contest. So for finishing in 2nd and 3rd place we want you to participate in the evening's events (we need helpers to serve the Royalty).

Runners up shall arrive at the restaurant early to make sure everything is perfect for our special guests of honor. As the Royalty arrives, we will make sure the red carpet is ready and they are given the ovation they deserve to celebrate this well-deserved victory.

Of course, we want to see the commoners enjoy a wonderful dinner, although the menu will not be as elegant as that for Royalty. The commoners will select from a menu of cheese and macaroni or hot dogs or both. We will not let you go thirsty either. Instead of top shelf liquors or the best champagne that the Royalty is enjoying, commoners will drink soda, beer or wine (cheap, very cheap wine).

We have to make sure the winners get outstanding service so we will be helping the staff ensure that all drinks are full and service is paralleled to the finest restaurants in the world.

After dinner we will all join together to celebrate that we are all winners and deserve an evening out. We shall party into the wee hours of the morning, enjoying dancing and each other's company.

# **Scoring System**

## **Points**

- 5 Obtain listing (must be for a minimum of 90 days.)
- 5 Accepted agreement of purchase and sale
- 5 Closed sale
- 1 Paid ad
- 3 Arrange agent interview with broker
- 5 Agent signs up with office. (New agents stay on sponsoring team)
- 2 Attend weekly meeting
- 1 Attend additional office training meeting
- 2 Hold open house.

## **Notes:**

- This is a fun event – let's keep it that way and be honest with our points
- Contest will end at 12:00 pm on \_\_\_\_\_
- Team captains are responsible for keeping points and confirming other teams' points.
- If new agent joins office, the sponsoring agent gets new agent on his/her team.
- No points for attendance will be given if late for meeting.
- Personal sales/listings or transactions involving immediate family do not qualify.
- Accepted contracts must have all paper work to qualify.
- Must have signed acknowledgment from trainer for meetings
- Must have signed acknowledgment from the seller for open house.
- Paid add must have a minimum value of \$20 and only one point per publication per issue will be given.

## Appendix D – Agent Questionnaire

**(Put this on Letterhead)**

Name:

---

Home Address:

---

---

---

Email Address:

---

Phone Number:

---

Company Presently With:

---

Length of time at present company:

---

Length of time licensed:

---

## Appendix E – Agent Interview Questions

Interview with \_\_\_\_\_  
Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

<u>Prior Yr Production</u>	
MLS Stats – Transactions	Volume
Listings _____	\$ _____
Buyers _____	\$ _____
Total _____	\$ _____
Avg Sale _____	\$ _____

1. What do you like best about your present company?
2. What don't you like about your office?
3. What are some of the policies that you would change at your present company?
4. What policies and procedures do you feel are important?
5. How would you rate or assess your broker?
6. What is his/her strongest attribute?
7. What are his/her weaknesses as a broker?
8. Tell me about your admin staff.
9. Where do you feel your admin is the weakest?
10. Where are they the strongest?
11. Describe to me your perfect real estate office.
12. Tell me about your business.
13. How many transactions did you close last year, not in MLS?
14. What percentage of your business over the last 12 months were listings that closed? Buyers?
15. What source produced your closed transactions?
16. How much did you spend last year on marketing?
17. Have you done an ROI on that investment?

18. Do you have a written business plan?
19. Do you have a database that you are working every day?
20. Do you feed your database new leads every day?
21. Do you train your database to send you business?
22. What is your farming strategy?
23. Do you have a listing presentation? Rate it from 1-10
24. Do you hold open houses?
25. How is that working for you?
26. Do you have a website?
27. Do you have an online marketing strategy?
28. Do you have a strong online lead generation system such as Homes.com?
29. What other technology tools do you have?
30. Do you feel technology is important to you?
31. **\*\*Only ask this is applicable\*\*** Why don't you have these technological tools?

**This year's Goals**

Gross Income \$ \_\_\_\_\_ Agent Split \_\_\_\_\_ Fran Fee \_\_\_\_\_ Trans Fee \_\_\_\_\_

Listing:Sales Ratio \_\_\_\_\_ Avg Sale \$ \_\_\_\_\_ List to Close% \_\_\_\_\_

Call to get Listing \_\_\_\_\_ Appts to get Listing \_\_\_\_\_ Showing per sale \_\_\_\_\_

## Appendix F – Opportunity Cost Breakdown

The opportunity cost breakdown will determine how much more money the agent could be making by moving to Sellstate and thus determine the “cost” to stay where he/she currently works. This technique will assist greatly with agents who are afraid to move because they may lose some of their listings.

The key to breaking down the opportunity cost is to look at the difference between what the agent is currently paying to his/her broker and what they would be paying at Sellstate.

For this example, we will consider an agent on a 70%/30% split with the current broker.

Assume the agent had 10 transactions last year with an average gross commission of \$10,000.

$$70\% \times \$10,000 = \$7,000 \text{ net commission.}$$

At Sellstate the agent pays 2% to the Strategic Development Fund and then an average of \$265 (varies by area) transaction fee to the broker.

$$2\% \times \$10,000 = \$200$$

$$\$200 + \$265 = \$465$$

$$\$10,000 - \$465 = \$9,535$$

Annual total for the competing brokerage  $\$7,000 \times 10$  transactions = \$70,000 net commissions.

Annual total at Sellstate  $\$9,535 \times 10$  transactions = \$95,350 net commissions.

$$\$95,350 - \$70,000 = \$25,350.$$

You have now determined the difference in cost based on the current transaction totals.

At this point we recommend splitting the difference in half and asking the agent to imagine what could be bought with that money.

$$\$25,350 / 2 = \$12,675.$$

The other half of the money is to be invested back into the agent's business. Use the following example of a magazine ad each month:

Ask the agent how many could have been received if he/she had another full page ad. Assume you are told an additional fifteen (15) phone calls could be generated. Then ask the agent how many of those calls he/she would be able convert into appointments. Assume that the agent says five (5). The next step is to find out how many closed transactions would result from the five (5) appointments. For this example, we will once again assume that the agent says they will close one (1) transaction.

Remember, this is one (1) more transaction per month from the magazine advertising which is being paid for by the additional money that the agent can keep from moving to Sellstate. This is not costing the agent anything out of pocket.

1 transaction x 12 months = 12 transactions

12 transactions x \$9,535 net commission per transaction = \$114,420 in additional income

\$114,420 + \$25,350 = \$139,770

This total of \$139,770 represents the opportunity cost to the agent by staying where they are instead of coming over to Sellstate.

It is important to also remind the agent that half of the difference was spent on personal enjoyment and not building the business. Assuming that that total \$25,350 was reinvested into the agent's business and that the agent was able to double their extra advertising efforts and close an additional two (2) transactions per month. The \$114,420 would double to \$228,840. Add back the original difference of \$25,350 and you will see the new opportunity cost of \$254,190.

# **Appendix G – Sample Office Manager Job Description**

## **Real Estate Office Sales Manager Job Description**

**Title:** Sales Manager for Real Estate Office

**Reports to:** Broker Owner

### **Overall Responsibility:**

- Manage and direct operations of office.
- Recruit and grow office.
- Education of agents.
- Build strong culture.

### **Key Areas of Responsibility:**

- Recruit agents
- Problem solving for agents and office
- Retain agents through interaction and education
- Promote the Brand and office value proportion
- Regular office meetings that bring value to agents
- Control and monitor office spending
- Establish and maintain office web site
- Build strong culture in office

### **Qualifications:**

- Strong people skills
- Tenacity
- Good Organization Skills
- Knowledge of Real Estate transactions
- Proficient with Microsoft word, excel, power point, publisher, outlook
- Proficient in working with data base programs
- Good Communication skills
- License realtor with three years or more experience

# Appendix H – Sample Office Admin Job Description

## Real Estate Office Admin Job Description

**Title:** Office Admin

**Report to:** Office Sales Manager or Owner Broker

### **Overall Responsibilities:**

- Support the office Broker or Office manager in all areas needed to build and run a productive office.

### **Key Areas of Responsibility:**

- Aid the Manager in all recruiting activities
- Keep and organize all real estate deals for office
- Receive all commission checks, make deposit, process all commissions for office
- Debit report monthly as to fees due office from agents
- Keep up to date records for all agents in personal file.
- Help with recruiting duties per manager or broker direction
- Setting up agents in office system ( web page, copier, printer)
- Prepare new agent packets
- Weekly update reports of closings and new listings
- Computer and printer support for agents
- Agent communication regarding weekly meetings and other information needed to be sent to agents

### **Qualifications:**

- Computer literate: word, data base, power point, publisher, excel
- Strong organizational skills
- Strong people skills
- Understand time deadlines
- Great phone skills

## Appendix I - Sample Manager Job Hiring Ads

Below are sample ads for hiring an office manager. These samples that may be used as is or modified to best suit your needs. We recommend making the appropriate changes to customize the ads for your specifics.

### Sellstate is Expanding in Your Area

Sellstate <OFFICE NAME AND AREA> is seeking a dynamic leader who can build a successful organization. Sellstate is an agent centric company providing their agents and brokers with the best marketing and technology tools that puts them head and shoulders above the competition. In addition, Sellstate's Agent Asset Development program is second to none with monthly payouts in the thousands.

If you:

- Are a highly self-driven individual
- Are a strong leader with a proven track record in recruiting
- Are growth oriented
- Are able to lead those around you
- Have the ability to train and help your agents
- Possess a high level of integrity
- Are a good producer in real estate with a thorough knowledge of the real estate industry.

Then, call <YOUR NAME> at <YOUR NUMBER> or email <YOUR EMAIL>.

Generous compensation package including salary and bonus.

---

### Sellstate is Expanding in Your Area

Sellstate <YOUR OFFICE NAME AND AREA> is seeking a Director of Business Development/Manager who won't settle for second best! Sellstate is an agent centric organization providing their agents and brokers with the best marketing and technology tools that puts them head and shoulders above the competition. In addition, Sellstate's Agent Asset Development program is second to none with monthly payouts in the thousands.

The right candidate must possess the following:

- Ability to recruit top agents
- Be highly self-driven
- Understand the importance of building the office and have a proven track record in recruiting good agents
- Ability to lead those around him/her
- Possess a high level of integrity
- Exceptional communication skills
- Have the desire to help individuals reach their goal.
- Have a thorough knowledge of the real estate business and the ability to train others.

This is a phenomenal opportunity to work with a tremendous real estate organization! Generous compensation package including salary and bonus.

Call <YOUR NAME> at <YOUR NUMBER> or email <YOUR EMAIL>.

---

**Sellstate is Expanding in Your Area**

Sellstate <YOUR OFFICE NAME AND AREA> is seeking a dynamic individual who can build a successful organization. Sellstate is an agent centric organization providing their agents and brokers with the best marketing and technology tools that puts them head and shoulders above the competition. Sellstate's Agent Asset Development program is second to none with monthly payouts in the thousands. The successful candidate must possess above average recruiting skills with a proven track record, great people and problem solving skills, leadership, and team building skills. In addition goal setting, planning and accountability skills are also a must and the candidate should have a proactive and positive attitude. Experience in career development and coaching is also expected.

This is a phenomenal opportunity to work with a tremendous real estate organization! Generous compensation package including salary and bonus.

Call <YOUR NAME> at <YOUR NUMBER> or email <YOUR EMAIL>.

---

**IMMEDIATE OPENING**

Experienced Real Estate Office Manager

Sellstate is offering a great opportunity for the right fit!

Full-Time, Salaried Office Manager with benefits, bonuses and incentives.

All Experienced Real Estate Managers and Brokers May Apply

Tired of your current position and the real estate market? Work for a great company and team that can thrive in any real estate market. Our system provides every agent and broker the opportunity to grow and create sustainable income for life! Sellstate continues to grow even in this backward economy, so join a company that will not only thrive in this current market but in any market condition.

<CITY, STATE>

COMPLETE CONFIDENTIALITY

Email Your Resume To:

<YOUR EMAIL>

Or call:

<YOUR NAME & NUMBER>

**Real Estate Sales Manager**

We're looking for an experienced Real Estate Sales Manager.

Must be able to bring in 25 salespeople.

Full-time. Salary + bonus.

Please email us your resume and contact information: <YOUR EMAIL>

Or Call: <YOUR NAME & NUMBER>

---

**Real Estate Sales Manager**

We're looking for an experienced Real Estate Sales Manager.

Must be able to bring in 15 salespeople.

Full-time. Salary + bonus.

Please email us your resume and contact information: <YOUR EMAIL>

Or Call: <YOUR NAME & NUMBER>

---

**Real Estate Sales Manager**

We're looking for an experienced Real Estate Sales Manager.

Must be able to bring in 10 salespeople.

Full-time. Salary + bonus.

Please email us your resume and contact information: <YOUR EMAIL>

Or Call: <YOUR NAME & NUMBER>

---

**Experienced Team Leader Needed For Growing Industry**

Good pay for the right person.

Email Resume to: <YOUR EMAIL>

Or Call: <YOUR NAME & NUMBER>

---

**Full-Time Office Manager– Excellent Pay and Benefits**

Minimum 3 years Real Estate Sales Experience REQUIRED

Will Train In Details – Immediate Opening

Call: <YOUR NAME & NUMBER>

Or email: <YOUR EMAIL>

CONFIDENTIAL INTERVIEW RESPECTED

Salary: Based on experience plus bonus for performance

---

**Great Opportunity Full-Time w/Benefits – Real Estate Manager**

Minimum 3 years Real Estate Sales Experience REQUIRED

Exceptional Opportunity for Growth and Profitability

Call: <YOUR NAME & NUMBER>

Or email resume to: <YOUR EMAIL>

---

**Experienced Office Manager Needed**

Work Full-Time with a Full Time Salary

3 years Real Estate Sales REQUIRED

Will Train – Basic Skill Set Required.

Email for Details: <YOUR EMAIL>

---

**Tired of the same dead end?**

We're looking for an experienced Real Estate Office Manager.

3 years Real Estate Sales REQUIRED

Email Us – Complete Confidentiality

<YOUR EMAIL>

---

**What are you waiting for?**

We have the best opportunity in the market today.

If you are professional and motivated, we need you in our office.

Full-time Office Manager w/3 years sales experience in Real Estate required.

Join our team today.

Email Resume to: <YOUR EMAIL>

---

**Desire a Professional Work Environment with Excellent Pay and Benefits?**

Looking for experienced Real Estate Office Manager with

3 years of real estate sales experience needed. If this is you, email your resume to:

<YOUR EMAIL>

Business, Real Estate, Sales and Management experience preferred.

---

**Need a stable career?**

We're looking for a great leader to join our management team.

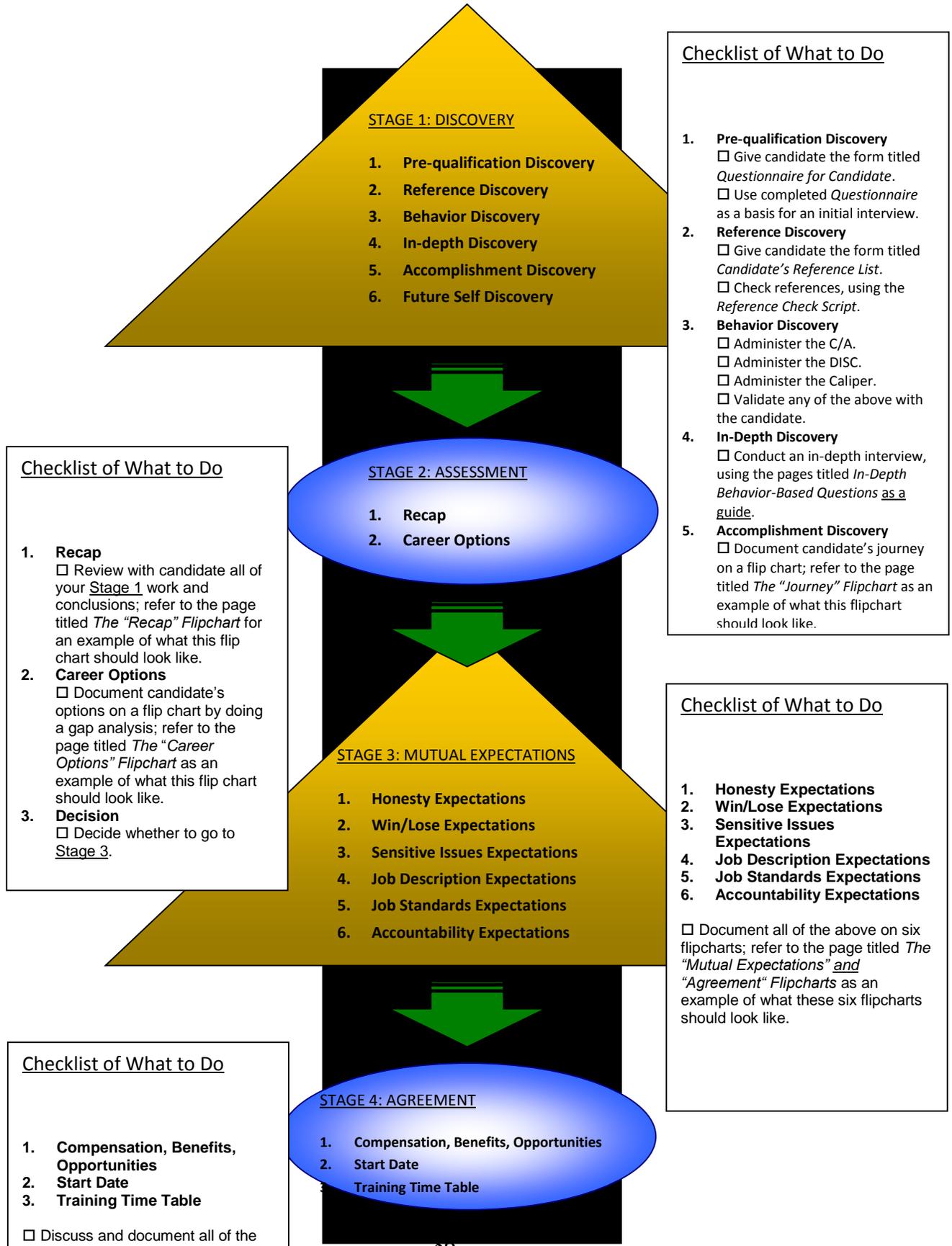
Forget about the past! Start a new career with excellent opportunities in a growing industry.

3 years of real estate sales experience needed.

Email: <YOUR EMAIL>

# Appendix J – Career Visioning

## Career Visioning: Overview of the Process



# Questionnaire for Candidate

## Personal Information

Full Name		
Address		
City	State/Province	ZIP/Postal Code
Day Time Telephone	Driver's License Number	Social Security Number
Night Time Telephone	Email Address	
Hobbies and Interests		
Favorite Movie	Favorite Book	

## Education History

High School	Location	Favorite Extracurricular Activity	Year Graduated
College or Trade School	Location	Degree	Year Graduated
College or Trade School	Location	Degree	Year Graduated

## Work History

Company	Job Title	Start Month/Year	End
Company	Job Title	Start Month/Year	End
Company	Job Title	Start Month/Year	End
Company	Job Title	Start Month/Year	End
Company	Job Title	Start Month/Year	End

## Skills


## Why are you thinking about a job change?


## Why are you interested in Intero Real Estate Services in particular?

--


### Strengths & Weaknesses

What do <u>you</u> consider your top three strengths?	When we contact <u>your employer</u> , what will he/she say they are?
What do <u>you</u> consider your top three weaknesses?	When we contact <u>your employer</u> , what will he/she say they are?

### Description of Your Ideal Job

How many hours do you work each week?	What time do you start your workday?	What time do you end your workday?
How many weeks of vacation do you take each year?	Where is your office?	Are you working alone or with others?
What does your office look like?		
What are you wearing?		
What are you doing?		
What is your boss like?		
What are you earning?		

### Description of the Wrong Job for You

Think of all the things you disliked about jobs you had in the past. What did you dislike? (Do not list the job or company.)

What type of work do you prefer not to do?

---

What type boss do you prefer not work with?

---

What level of pay do you consider too low?

I prefer not to earn less than \$\_\_\_\_\_ in annual gross pay.

## Candidate's Reference List

Job References			
<b>1</b>	Name	Relationship	Approximate Date Worked With
	Telephone	E-mail Address	
<b>2</b>	Name	Relationship	Approximate Date Worked With
	Telephone	E-mail Address	
<b>3</b>	Name	Relationship	Approximate Date Worked With
	Telephone	E-mail Address	
<b>4</b>	Name	Relationship	Approximate Date Worked With
	Telephone	E-mail Address	
<b>5</b>	Name	Relationship	Approximate Date Worked With
	Telephone	E-mail Address	
Industry-Related References			
<b>1</b>	Name	Position	Company
	Telephone	E-mail Address	
<b>2</b>	Name	Position	Company
	Telephone	E-mail Address	

List of References

<b>3</b>	Name	Position	Company
	Telephone	E-mail Address	
<b>4</b>	Name	Position	Company
	Telephone	E-mail Address	
<b>5</b>	Name	Position	Company
	Telephone	E-mail Address	

**Past or Present Customer References**

**List of References**

<b>1</b>	Name	Relationship	Approximate Date Worked With
	Telephone	E-mail Address	
<b>2</b>	Name	Relationship	Approximate Date Worked With
	Telephone	E-mail Address	
<b>3</b>	Name	Relationship	Approximate Date Worked With
	Telephone	E-mail Address	
<b>4</b>	Name	Relationship	Approximate Date Worked With
	Telephone	E-mail Address	
<b>5</b>	Name	Relationship	Approximate Date Worked With
	Telephone	E-mail Address	

**Reference Check Authorization**



**Read this very carefully before you sign!**

By signing below, I give you permission to contact all of the references that I listed and any other people that they (my references) might suggest you (Keller Williams Realty) to contact.

---

Candidate's Signature

Date

Comments \_\_\_\_\_

---

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<hr/> <hr/>	
-------------	--

# Reference Check Script

**Directions:** Make multiple copies (one per reference) and use when calling all of the candidate's references.

## Introduction

"Hello! My name is \_\_\_\_\_ and we are visiting with \_\_\_\_\_ about a possible position as a \_\_\_\_\_, and he/she furnished us with your name as a reference. May I take a few minutes of your time to ask you a couple questions?"



**1** "Could you please describe your relationship with \_\_\_\_\_? How is it that you know \_\_\_\_\_?"

**2** "What do you feel his/her strengths are? What is he/she really good at?"

**3** "What about weaknesses or opportunities for improvement?"

4 "As \_\_\_\_\_'s consultant and mentor moving forward, I'd like to be effective in helping him/her grow. What areas should I help him/her improve? What weaknesses should I consult with him/her on?"

5 "Describe his/her leadership skills. Do you feel he/she would be effective in a leadership role?"

6 "What else would you like to tell me about \_\_\_\_\_ that we have not discussed yet?"

7 "Would you want to work with \_\_\_\_\_ again?" or "Would you rehire \_\_\_\_\_?"  Yes.  No. "Why?"  
or "Why not?"

8 "In your opinion, what job or types of work is \_\_\_\_\_ best suited for?"

**9** “Who else can I talk to who has experience with \_\_\_\_\_ and can give us an even deeper perspective? Do you have their telephone numbers?”



**Wrap-up**

“Thank you so much for your time! Hopefully, we’ll be able to help you or return the favor of your time!”

# In-depth Behavior-Based Questions

Always keep this acronym in mind as a means for digging deeper and asking probing follow-up questions:

★	Stands For...	Examples of Probing Follow-up Questions
S	<u>S</u> ituation	"What was the situation? What led up to the situation?"
T	<u>T</u> hought Process	"Tell me about your thought process - - what went through your mind as you were dealing with this situation? How did you analyze the problem? How did you make your decision?"
A	<u>A</u> ction	"Tell me exactly what action you took. What steps did you take? What did the other person do?"
R	<u>R</u> esults	"What were the end results?"

1. "What do you think of the process so far?"

2. "We're going to shift gears and do what we call an *In-depth Discovery* - - it's an interview, but it's a behavior-based interview where I will be asking you a lot of questions about how you handled different situations in the past. I will need for you to be specific and provide me with examples. Are you ready?"

Rapport Building

3. "Tell me about three professional accomplishments that you're proud of. What steps did you take to make this happen? What did you learn?"

"Tell me about three personal accomplishments that you're proud of. What steps did you take? What

4. "How have you been held accountable in the past for your performance and results at work? What did you like about this? Why? What did you dislike? Why?"

"How are you held accountable for your performance and results in your personal life? What do you like

General Questions

5. "Tell me one word that sums up who you are professionally and personally - - what do you stand for?"

"Give me three examples of when you demonstrated this quality."

"Give me three examples of when this quality was put to the test. What did you do? What did you

<b>Action-Oriented</b>	6. "Do you consider yourself to be action-oriented? Describe three situations where you demonstrated this particular competency." ★	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0
<b>Business Acumen</b>	9. "What are you doing to develop your business to a higher level? What's easy? What's hard? Why?"	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0
<b>Career Ambition</b>	10. "Why do you want a career in _____? What's your second choice?"	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0
<b>Self-Development</b>	11. "How much money would you like to be earning two years from now? Five years? Ten years? What steps are you taking to make this happen?"	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0
<b>Perseverance</b>	12. "What steps are you willing to take to develop your career? Describe a	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0
<b>Learning on the Fly</b>	13. "What have you improved in your professional life? What steps did you take? What have you improved in your personally life? What steps did you take?" ★	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0
<b>Perseverance</b>	14. "What did you try to improve, but couldn't?" ★	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0
<b>Perseverance</b>	15. "Who have been your most important teachers/mentors? What did you	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0
<b>Perseverance</b>	16. "Tell me about three times when you demonstrated perseverance in your work." ★	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0
<b>Perseverance</b>	17. "Tell me about a failure that you're not particularly proud of. What did you learn?"	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0
<b>Perseverance</b>	18. "How long are you willing to fail at a job before you succeed? Tell me	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0
<b>Learning on the Fly</b>	19. "Tell me about three times when you were trained in your profession really well." ★	Very Qualified	3
		Qualified	2
		Slightly Qualified	1
		Not Qualified	0

Behavior-Based Questions

<b>Decision-Making</b>	21. "Tell me about three instances when you weren't trained or were poorly trained" ★	<i>Not Qualified</i>	0	
	22. "Give me three examples of when you had to make a tough business decision. What made these decision tough?" ★	<i>Very Qualified</i>	3	
		<i>Qualified</i>	2	
		<i>Slightly Qualified</i>	1	
23. "Tell me how you generally like to make decisions - - what is your process?"	<i>Not Qualified</i>	0		
24. "Describe a time when you used your decision-making process with				

<b>Planning</b>	26. "Do you believe in setting goals and planning? Describe your process for setting goals and planning at work and then also personally. Tell me about your personal goals and plans. Tell me about your business goals and plans."	<i>Very Qualified</i>	3	<b>Behavior-Based Questions</b>
		<i>Qualified</i>	2	
		<i>Slightly Qualified</i>	1	
		<i>Not Qualified</i>	0	
<b>Inter-personal Savvy</b>	27. "Think back to a time at work when you were the new kid on the block. How did you get to know people? How do you behave at a party to get to know people?" ★	<i>Very Qualified</i>	3	
		<i>Qualified</i>	2	
		<i>Slightly Qualified</i>	1	
<b>Team-player</b>	28. "How would you describe your relationships with your customers? Give me some examples that illustrate this."	<i>Not Qualified</i>	0	
		<i>Very Qualified</i>	3	
		<i>Qualified</i>	2	
<b>Integrity</b>	31. "Tell me about a positive team experience at work." ★ 32. "Tell me about a negative team experience at work." ★	<i>Slightly Qualified</i>	1	
		<i>Not Qualified</i>	0	
		<i>Very Qualified</i>	3	
<b>Computer Savvy</b>	33. "Tell me about your value system - - what values and standards have you set for yourself. Describe a time when your values or standards were put to the test professionally and then personally" ★ 34. "Describe a time when you compromised your values or standards." ★	<i>Qualified</i>	2	
		<i>Slightly Qualified</i>	1	
		<i>Not Qualified</i>	0	
<b>Computer Savvy</b>	35. "What computer programs do you use? How did you learn these programs?" 36. "On a scale of 1-10, with 10 being outstanding, rate your computer skills. Tell me why you gave yourself this rating. What exactly are you able to do? What do you struggle with?"	<i>Very Qualified</i>	3	
		<i>Qualified</i>	2	
		<i>Slightly Qualified</i>	1	
		<i>Not Qualified</i>	0	
<b>Add up the points after Meeting #2 →</b>		<b>TOTAL =</b>	<b>/ 36</b>	

37. "What questions should I have asked to really get to know you and what you're all about?" ★

End

38. "What questions do you have for me?"

↓ **Check two boxes after adding up the points.**

Candidate is best suited for KWR as a:

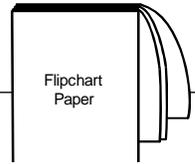
Decide

Candidate is not suited for KWR.

Continue the process.

Stop the process now.

# The "Journey" Flipchart

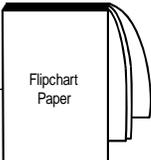


## Your Journey

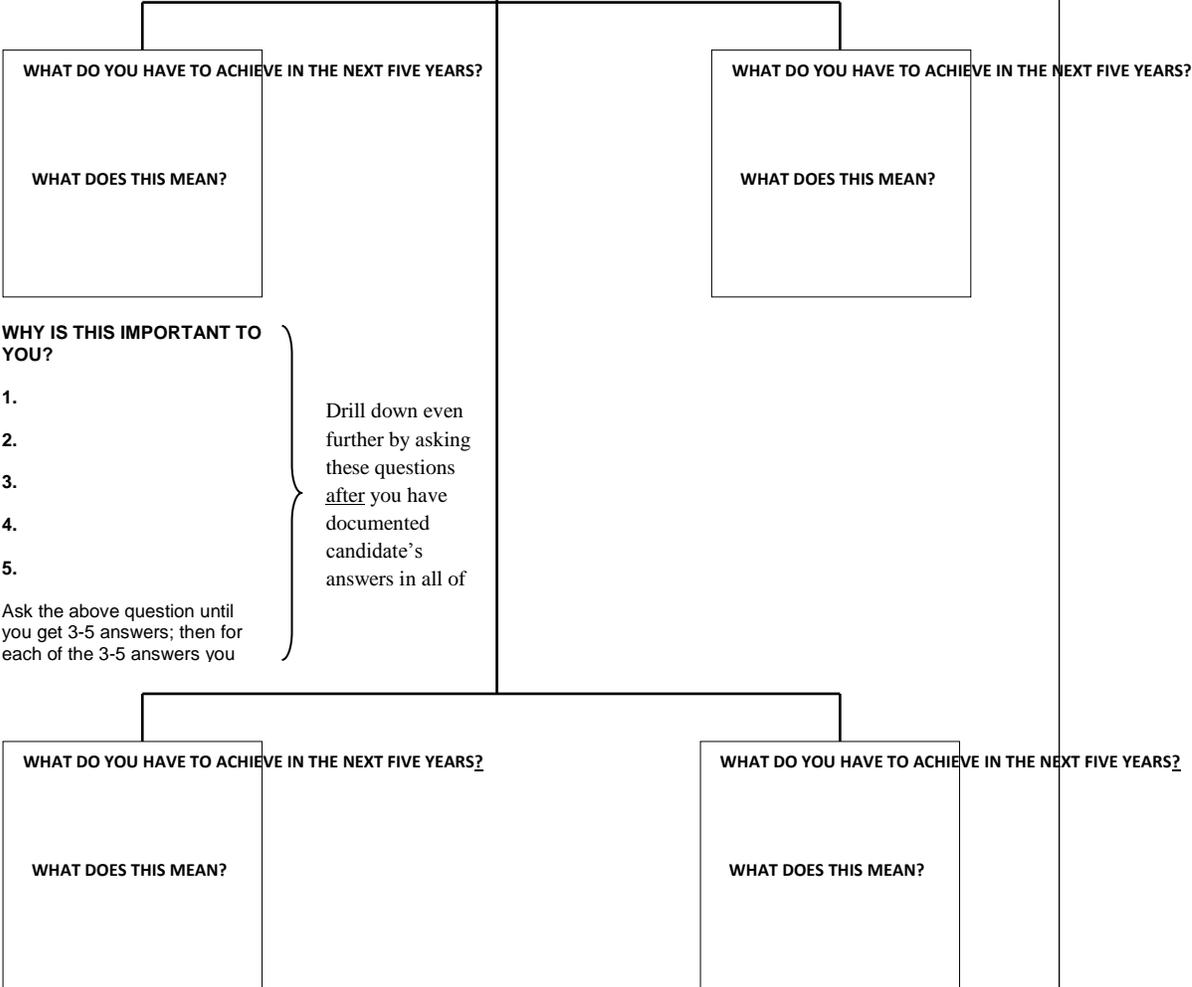
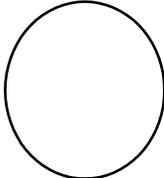
Time Period	Major Events	Responsibilities	Achievements	Disappointments	What You Learned	What You Earned
From: To:						Total \$\$ =
From: To:						Total \$\$ =
From: To:						Total \$\$ =
From: To:						Total \$\$ =

From:							Total \$ \$ =
To:							

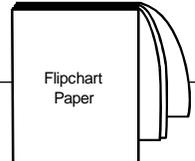
# The "Future Self" Flipchart



## Your Future Self



# The “Recap” Flipchart

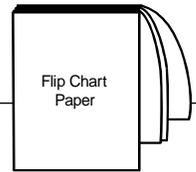


## Recap

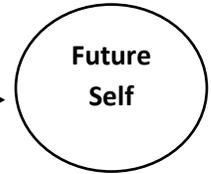
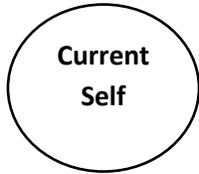
What We Did	What You Discovered
1.	
2.	
3.	
4.	
5.	

6.

# The "Career Options" Flipchart



## Your Career Options



(2) What you have now:

- a.
- b.
- c.

(3) Your career options  
to cross this gap:

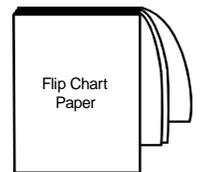
- a.
- b.

(1) Recap of your  
Future Self:

- a.
- b.



# The “Mutual Expectations” and “Agreement” Flipcharts



## 1. Honesty Expectations

On a scale of 1-10, with 10 being brutally honest, how honest do you want me to be with you?

\_\_\_\_\_

On the same scale, I want you to be this honest with me:

\_\_\_\_\_

## 2. Win/Lose Expectations

How Someone Wins with You

How Someone Loses with You

How Someone Wins with Me

How Someone Loses with Me

## 3. Sensitive Issues Expectations

If I see you doing something that is an issue and I need to address it with you, how do you want me to bring this to your attention?

If you see me doing something that is an issue and you need to address it with me, this is how I want you to bring it to my attention:



Start Date:	
Training Time Table:	



# **The Sellstate Broker Handbook**

Simple Steps for Success

## ***Introduction***

*You might well remember that nothing can bring you success but yourself. Before success comes in any man's life, he's sure to meet much temporary defeat and, perhaps some failures. When defeat overcomes a man, the easiest and most logical thing to do is quit. That's exactly what the majority of men do. If you cannot do great things, do small things in a great way. It is literally true that you can succeed best and quickest by helping others to succeed. A goal is a dream with a deadline.*

Napoleon Hill

## ***The Daily Task List***

There are numerous opportunities for expansion. This manual outlines three (3) effective ways to expand your business by leveraging yourself through those around you as well as allowing you to grow by groups of agents at a time. Use this as your daily guide and you will begin to see results that will surpass your highest expectations.

## ***Mergers and Acquisitions***

### **Facts to Consider**

Consider the many benefits of acquisitions and mergers in your quest to increase the size of your company. The growth potential is enormous and an increase in your total number of sales persons can be achieved in a significantly shorter period of time than by the typical efforts to recruit on an individual basis.

There are a number of important considerations associated with the acquisition and merger process. Do not be unduly influenced by the fact that a competing office has a large roster. The owner of such an office would be quick to use such a roster to his or her advantage in the bargaining process. Remember, however, that many brokers are carrying agents who are not productive as well as the associated burden of a higher overhead. You would be well advised to recognize this possibility and use it to your advantage. The many benefits of joining your office should be addressed, including, but not limited to, a significant reduction in expenditures and workload. These are important factors that serve to influence the mindset of the other company's broker/owner.

Another advantage of your method of operation is the benefits derived from the Agent Asset Development (AAD) program. It is important to point out to the broker/owner the definite possibility of continuing to profit from his/her agents. In some cases, an actual increase in profit may be realized as five percent (5%) net per agent is not realized under the setup currently utilized.

The AAD program also assists with the transition process as it allows the broker to move agents, retain leads, eliminate the worry often associated with real estate transactions, all the while continuing to earn income.

## ***The Process***

### **The Initial Letter**

The preliminary step in the mergers and acquisitions process is to contact the potential broker/owner by letter. The letter need not be lengthy or detailed. The sole purpose of this correspondence is to establish an initial contact. Examples of merger letters can be found in [Appendix A \(Merger Letter A\)](#) and [Appendix B \(Merger Letter B\)](#).

Ultimately, it should be your objective to contact every competing brokerage in your area. Although this may seem overly ambitious, remember, you do not have access to personal information or financial records of your competitors and therefore should not make assumptions about the success of their businesses based strictly on number of agents or transactions.

### **Target Areas**

The best way to approach the mergers and acquisitions process is to define your target area by breaking it up into groups. A group can be established based on a common, distinguishing characteristic such as agent population. Other common characteristics include building square footage and fixed overhead. Once you select your method of defining these groups it will be much easier to tailor your correspondence accordingly.

Once you have organized your list, begin with the first group and proceed to contact each subsequent group. For example, you may elect to begin by contacting those brokers having less than twenty (20) agents, followed by a second group of brokers with twenty (20) to forty (40) agents and so on.

To achieve optimum results with this process you should send out, at very minimum, anywhere from five (5) to twenty (20) letters, depending on the sizes of your target area and defined groups.

## **The Follow Up**

It is imperative to understand that the initial written correspondence is not likely to achieve results of any significance without any accompanying telephone call. The letter serves to introduce the concept of a merger or acquisition and alert the owner/broker to the possibility. For numerous reasons, among the foremost, pride and ego, the recipients of the letters will not directly contact you. Your telephone call to them is crucial and is made much easier by virtue of the fact that you initiated contact by way of letter. It is also extremely important to make the follow up calls a week from the date the letter was sent, while the concept is still fresh in the mind of the recipient.

The primary purpose of the telephone call is to set up an initial appointment. The tone of the call will vary based on the individual broker's personal situation and mindset. Utilize the letter you forwarded as a starting point and evaluate the direction of the conversation. Initially, you may be met with some resistance. This is to be expected. Pursue the conversation to determine the chances of success. Center the conversation on the other broker. Try to assess his/her situation and determine the needs of the individual. Once you have developed a better understanding of the situation, you may work at setting up an initial appointment.

### **Steps to Follow:**

1. Define your target area by breaking it up into groups.
2. Prepare correspondence that is either tailored to individual groups or generic in nature.
3. Send letters, a group at a time.
4. Follow up with a telephone call.

## ***Agent Asset Development***

### **Leverage through Your Agents**

One of the most overlooked methods to achieve business growth is through the Agent Asset Development (AAD) Program. Every one of your agents has the ability to benefit directly from the growth of the office, yet many of them need further encouragement in order to take full advantage of the program.

The most effective way that your agents can contribute to the growth of your business is to bring other agents into the company. The more an agent takes advantage of the AAD program, the more he or she will benefit. The key to getting the agents actively involved in developing their individual AAD programs is to establish specific guidelines with measurable commitments. For example, an agent could agree to provide you with two (2) interviews per week. This provides both a date and activity that are measurable. The best way to motivate your agents is to sit down with them on an individual basis to develop an arrangement that is mutually beneficial. The needs of your agents differ and it is important to identify the strengths that will assist the growth of your business. Agents can contribute in varying capacities. For example, a certain individual may excel at call prospecting. This person can arrange appointments for you by simply making telephone calls for an hour each day. Another agent may be well connected with establishments that provide real estate educational programs.

Meeting with your agents, one on one, at least every three (3) to four (4) months will serve a useful purpose. As you maintain contact with your agents, you not only are able to assist them with the plans you have developed but also, hold them accountable for their own success. This mutually beneficial arrangement contributes to the growth of your business and the productivity of your sales persons.

### **Agent Assistance**

The most effective way to help your agents become more productive is to determine the areas in which they require assistance. The best way to identify these needs is to meet them on an individual basis.

The discussion should center on the agent's current method of conducting business to determine its strengths and weaknesses. A prevalent area in which agents require help is the establishment and maintenance of a productive business plan. The objective is to set up a business plan that involves accountability. Once a plan has been developed, set up specific dates and times to either call or meet to ensure the agent's adherence to the plan. This will serve to increase the productivity of your agents and

provide you the opportunity to provide assistance on an as needed basis. This form of communication will benefit all parties.

**Steps to Follow:**

1. Meet with your agents one on one.
2. Find a mutually beneficial arrangement that involves them assisting with the recruitment of new agents.
3. Hold your agents accountable to the arrangements made.

1.

## ***Appendix A – Merger Letter A***

Independent Broker

As we all know, the past couple of years have brought about a drastic slowdown in the local real estate market. It is becoming increasingly difficult to maintain steady profit levels and agents continue to leave the business on a daily basis.

Although there is nothing we can do about the slowing market, there are things that we can do to ensure profitability during these tough times. By combining efforts and eliminating overhead costs such as rent, advertising and administration, we can increase profitability for all involved.

At this time Sellstate (Office Name) Realty is seeking successful, dynamic, open minded individuals to merge together to create a stronger, more efficient office.

With our Sellstate Agent Asset Development (AAD) Program you will be afforded the ability to continue to earn income from your agents for life without incurring overhead costs and at the same time, maximize your personal income.

If this proposal is of interest to you, please call us to discuss it in further detail. A few minutes of your time may result in a mutually beneficial and rewarding result. Rest assured that any inquiry will remain in the strictest confidence. Thank you in advance for your consideration of this opportunity.

## ***Appendix B – Merger Letter B***

Mr. Smith, Broker 123 Somewhere Blvd  
Fort Myers, FL 33907

Dear Mr. Smith,

My name is \_\_\_\_\_ and I am the broker/owner of Sellstate \_\_\_\_\_ Realty Network. I am interested in setting up an appointment with you to discuss a possible merger with your real estate company.

Due to the sensitive nature of our meeting, confidentiality on both sides is both expected and assured.

I look forward to hearing from you in the near future.

Sincerely,

SELLSTATE \_\_\_\_\_ REALTY NETWORK

(include signature here)

Your name

Broker/Owner \_\_\_\_\_@sellstate.com



# **The Sellstate Broker Handbook Part II**

*Administrator Duties*

## ***Introduction***

*The successful person is the individual who forms the habit of doing what the failing person doesn't like to do.*

Donald Riggs

*It takes as much courage to have tried and failed as it does to have tried and succeeded.*

Anne Morrow Lindbergh

*Always bear in mind that your own resolution to success is more important than any other on thing.*

Abraham Lincoln

## ***The Daily Task List***

Numerous opportunities for expansion exist and key personnel are frequently an integral part of the process. This manual focuses on duties that can, and should be performed by the administrator. These are all simple, yet highly effective tasks that, if done on a consistent basis, will lead to growth within the office.

## **Targeting Productive Agents**

*Success is dependent on effort*

Sophocles

### **Finding Productive Agents**

Although normally considered a challenge, finding productive agents is not such a difficult task. The Multiple Listing Service records market activity. Each time a listing is sold, the pertinent information is updated in the system. To access the records, request that your broker demonstrate the process involved to log in and search for relevant details.

Once you are able to identify the agents who have had a closing or pending sale, send out recruitment letters to these individuals. Include a void check to demonstrate how much commission each would have earned for the same transaction had he/she been at Sellstate.

### **The Process**

#### **Twenty (20) Agents per Week**

As with all recruiting methods, the greater number of agents contacted, the more the likelihood of achieving a positive result. Since sending out letters is, for the most part, a passive recruitment technique, a larger number of letters should be disbursed. In order to be successful with this approach, you should send a minimum of twenty (20) letters per week.

Each letter must correspond directly with the sales recorded in the MLS. There are two key factors to consider when searching the sales. The first is the identification of sales involving large commissions or high sale prices. The second is identification of those agents working for companies that pay relatively low (60% 80%) commissions. By targeting these agents, the difference in the amount of the check to be forwarded will be significantly greater as will the impact of the letter.

Because agents are not likely to make a move after receiving the first letter, it is a good idea to send the same agent a letter multiple times as they continue to close transactions. The more letters they receive, the more they will be reminded of how much money they are giving away to their broker.

## **The Initial Letter**

There are two important parts of the letter. First is the letter itself and second is a void check showing the amount of commission that would have been earned had the agent worked for Sellstate. The idea behind this technique is very straight forward. By showing the agent how much more they could have earned with Sellstate, they will begin to consider making a move.

With each letter, you must customize the information about the sale as well as adjust the check accordingly. Examples of the letter and check can be found in [Appendix A – Transaction Letter](#) and [Appendix B – Transaction Letter Check](#).

## **Fill In the Report and Contact Information Sheets**

Once you have prepared and sent letters and checks, fill in the report and contact information sheets. This is crucial as the broker will base their follow up on the information you provide on these two sheets. Both sheets can be found in [Appendix D – Report Sheet](#) and [Appendix E – Contact Information Sheet](#).

## **The Follow Up**

It is imperative to understand that the initial written correspondence is not likely to achieve results of any significance without any accompanying telephone call. The letter serves to introduce the idea of making more money to the agent. The telephone call to them is crucial and is made much easier by virtue of the fact that you initiated contact by way of letter. It is your responsibility to ensure that the broker has the appropriate contact information as well as the information as to when the letter was sent and to then follow up with your broker to ensure that they make the calls to these agents.

To help ensure that the broker is making the follow up calls, there is a section for them to fill in on the report sheet. Be sure to check the updated sheet on a regular basis.

### **Steps to Follow:**

1. Check the MLS for closed transactions.
2. Send 20 letters per week to agents that had closings, preferably those in companies where the splits are between 60% and 80% to agents.

3. Fill out report sheet and contact information sheet.
4. Have broker follow up with a telephone call.

## **Co-Broke Letters**

*Nothing worthwhile comes easily. Half effort does not produce half results. It produces no results. Work, is the only way to accomplish results that last.*

Hamilton Holt

### **A Daily Task**

The co-broke letter is essentially the same thing as the letter to the agents with closings. The only difference is a line of wording which references doing the deal with Sellstate. Because this letter goes out specifically to the agents from other companies that do deals with Sellstate agents, this task must be monitored daily. Each time that a transaction is done, a letter and check should be prepared and sent to the co-broke agent. A sample of the co-broke letter can be found in [Appendix C – Co-Broke Letter](#).

### **The Report and Contact Information Sheets**

Once you have prepared and sent letters and checks, fill in the report and contact information sheets. This is crucial as the broker will base their follow up on the information you provide on these two sheets. Both sheets can be found in [Appendix D – Report Sheet](#) and [Appendix E – Contact Information Sheet](#).

### **The Follow Up**

As with the transaction letters, it is imperative to understand that the initial written correspondence is not likely to achieve results of any significance without any accompanying telephone call. The telephone call in this case will be even easier for the broker since there are multiple topics that can be discussed. The broker could call and speak about the letter, thank them for working with Sellstate, or ask for feedback on working with Sellstate. **It is crucial for the broker to obtain the email address of the agent they are speaking with so that they may add them to an email drip campaign.**

Once again to help ensure that the broker is making the follow up calls, there is a section for them to fill in on the report sheet. Be sure to check the updated sheet on a regular basis.

**Steps to Follow:**

1. Prepare letters and checks.
2. Place the letters and checks inside an envelope.
3. Send to the agent and fill in report and contact information sheets.
4. Have broker follow up with a telephone call.
5. Have the broker obtain the agent's email.
6. Add the agent to a drip campaign.
7. Ensure the drip campaign goes out on a monthly basis.

## ***Targeting New Agents***

*In all human affairs there are efforts, and there are results, and the strength of the effort is the measure of the result.*

James Lane Allen

### **The Process**

#### **Get The List of New Agent Licensees**

Acquiring the list of new agent licensees will vary in difficulty from area to area. Consult your broker on how to obtain this list. New lists should be obtained each week and from this list all new licensees should be called.

#### **Call All The New Licensees**

It is very important that all new licensees are called. Many of the competitors will also be contacting these new agents. In most cases, the competitors send a package of sorts or a letter in the mail to the new licensees. What many if not all of them do not do is call the new licensees.

The call is important for a variety of reasons, but most important of all, it is the single best way to arrange for an appointment with the broker. Fortunately the topic of the call will be very straight forward as the majority of new licensees are concerned with training and support.

When placing the call, it is important to keep in mind that the objective is nothing more than to arrange an appointment between the new licensee and the broker. Begin the call by introducing yourself and your office. Congratulate them on their recent decision to become a real estate agent as well as their success in obtaining their new real estate license. From there introduce your company's training policies, describing in brief detail the ongoing support and superior agent training as well as how strong your broker is at one on one coaching. Be sure to mention that your office offers a special program for new licensees. At this point the new licensee should be interested enough to book an appointment with the broker.

This call does not have to be very long and in many cases the less that is said the better. You do not need to get into specifics as any questions they may have can be answered by the broker during the appointment.

## Arrange Appointments For The Broker

Once you have the new licensee agreeing to sit down and meet with your broker, schedule the appointment. Be sure to follow up with your broker the day before the meeting and with the new licensee the day of the meeting to remind them of the appointment.

## The Follow Up

The follow up with the new licensee should be done by the broker post appointment. **It is crucial for the broker to obtain the email address of the agent they are speaking with so that they may add them to an email drip campaign.** It is your responsibility to ensure that the new licensee is contacted by the broker if the broker was unsuccessful in signing the agent to a contract with Sellstate.

### Steps to Follow:

1. Obtain list of all new agent licensees.
2. Call all of the new agent licensees making sure to focus on training and support.
3. Arrange for appointments for your broker.
4. Follow up with your broker to ensure they continue regular follow up with the new licensee post appointment.
5. Have the broker obtain the agent's email.
6. Add the agent to a drip campaign.
7. Ensure that the drip campaign goes out on a monthly basis.

## ***Broker Follow Up***

### **Updating Report and Contact Information Sheets**

When performing these tasks, you are essentially performing the initial step that is a key element of the successful recruitment of agents. The next part, which is of equal importance, is the follow up from the broker.

In order for the broker to be able to contact the letter recipients as well as the new licensees you must ensure that both the report and contact information sheets are kept up to date at all times. At minimum, a weekly update of these forms is necessary.

The report sheet contains areas for comments and dates contacted. You are to complete these areas as the tasks are performed. Ensure your broker addresses the appropriate section on the form after follow up with these agents.

### **Accountability**

The effectiveness and ultimately, the success of this program will be determined by the accountability between you and your broker. As important as it is that you be accountable to the broker for completing all of your tasks, is that the broker be accountable to you for performing all necessary follow up.

By establishing a two way, interdependent accountability the program will be successful and results will be achieved.

### **Steps to Follow:**

1. Ensure both sheets are updated weekly.
2. Ensure that the broker performs follow up and updates sheets.
3. Keep a strong level of accountability between yourself and the broker.

## ***Appendix A – Transaction Letter***

Dear Agent,

I want to take this time to congratulate you on your closing for 123 NE Fake St.

Enclosed, you will find a check made out to you in the amount you would have received had you been a Sellstate agent.

You will notice that Sellstate agents receive **95%** of their commission. Out of that commission check there is a 2% franchise fee and \$252.50 transaction fee and the rest is yours! In addition to your commission, you will receive weekly training and mentoring sessions along with many other benefits.

There is no question that changing brokers is a huge move in anybody's career and I do not take the task of being your manager and helping your career lightly. There is also no question that with the two of us working together, you can't lose.

I hope to hear from you very soon.

Sincerely,

Your name

Broker/Owner

Sellstate \_\_\_\_\_ Realty Network, Inc.

## Appendix B – Editable Transaction Letter Check

As part of your recruiting efforts, you can show potential agents just how much they would be making at Sellstate by using our [customizable Transaction Check](#). Simply input the potential agents' information and a sample commission amount, then include this in your marketing correspondence.

\*A visual sample of the check can be found below, but the link must be used for editable version.\*

<b>SELLSTATE</b>	<b>REALTY NETWORK, INC.</b>	<b>0000</b>
<b>OPERATING ACCOUNT</b>		00-000/000 00000
7431 FAKE PARKWAY		<u>7/15/2008</u>
FORT MYERS, FL 33907		
PH.555-123-0777		
PAY TO THE		
ORDER OF <u>Bob Smith</u>		<b>\$ 4422.10</b>
<i>Four thousand four hundred twentytwo and 10/100*****DOLLARS</i>		
<i>MEMO</i> <u>Commission for 904 SE 13<sup>th</sup> St</u>		<u>NOT NEGOTIABLE</u>
	00000000 0000000000	00000000

## ***Appendix C – Co-Broke Letter***

Dear Agent,

I want to take this time to thank you for working in a skillful and professional manner to close this transaction with Sellstate Achievers Realty Network, Inc.

Enclosed, you will find a check made out to you in the amount you would have received had you been a Sellstate agent.

You will notice that Sellstate agents receive **95%** of their commission. Out of that commission check there is a 2% franchise fee and \$252.50 transaction fee and the rest is yours! In addition to your commission, you will receive weekly training and mentoring sessions along with many other benefits.

There is no question that changing brokers is a huge move in anybody's career and I do not take the task of being your manager and helping your career lightly. There is also no question that with the two of us working together, you can't lose.

I hope to hear from you very soon.

Sincerely,

Your name

Broker/Owner

Sellstate \_\_\_\_\_ Realty Network, Inc.

## ***Appendix D – Report Sheet***

**Report Sheet For Week of \_\_\_\_\_ Assignment Monday Tuesday Wednesday  
Thursday Friday Total**

### **Administrator**

**MLS Transaction Letters 0 Co-Broke Letters 0 New Agents Contacted 0 New Agent  
Appointments 0**

### **Broker**

**MLS Follow Up 0 Co-Broke Follow Up 0 New Agent Appointments 0 New Agents Signed 0 New  
Agent Follow Up 0**

Filling out the report sheet:

Administrator – For the rows titled, MLS Transaction and Co-Broke Letters, simply indicate how many of each letter was sent on the corresponding day.

For the row titled, New Agents Contacted, simply indicate how many new agents you have contacted each day.

For the row titled, New Agent Appointments, indicate how many appointments you booked that day. Please note, this is not necessarily the day of the appointment, but rather the day that the appointment was booked.

Broker – For the rows titled, MLS Follow Up, Co-Broke Follow Up and New Agent Follow Up, indicate how many contacts you were able to follow up with. Please note that this does not include voicemails, thirty second calls and emails sent. This refers specifically to how many people you were able to follow up with via a conversation.

For the row titled, New Agents Signed, please indicate on each day how many new agents you were successfully able to sign up.

For the row titled, New Agent Appointments, indicate how many appointments you had on the corresponding day. Please note this does not include cancellations and no shows.

## ***Appendix E – Contact Information Sheet***

**Contact Information Sheet For Week of \_\_\_\_\_**

**Broker Contact Name Contact Number Email Date Contacted Comments Date Comments**

This sheet is very simple to fill out.

Administrator – Simply fill in the name, contact number, email, and date that you contacted the individual and some very brief comments for the broker. Broker – Fill in the date you contacted the person and some brief comments.



# **The Sellstate Recruiting Presentation**

## **Recruiting Program Tasks**

### **Recruiter / Manager**

1. Set up Recruiting Database.

Use outlook to set up recruiting database of likely prospects - we will set up outlook to share a calendar, distribution lists, and contacts with your admin.

2. One Interview per day minimum.

The goal is to build a pipeline resulting in at least one interview per day.

3. Cold Call ten agents each day.

Each Manager/Recruiter is to assemble a list of 200 agents to target, with ten calls made each day between the hours of 8:00-10:00am or 4:00pm - 6:00pm (ten calls per day, 5 days per week).

Each call is to be entered into database and a list delivered to admin each day so a follow up letter can be sent the following day.

4. Schedule Social Events.

Each manager recruiter shall set up at least one social event each month at home office, these can be lunch & learns, networking events, office open houses, etc. Each event shall be email blasted out In flyer form, along with a personalized email to everyone in recruiters active database of target agents.

5. Quarterly agent meeting follow up.

We need to create a form and checklist for Quarterly evaluation and review of all active agents, each Manager to schedule a 20 minute meeting with each agent every quarter. This shall be done by having Manager block out a set time each week for these meetings and a list given to admin so that admin can call and schedule - admin shall have access to Managers calendar to place same.

6. Get commitment from each agent to bring two (2) people per month to Interview.

This shall be done at quarterly agent meeting as well as on an on-going basis when opportunity arises.

7. Follow up on agent commitment to sponsor recruits.

Following each meeting with active agent and after commitment is made by agent a reminder task shall be placed on calendar for a follow up at 7 and 14 days to ensure follow-through by agent.

8. Follow up with each new agent to bring additional agents over to kick-start their AAD program.

During interview and hiring process each new agent shall be asked for three agents that they know that we can make a warm recruiting call to - (use form) or better yet - make the calls right then with the new agent at your desk with both of you on the line. "As part of interview and hiring - let's call some of your friends now and kick start your AAD program".

Also - show them commission schedule and tell them we are going to get you your free private desk today and hit the phones with them ( recruits = free desk).

9. \$100 prize for whoever brings me an interview first today.

This shall be done at first meeting of the month (main meeting).

10. Make follow up calls for all letters.

Admin will be sending out letters as per admin task list - admin will then make photo copies of same and deliver to manager/Recruiter each day. Due to slow mail service - letters shall be followed up upon with a phone call seven days later. Best way to do this is to have a series of folders labeled M-F. Letters for each day placed in that folder and for that day of following week.

11. Make up a list of companies that are on splits for admin to send checks and letters to - be specific.

Manager/Recruiter is to choose five (5) – ten (10) offices within a 3-5 mile radius of their home office that are on a split commission program. This is the list that Admin will use when pulling closing and production reports for selecting agents to send letters to. Some time will need to be spent training admin staff on how to use MLS to get said information, and on how to print checks and various letters.

12. Call all new licenses regardless of company and welcome them to the real estate industry and invite them to our free training programs and email them a schedule.

Train admin on how to obtain the list of new inductees into your local real estate board. The admin then needs to send a letter to each one welcoming them into the business. These letters are to become part of seven day follow up.

13. Obtain e-mail address and send follow up email for each and every conversation regardless.

All efforts must be made to obtain an email address for every prospective agent that a conversation is had with. Every conversation is to be followed up with a personalized e-mail thanking them for their time, etc. Each email address is to be added into our drip and flyer campaign distribution lists.

14. Visit three other agents at their open houses each week - captive audience.

At least one day per week - preferably Saturday or Sunday - each manager recruiter is to visit at least 3 open houses of agents in other companies - Script to be discussed.

15. Offer agent - \$100 Bonus if they get you three agent appointments.

This can be an on-going program - but agents will have to be reminded of it - any agent that gets you three recruiting appointments in anyone week will receive a \$100 cash bonus.

16. Attend events - networking, builder, etc. come back with three cards for follow up and one appointment.

Each Manager/Recruiter shall attend at least one networking event, class, meeting or other industry related event where prospective agents will be present - each will come back with at least three business cards of prospective agents to follow up with. These agents shall be entered into database and placed on a drip campaign.

17. Each Manager/Recruiter shall take their most likely prospect for the week to lunch (highest potential producer etc.).

Manager/recruiter shall be given an allowance of \$30 per lunch (\$120 per month) Expense shall be submitted to accounting for approval and reimbursement.

18. Come up with something every day to be posted on Facebook.

Admin is to be trained on how to post on company Facebook, Twitter, etc. - each manager / recruiter is to come up with something appropriate that can be posted on company Facebook page and twittered out every day. This is a two minute deal each day - anything positive about something going on at our company, agent production or story, training class, success story, etc.

19. Monitor training schedule - make sure we email blast and you create and individual email list on anyone you have spoken to and invite them to training.

Once an agent is in database and entered into drip campaigns - we need to use auto-dialers and sly dial to announce all company events and training programs, it is imperative that we all monitor training schedules and also make personal calls to those agents on our hot lists.

20. Have all agents invite at least one agent to every training session.

We need to stress to all of our existing agents to constantly invite agents they know to our training and social events - perhaps some sort of contest or use free desks, etc. as per commission schedule.

21. Write up info on all new agents for both flyer and Facebook page.

With every new agent hire - take digital photo of them and work with them on their "Write-up" – e-mail flyer announcing new agent must go out on email blast within 48 hours.

## **Admin/Staff**

1. Spouse/significant other Letter.

On all new agents hires task admin to send out spouse/significant other letter.

2. Gift to kid for agents kids birthday.

Children of staff to be entered into "Birthday database" for children gift program.

3. Update recruiting database.

Admin to keep agent recruiting database updated - noting Information changes, new agents added, letters sent, etc.

4. Agent Anniversary and Birthday cards.

Each office admin to keep track of agent birthdays, children and spouse birthdays, anniversary and hire dates. Birthday cards, gifts etc. to be sent out one week prior.

5. Make calls to agents reminding them of meetings and social events.

Each week admin is to call all existing agents and remind them of sales meeting, training events, etc. that they can attend, please remember to task this to admin with script. Remind admin to be friendly and nice and really push benefits of event on his call as they will be judged on how many of the agents they get to show up.

6. Email blasts events and training classes.

Goal is to have at least two small blasts per day - one general and one welcoming a new agent or congratulating an existing agent. These shall be coordinated through management on blasts - admin is responsible for sending out to agent prospect database.

7. Schedule Quarterly agent meetings for manager.

Admin and manger shall block out a set time period each week for quarterly agent meetings - admin shall call agents and keep track of hem and shall keep calling until they fill your block each week to keep this as efficient as possible.

8. Help agents prospect?

Admin shall be trained with ideas for agents and support and encourage them to prospect. Many times the administrator hears agent issues first. Administrators must be trained to support agents offer encouragement and suggestions and motivate them. Administrators must also be taught to bring any problems or dissatisfaction to your attention immediately.

9. 10 checks and letters every day for outside brokerage closings.

Each admin shall choose ten closings each day from offices whose list manager provided and send out ten letters and checks. Admin must be trained to calculate commission based on 3% of sales price and check at 93%. Admin must also include a fake check for AAD program based on highest AAD earned within Sellstate that month.

10. With checks – two (2) checks one AAD and one 93% commission (included above).

11. E-mail blast to all agents with top three (3) AAD earners that month (accounting).

This an internal e-mail for our agents - Accounting will supply information on top for three Sellstate agents and their AAD checks that month - this will be sent out to all Sellstate agents as well as all of those in our agent prospect databases.

12. Merger & acquisition letters – five (5) per day. Write new monthly (companies' 5 - 40 agents).

Manager/Recruiter is to build list of 200 potential acquisition targets based on above and admin to send out 5 letters per day - these shall be placed in folder for weekly follow up call.

13. Keep sending out cards program running (1000 per month) all companies under 20 agents.

We will be sending out a monthly mailing to 1000 agents and brokers from Mike - admin at St. Rose to manage.

14. Track letters sent - give copies to recruiter for follow up.

Admin shall make a copy of every letter sent out and sorted by type and give to manager/recruiter each day. Manager shall be responsible for making sure that this is done each day.

15. Send letters to all new members of realtor board (newbie letters - Judy Ladeaur) welcoming them to real estate industry.

Admin is to mail out newbie agent letters to each new member of the local real estate board every month. Manger to make follow up call one week later - welcoming them to Industry.

16. Call ten agents per day inviting them to recruiting seminar (Mike asked me to call you).

We will be holding a recruiting I informational seminar each month TBD - admin is to call and personally invite ten agents every day to invite them - script to follow.

17. Send five (5) letters each day to someone who just closed a deal with special features and The Sellstate Experience brochure.

Manager may need to determine this - possibilities are longest escrow period - congratulate them for sticking with it and getting it closed -we like determination, etc. Target highest sales prices for the month in that area - etc. - this is great as when it is a larger commission on a split the prospective agent feels the pain of how much money they paid their existing broker.

18. Every day Co-Broker letters with two (2) checks one commission and one AAD check - send letter to all co-broker agents each transaction with Testimonial.

Co-broker letter to everyone who closes a property with us - self-explanatory.

19. Post Craig's list recruiting ads twice per day 2 ads - straight recruiting and too many leads ad – set auto post software weekly.

Craig's list recruiting ads to be placed twice per day - once by 9:00am and once between 4-5pm two sets of ads - one targeting existing agents and one for newbies under general employment.

4 ads per day total - verbiage to follow.

20. Post something new on Facebook every day.

Each admin responsible for getting one new item placed on company Facebook and twitter every day - manager to supply - admin to deliver to central person for uploading.

21. Post a photo and bio of every new agent on Facebook page.

### Notes:

- Build recruiting web page - compare services.
- Recruiting seminars - once per month.
- With e-mail blasts and personal calls.
- Copy of letters sent by admin - given to recruiter with seven day post it note to remind them to call.
- On co-broke and transaction closed letters - add in:  
  

*"I have also enclosed a copy of a check that one of my agents received this month and their AAD program sponsoring - was your commission more than these checks?"*
- Set up accountability database for tasks and follow up.
- Craig's list ads - need ten different ads.
- Company Facebook - postings at least twice per day - upcoming training - agent results, office events, etc. Hero stories- charitable events donations, etc. also photo and bio welcoming new agents to Sellstate.
- Acknowledge every closing - special deal, etc. on our Facebook page.
- Weekly video to agents - also place on Facebook.
- Repost Sellstate blogs to our blog site.
- Do homeownership recovery video.
- Videos about other agents.
- Get more testimonials from agents - both written and video.
- Materials - Bond paper 1000 sheets per office - Envelopes - 2000 per office - plain, Sellstate brochures.