

Georgia Association of REALTORS®

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2012 Inaugural Meeting
Grand Hotel Marriott Resort, Golf Club & Spa
Point Clear, Alabama • February 8-11



Education Session F

Empowering Your Team

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Thursday, February 9, 2012

You must attend three (3) mini-sessions in order to earn three (3) hours Georgia C.E. credit, six (6) sessions for six (6) hours credit. Partial credit is not available. The mini-session course codes are 62153 and/or 62154.

Due to seating capacities dictated by local fire code ordinances, seating for all education sessions will be based on a first come-first serve basis. GAR will not be allowed to have attendees sitting on the floor or standing up once the room's seating is full.


In order to foster a spirit of camaraderie and to avoid the appearance of recruitment, no nametags or clothing with a company logo will be allowed in the education courses. Should an attendee have one on at the time of entering an education course, the facilitators will kindly ask you to remove the name badge or place a blank nametag over the company logo. We appreciate your cooperation in regards to this matter!

Empowering Your Team

Teambuilding Concepts for Agent Retention & Recruitment



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Concept of Team

An office or company is not necessarily a team

- Teams possess
 - Shared future vision; common goals and core values
 - An embracing culture (not a clique)
 - A sense of investment in the success of the business
 - A desire to elevate the professional bar
 - A need to protect the company reputation
- Management can either be
 - Top Down or Bottom Up

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Management Styles


- Top Down Management
 - Leader(s) set the goals and makes the decisions
 - Leader or management implements decisions
 - Must enforce rules evenly and democratically or leadership loses credibility
- Bottom Up Management
 - Group evaluates options, sets group goals and makes recommendations to Leader(s) for resolution
 - Group implements and enforces the rules and if they can't, they must re-evaluate the recommendations

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Agents don't initially leave for more \$\$\$
They leave because they aren't happy

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 **Agents Don't Want to Leave**
Agents hate change but will move elsewhere if

- Their concerns are not listened to without the leader being defensive or combative
- Problems are not addressed in a timely manner
- Negativity of others is allowed to infect the group
- Rules are not equitably applied or enforced
- They don't respect their leader(s)
- Business routines are disrupted
 - Issues with technology or business equipment, missed messages, new agents "bothering" others

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So, What Do Agents Want?

- To make more money and work less hours
- Need company leadership to help them create opportunities to generate additional business
- Need their company to provide better and easier systems so business can be done efficiently
- Want a drama-free professional environment and an ability to bring constructive suggestions and ideas forward for consideration
- They want to be proud of where they are

Agents would prefer to NOT change companies if they could get what they need where they are

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Symptoms of Business Depression

- Office looks 'tired' and needs updating
- The "leader(s)" lacks inspiration, vision or energy
- New agents ask seasoned agents lots of questions since they haven't been trained well
- Non-producing agents hang around the office
- Co-o agents and consumers are not made to feel welcome or appreciated for contacting the firm
- Drama and negativity drains the positive energy
- Agents have issues and no one resolves them
- Agents aren't vested in the Firm's success

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**Maybe it's
time for an
intervention!**

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Identify the Horizon Line

Whether you do this yourself or hire a consultant


- Everyone needs to be a part of the solution
- Be prepared to Re-Invent the firm if necessary
- Owners/Group decides what the future of the of the firm will be and what success will look like
- Re-Evaluate all company policies and procedures
- Set group goals for all aspects of the business
- Engage the agents in being the primary recruiters

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AGENT RETENTION





Conveying Your Value Package

- What makes your office/team different?
- What do you have that is the same as others?
- What do you have that is different than others?
- Why should agents stay with your company?

If you can't verbalize/demonstrate your value you retain agents and recruit agents by default rather than design ...

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Retention Realities

Good agents want to do what they do well – SELL

- Although paperwork is necessary, many agents would prefer to have others do it for them
- Prospecting is crucial but many agents don't have the discipline to follow through on drip systems
- Too many companies expect agents to also support general customer service, required reception/floor duty, administrative duties

Value Proposition? ... Evaluate their nonrevenue-producing activities and identify those that could be given to others

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Reward Producers with Help

You provide the systems – they deliver the goods

- Hiring strong support staff for your producer(s) is an investment – whether you charge them a fee or offer them as a service or as an incentive
 - Transaction coordinators can manage the paperwork
 - Marketing Assistant is available to those that want their sphere dripped to and their database managed
 - Web consultant to set up their websites, enter new listings, set up slide shows, manage their website leads
- Offer suggestions on how newer agents may be able to partner with the seasoned producers to relieve them of ministerial duties, mundane but necessary chores, open houses, showings for a fee, booking showing and routing tours



Positive Energy Multiples

Agents are competitive - If you want more agents like them, ask what they like and need from you

- Change/remove/adjust things they complain about, they'll have fewer excuses, appreciate your willingness to generate more business
- Strong agents who are proud of their surroundings want their "friends" to join them. Encourage the producers to identify other agents who would be a good fit
- Congratulate accomplishments publically and sincerely

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Elevate the Skill Level

Agents want to be proud of their work, welcome stimulating discussions on business issues and thrive on be perceived as knowledgeable

- Insure that meetings are engaging and have agents provide the topics to be addressed
- Encourage agents to attain designations, certifications and advanced courses
 - Consider education rebates at next closing for courses beyond general continuing education
 - Publicize in papers and website agents receiving certifications and designations



Be Financially Competitive

Money is NOT everything when retaining agents BUT you must be competitive

- Agents don't get that 100% is not 100%!
 - Demonstrate the difference between the gross and what you keep on a net are two different things
 - Demonstrate where valuable services you provide are deducted elsewhere since the agent pays for them
- Be able to convey your value package
 - Have the agents formulate it for you and use as a recruiting tool

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Empower the Agents

Empowering agents to embrace the inevitable of an ever changing industry takes a true leader – the agents want their owners to be real leaders

- Agents need to know that their owners are prepared to deal with the cutting edge concepts so they don't lose a competitive advantage
- Are you listening to the new messages from the field or hanging on tight to the way things used to be? Why would other agents join you?

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Mobilize the Team

The group must be invested in the success of the outcome – have them set the group goals

- Reinvention is energy
- Energy breeds excitement
- Excitement is contagious and agents tell other agents how great it is to be a part of THIS Firm
- Reassessment of what you've always done that way is connecting the agents to the process of what needs to be done and why
- Since they are part of the solution they no longer become your problem

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Re-Recruit Your Agents

Loyalty is NOT an entitlement – it must be earned. The answers can indicate their willingness to stay.

- If you could make any changes, what would they be?
- What things would you want to stay as they are?
- What do you like and not like about what you do?
- What makes for a great day?
- What can we do to make your job more satisfying?
- What can we do to support your career goals?
- Do you get enough recognition?
- What should we be doing so that you continue to be a valued member of our team?

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AGENT RECRUITMENT





Selling the Message

It is everyone's job to sell the message of why your firm is the place to be

- The group should take responsibility to identify
 - What benefits and services the company provides
 - The actual \$\$\$\$ value of those benefits and services
 - The systems that save associates time, effort and \$\$\$
- Address the concerns that all agents have
 - Ability to earn more money in a more efficient way
 - How the systems of the firm will help accomplish that
 - In a professional, comfortable and supportive team environment

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Recruiting Systems

- **Postcard Drip with Personal Phone Call Follow-up**
 - Create a targeted A, B, C level 'Hit List' of agents you want; mail to home addresses only; follow up with phone calls, emails, note cards for a personal meeting
- **Training Events** - Show that your agents are given cutting edge skills; have your agents invite target recruits
- **Acknowledge accomplishments** - By email, phone call or note card, just congratulate their sales
- **Networking Events and Co-Broking Experiences** – agents should take the initiative to ask others to join the firm and work with them. They can set up the meeting

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Recruiting Seasoned Agents

Interviewing seasoned agents requires a strategy

- **Do your research:** Prior to the meeting, you should know all about them, their production, their designations, the quality of their co-broking reputation
- **Discuss don't manipulate:** Encourage the agent to reflect on their current business, skill-sets, their free time
- **Discover:** Find out what the agent feels their strengths are and what they need to elevate their business
- **What's their plan:** How could your firm to help them
- **Coaching:** Ask what coaching services will help them
- **Closing Skills:** If you follow the process of discovery and coaching in the interview, they'll close themselves.



Securing Seasoned Agents

It's all about timing

- You must catch them at their point of frustration
 - Demonstrate that you can provide what they are used to receiving and deliver additional tools
 - Providing smooth transition
 - Expedite their ability to hit the ground running
- To make the change worthwhile you must
 - Satisfy their concerns and insure resolutions remain
 - Provide tangible and intangible value to make them feel good about making a change at a split you're comfortable paying

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Hiring Seasoned Agents for Mutual Success

Hiring to match your company's core values is essential for everyone's long-term success

- How do you currently generate your business?
- Do you work with a business plan? If so, how?
- What is your normal routine and what expectations have you set for yourself?
- What's your definition of team-work as it relates to your business?
- What are your goals for your business and professional development for the next two years?
- How can we help you?

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Hiring New Agents For Mutual Success

Hiring to match your company's core values is essential for everyone's long-term success

- How do you plan to generate business?
- What's your perception of RE professionals?
- Explain the last time you dealt with rejection and how you handled it?
- Do you enjoy learning – how do you learn?
- Do you have a laptop? Smartphone?
- What technology skills do you possess – what are your strengths and weaknesses

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New Agent Turnover Issues

If what was promised in the hiring interview wasn't delivered – the new agent recruiting will fall apart

- What you convey to new agents *must* be the delivered
- Provide a solid coaching plan partnering with them to deliver a sustained growth of productivity
- If you have a mentor program – insure that it is consistent, monitored and evaluated on a regular basis for mutual benefit of the recruit and mentor
- Managers should be involved in the new agent training to insure that they are delivering on the company's message
- Is it made clear that you provide the foundation and tools but they must also deliver on their promises ?
- Under Promise – Over Deliver

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Exit Interviews

Leaving is never easy however it is still an excellent opportunity to find out what went wrong or if anything could have been different

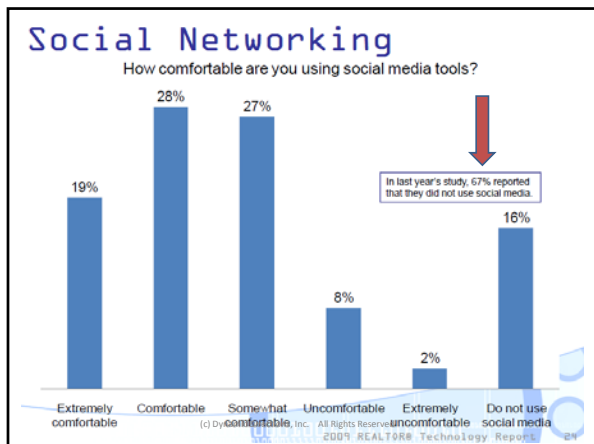
- What company will you be affiliating with?
- How did that come about - Did they recruit you, did you pursue them or did a friend convince you?
- Did you interview with any other firms ?
- Is there something we can do or should have done to prevent you from leaving?
- What would you change about this firm?

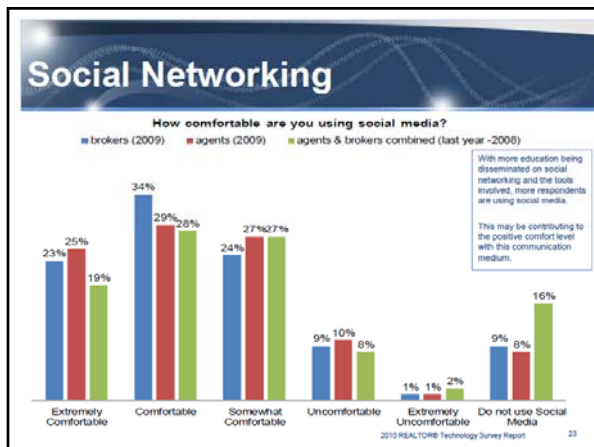
Plan how the remaining business will be handled

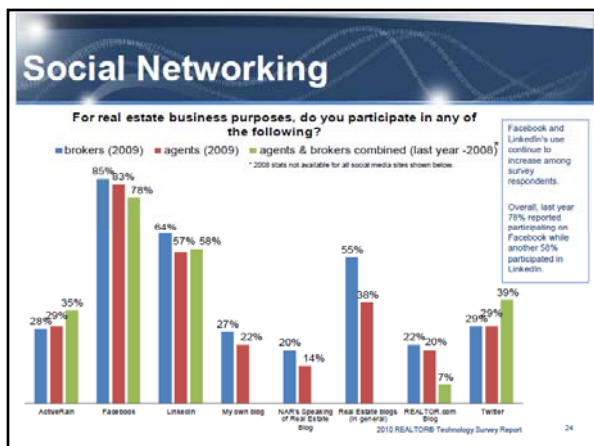
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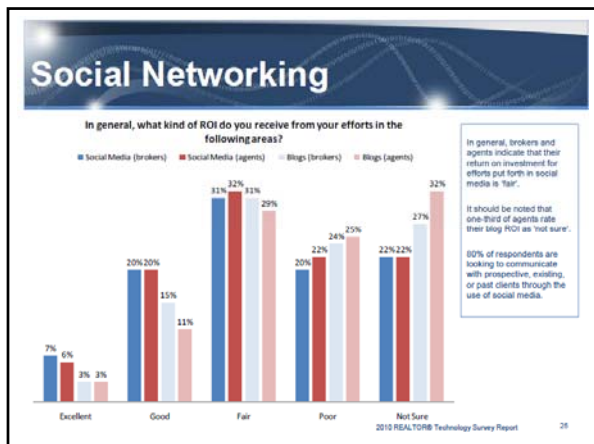


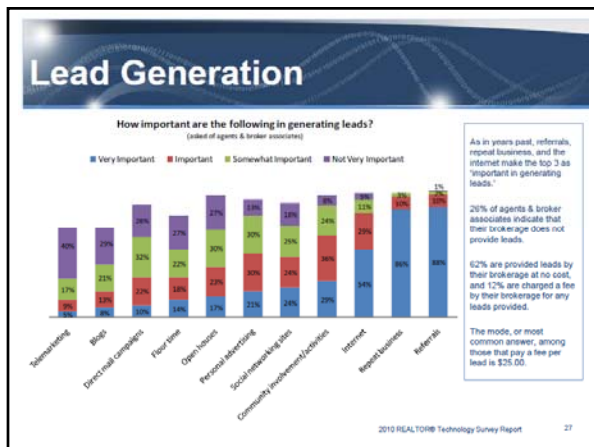

IMPORTANCE OF TECHNOLOGY FOR BUSINESS SURVIVAL

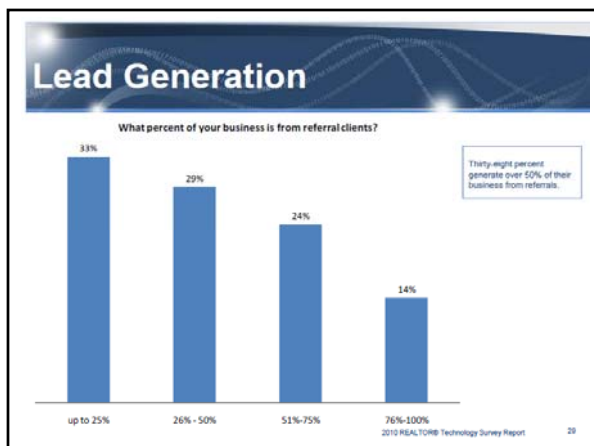














Resources

The most utilized resources for all of these concepts and suggestions come from

- Realtor.org
- Realty Times
- RIS Media
- About.com
- Inman News

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