

Recruiting and Coaching Owner's Manual



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Recruiting

Overview

Take two weeks in your offices

Re-think every single thing you do- every marketing tool, support systems, etc- from the point of view of recruiting. *Everything is about recruiting.*

Everything you deliver has to be first class. Even if your prospects choose out, their experience is Wow! That is a great company. Their experience is A+.

Slow down the recruiting process. The structure shows you the people in your own pipeline.

Managers need 6 appointments per week. In the beginning they are all meet and greet. When they work this system, they easily add 2 per month per manager.

Battle of the “Stuff”

The battle is typified by Big Company vs. Big Company (i.e. Coldwell Banker vs. Prudential)

Each adds more stuff to their agent services and amenities:

- More advertising
- More marketing
- More online presence
- Bigger personal offices
- More staff
- Higher Commission splits
- And so on...

Finally it is all about the commission split. The other company can always beat you with stuff. When he goes out of business, another takes his place!

What kind of language do you use now when you recruit?

“Our stuff is better than their stuff!”

What if you were in the business of creating production by the agents rather than in providing them with stuff? How would your language and approach change?

Traditional way is to think about commission splits and paying for stuff rather than about making more money, doing more transactions in less time. If they are stuck on commissions, drop them.

Recruiting agents to coaching is like Selling Consulting.

1. Meet with the client/prospect
2. Survey his business and get permission to do an analysis
3. Do the in-depth analysis for free.
4. Present the issues and show them your solutions to solve those issues.

There are 5 steps/appointments to the recruiting process.

1st Meeting

Starbucks meet and greet.

Do the soft survey here.

“What we do is to help our agents be more productive.

I'd like to do an analysis of your business. If you like us and we have a fit, great.

If not, that's ok too. We'll be working together over time and it will be my contribution.

[We get over 50% of the ones we do this for]

Set up a probing appointment.

See if you like them.

Tell them one thing you do is work with your people to become more productive. – Coaching!

We help them to make more money in less time.

[You need ownership of the coaching or this falls flat!]

You are trained by a national consulting firm in how to do this effectively.

“I'd be willing to do that for you.”

“If we like where this goes, I will write a formal proposal to you. I won't try to “recruit” you, I won't sell you about our firm.”

2nd Meeting

Probe them and do analysis.

This is a relationships probe and an analysis probe.

Use the form for analysis.

Start with info from the MLS.

Have them go through a source of business on their authentic data.

[There is a guy in Chicago that uses a push button analysis. Make it easy on yourself.

You will be doing analyses a LOT.]

Often they have transactions not on the MLS. So this analysis is a draft. Go over it with them Get them to sign off on the thing. This gives you the ability to say come to the 3rd meeting with the analysis complete.

3rd Meeting:

Show up with the complete analysis.
Go over it in detail, making sure it is accurate.

4th Meeting

Go over your conclusions. Here are the things you need
Bring their personalized Business Plan to get to more money in less time.
Show where the money and time are going and what the return on that investment is.

[Somewhere along this process they will realize that not even their own manager is doing this for them. You will have earned the right to present a proposal.

Have a really clear picture of whether or not you can make a difference in their production.

“I’d like to have you on our team. I’m 100% convinced I can help you get to where you want to be. Here’s what we do to make it happen for you. (Coaching)

“I’d like to make a proposal.. I will prepare it. We’ll get together one more time. I need you to be prepared at that meeting to make a decision. Either yes or no works for me.

What would you need from me to make a decision? (commission stuff, office, etc.)

5th Meeting

Present the proposal.

This is Listing Presentation quality proposal.
Every contact with you is classy. By contrast, everything else is mediocre.

Nothing in the proposal is for consumers. Evaluate the things you do from the view of what it does for the agent. How does it make them more productive?

Proposal says: You’re professional. We will treat you as such. You deserve to be treated like one.

Ask them to make a decision. You need to be ok with whatever they decide. You want them, even if they say “No” to go on to be recruiters for you.

Coaching

Who and how does the group get formed?

If you want a cohesive company then you want a mix from the offices.

Two groups in one day will really take it out of you. You are really on, connecting and operating at a high level. It can be draining.

Inaugural group: Network behind the scenes. Get the group of 8 together before you announce it. It works to have it full before you announce it.

Announce it at a meeting. This is an on-going and continuing thing. If they aren't in the first group they can be in the second group.

You want the first group to be the right people. Not the ne'er do wells and complainers. You want people who want to improve. You want the leaders and bell-cows of the offices.

You can run two groups fairly close one after the other.

Who is a Master?

Level 1 [New or below office standards]

Need basic skills and a system to work (Jelly Bean Jar)

Served best by the Journey to Mastery™ program or a very basic Action Group dedicated to examining their daily activities.

Level 2 [Veterans struggling with the change in the market]

These are the core agents. They produce enough to meet your office standard, but need help with creating level income, consistent work habits and a system that works. They may have experienced a sudden drop in income as the market changed. They tend to be focused on finding their next deal rather than on managing a business for the long term.

This is the primary group to begin with. Their improvement will change your bottom line and they are influential in the community of agents. They are by far the biggest group. They want and need your support.

Level 3 [The top 10-20 percent of the office.]

Need balance, burnout-control and consistent income.

Not necessarily about more money.

Same number of hours gives 25% more money plus finding balance is the goal for 70-80% of these agents.

Logistics for Transaction Group Meetings

Chairs are all in a circle; don't sit in the same place as last time. Use the same foundation as for the SELL. [see the appendix] They're comfortable with that environment.

You create a structured space and coaching operates better.

They have a higher regard for the coaching process and environment. It is less about the phones, eating etc. than about the dedicated and important space. Without it they don't show up and don't do the things they need to do. Over time, if they don't show up it means they don't have regard for it and are not getting value for the time spent.

Have an Admin person handle all the logistics.

Make sure the room is set up, any equipment is set up, the chairs are set up, all the copies are done, any printing that needs to be done. You want to walk into the room ready to go. You want it to look special to them as well. Make sure the room is tidy...no old papers or litter on the tables or on the floor. If it is a conference room, be sure the table is squeaky clean to start.

The process of making commitments is important.

Life is like a string guitar. It needs to be tuned and be in balance. Otherwise the part that is out of sync brings down the others.

Making the vision happen is not a matter of knowing what to do. We already know what to do. It is a matter of creating new habits that really work. When a child learns to walk, it does not get up and walk one day... It stands up and falls down. Up and down...again and again until it finally can walk upright.

Your role is facilitator. You lead the group. Encourage discussion. Draw out of them what they already know. You are the stage director.

This coaching is not like coaching the beginners and non-producers. The Masters are looking for more in their life. Generally it is balance. They want to have a great career and have a life.

A big part of this process is that they will process (probe) themselves. Find out what is important for them and what they are willing to pay to have it.

Vision is in four areas: Personal – Business – Relationships/family - Health
They will each make commitments to each of those areas every week. It is the process of commitment that will help them get to what is really important, what makes it important and creates the habits that support what's really important.

The coaching process is made up of many parts.

Several things will be absolutely required of them if you are to make a difference. They must commit to:

1. Keep track of their schedule, planned and actual
2. Keep track of their spending on everything Real Estate related
3. Make commitments to each area every week
4. Complete the Business Analysis
5. Participate

The business Analysis together with TIP analysis will get them to see the real data so they can KNOW what they are squandering their time and money on that is ineffectual and non-productive.

Language of Coaching:

Holding people accountable in such a way that they learn and see their next step is an art and a science.

It is NOT about making them wrong or guilty so they will do what they said. We call that “parental language.” It is counter-productive and creates an atmosphere of mistrust.

The purpose of accountability is for them to examine the results themselves. They will get into the habit of enquiry when things go awry and take personal responsibility for what happened and to make changes and adjustments so the future will be different.

It is very important that you use language with them that improves their chances of getting into that habit. You cannot sound like a scolding parent, finding fault, making them wrong or bad. It is about them discovering the choices they made, and which ones are not working.

The steps to accountability (the science of it) are: [Housekeeping in the Appendix]

- 1. Did you make a commitment to _____?**
- 2. Did you keep that commitment?**
- 3. What happened?**
Get their story out. You don't want the quick answer; you want the story of what happened to stop them.
- 4. What would you have needed to do differently to make it happen?**
Was the commitment important to you when you made it?
Is what you did and got consistent with what it is you really want?
This is where they get creative. Where they see their own participation in the outcome.
- 5. Could you have kept the commitment?**
Get to them to recognize they have control and authority over what happens and how they handle it. This is where they take responsibility for their choices.
- 6. Do you want to re-commit to it?**
Yes or no depending upon why they made it to begin with and whether or not it is

consistent with what they say they want.

Be careful that they don't slide backwards here to be sure they will make it next time.

"I said I would call 20 people and didn't make it, so I will only commit to 10."

7. **How are you feeling about the commitment and the results?**

Make sure they are not experiencing being wrong and guilty

i.e. Are you clear that you just made decisions that weren't in your best interest?

You aren't wrong you're just Late!

Parental language sounds more like:

Why didn't you do what you said you would?

It seems to me you should be doing more of _____ or _____.

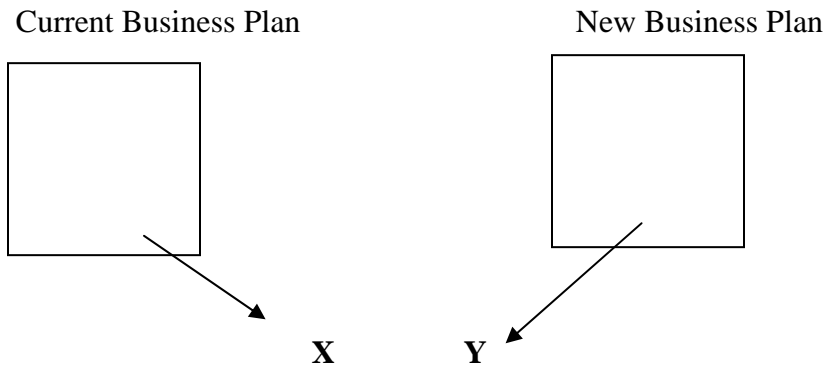
You can't be trusted to _____.

You should have done this. You shouldn't have done that.

Your problem is _____.

What's the matter with you?

For Example:



If current Vision is: I'm 48, overweight and out of shape

If the New one is I'm 48, in shape and perfect weight.

The new one generates commitments like Y: I go to the gym 3 times every week. That is consistent with my vision of "in shape"

At 5PM, I go to the gym after work. My Ex can't pick up the kids after school – I need to. Now I am faced with a choice. What do I do?

Can either not go to the gym, pick up the kids and blame the Ex.

Or – Find a way to do both. The AND logic.

There is a dissonance between my current vision (who I think I am) and the new one (who I want to be.)

If you experience conflict, it is because of the resistance to the new vision.

AND thinking is the natural outcome of living the vision.

“I can’t because...”

Question: was the action consistent with your new business plan? Was it relevant to cause the plan to actualize??

YES: you have new insight.

NO: Then examine why did you make it in the first place?

If Yes: Then it is relevant, find out what stopped the AND thinking?

Often, they just haven’t had a lot of decision-making in the new plan. It takes a while to get into the habit of being productive.

Agents want to make more money and have time off.

If they have a current vision, it tells them they need to work hard and long. What they need to do is practice working on productive things and letting go of or delegating non productive things. Notice they work *hard* and *long* on non productive stuff, not on productive stuff.

When they make commitments and don’t do them, one of three things occurred.

1. They just fell down. Skiing is not about skiing, it is about staying upright on skis. Need to just keep practicing.
2. Made an irrelevant commitment.
3. Made a commitment to prove that the new business plan just doesn’t work. That I can’t do things that way.

Positive Affirmations

We’re looking for the experience of having the goal. A goal is a target. Ask what does having the goal bring to you?

Goal: lose 25 pounds this year. Ride bike 3 time per week.

Vision: I am in the greatest shape ever and am at my perfect weight.

When they write their vision you can actually see the unconscious mind at work.

I am realizing my success

I will have financial security

Rather than:

I am successful

I weigh my perfect weight

I am financially secure

Think of the difference between I am having children and I have children.

Be able to say it out loud. The more active we are in demonstrating vision, the more we actualize it.

As we go, we start to change to the new vision. Then if disconnect, go back to the old one, we experience irritation with the old one. We develop a real feel for the new. It fits.

If they make commitments that clearly cannot be done, they are giving power to the old vision, confirming that the new one can't be done. Help them out here.

Called "Let's play pretend!"

Meeting One:

Slow this meeting down. It is not an accountability meeting. I am a facilitator for their learning

License Agreement

EVERYONE signs and dates the license. The original goes to QMS and you keep a copy. This is what prevents them from taking this material to another company and using it against you.

Foundation for Coaching:

There is a Foundation in the Appendix.

Leave room for them to add to it. This is their training. If you have the right group, they will be very sensitive to anyone wasting their time.

If a person can't make a meeting, especially if they can't make two, ask them to take the next one.

Make very sure they understand that this is the condition under which this training will proceed and they will be held strictly accountable to it. They may be dropped from the Transaction Group [not the company] if they don't want to work this way.

You want the group to create peer pressure accountability at a very high level. Be methodical in laying down the foundation so the group will say it's not ok not to show up.

Example of participate: "I need to address the group. My boss called for a meeting" (he was a manager learning the process and his boss was the president of Coldwell Banker) The group said "NO!" He did get permission to go outside and handle it with his boss.

Empowers the group to say "our time is as valuable as yours."

Do what-if scenarios. What if you have an inspection on this meeting day? What if you have an escrow that is in trouble, etc. Start here learning to create solutions

Overview of the program.

It is interactive.

Give your job description

Dates and time. Make sure they are all on board for the times. Changes must work for you.

General shaping and probing.

Where are you now in your career?

What are the primary obstacles to your progress?

What do you want to get out of the coaching meetings?

Pre-Business Plan Worksheet

Hand it out. Go over it with them.

The Manager/Trainer needs to OWN this worksheet. Know what the questions mean and what the answers mean.

They will need to keep track of their actual spent time in their time-management system and ***bring it with them to coaching meetings.***

They will need to keep accurate track of every dollar they spend on Marketing and advertising.

Get a commitment to all the dates. Including the all day trainings.

Have a group discussion about what constitutes productive behavior.

Homework: Complete the Business Analysis

Hand out commitment-tracking sheets for the full 12-weeks to keep track of their commitments. **Bring them to every meeting, completed.**

List of books you recommend. Not required to read, just suggestions.

Coaching Meeting Two: [week 4]

What good things are happening?

Review Commitments (out loud)

Explore what got in the way when something did. What did you learn, what can you do differently?

Discuss their Business Analysis data

This will come just after the S.E.L.L.™ It will be used in the Scientific Marketing Training. It MUST be complete by then.

Challenge what they spend their time and money on.

Need the

\$ earned

\$ Volume sales

Amount of time spent getting the client

Amount of time spent after contract signed

Number of transactions done

Source of client (friend, past client, open house, floor etc.)

Discuss I-time and P-time. Review what constitutes I and P time.

Lead a discussion about what is causing them problems in their business? Not to find answers, but to recognize the problems.

Chaos: what causes it, what is the path out of it?

What would it mean to have a constant, level income?

Burnout is an issue for many people.

What does balance mean?

If a client who is 60 day from being able to write a contract insist on you taking him to look at houses today. Do you? Why?

Hand out Business Analysis Data sheet.

Commitment to have it completed by the Scientific Marketing day.

Meeting Three [week 6]

What good things are happening?
Review Commitments (out loud)

Pre-Business Analysis review and generate the Business Plan

This will come after the Scientific Marketing™.

You will generate a business Plan for each of them from this data.
Challenge their thinking about what they spend their time on.
Challenge what they spend money on.

Get a commitment from each person to bring with them next session all their client information. This is for every person they have ever done business with, their Social and family circle, Every person who ever called on a sign, or walked into an open house, every person who ever expressed any interest in real estate.

Addresses, phone numbers, email, etc.

Meeting Four: [week7]

What good things are happening?
Review Commitments (out loud)

Making Data Meaningful

Getting the data into a format that can be used.
Creating a meaningful contact system that is easy to use and as automatic as possible.

Introduce the Impact Marketing System for mailing to this database.

Review the Scientific Marketing protocols:

- Fixed in number (200 works)

- Permission form each person to keep in touch

- A monthly personal phone call (includes leaving a message)

- Purpose of the call is to find the ones who will never do business with you.

- As you delete Red ones you must add another more likely.

Commitment for next week (in addition to regular commitments)

- All the data will be in place.

- Bring your cell phones and lists with you.

Meeting Five [week 8]

Shaping

Read and debrief the commitments.

Scripts and memorization

Schedule a call night or day.

Get commitments to attendance.

Review the Scientific Marketing protocols again. Either:

1. Look at how many they each have in their Jelly Bean Jar.
What is it going to take to get to 200?
How many do you need to add per week? (10 works nicely)
Get a commitment to adding 10.
2. If they have in the vicinity of 200,
Get a commitment to calling 50 every week.
Making sure they have explicit permission to call each month.

Practice the permission scripts together. Then each person makes at least one call with their partner giving them feedback.

Get solid commitments to Jelly Bean Jar activities.

Including sending a postcard reminder to the Jelly Bean Jar every month.

If they really like mailing, sending a postcard to their SOI every couple of months is productive use of money.

Get commitment to bring their PIN data and time schedules to next meeting.

We will be reviewing that data.

Meeting Six [week 9]

What good things are happening?
Review Commitments (out loud)

Go over their I and P time with them.
By now they have several weeks of data to review and draw from.

Review prioritizing vs. AND logic.

Prioritizing says that I couldn't because my ____ (family, health, etc) was more important than ____ (keeping in touch with contacts)

AND logic says they are both equally important. There is a way to do both.

Do a discussion on having a system and driving that against hunting for your next deal.

The Jelly Bean Jar is a system; doing an open house hoping to meet your next buyer is deadly.

Get them to talk about their own system for keeping in touch personally with their contacts to get business and referrals. How often do they talk with each one?

How many are there?

The Business Planning will challenge their traditional thinking about where their business comes from and how to develop a system.

They believe marketing and advertising really work and are a good investment. The Business Analysis will show them evidence that it is not.

Making up marketing pieces that they think will drive business to them is comfortable. Calling their contacts and keeping in relationship is not comfortable.

The time analysis will allow them to see they are creating their own slump by ignoring their contacts. It is not the market and it is not the company advertising.

Put their information up on the screen and use a handout. Then go over it. Create a 20 minute discussion.

What do you see?

Spending time and money on marketing

Show an example of spending money and time in the wrong place.

Show them they can earn more money in a down market, spending a lot less.

Do they have an assistant? What does that person do? What is the return on that investment?

They will misinterpret the time spent. How long does it take a JB to mature? Where did you first meet the client? Where? How many times did you interact with them before they were qualified and how much before they bought?

70% of their deals will come from their Jelly Bean Jar. Whatever they've been calling it.

[Meaning they met them somewhere in some context, over time developed the relationship till they bought or sold]

Where and doing what do you spend your time?

They need more P-time.

What can you do to get more P-time?

Have them come up with just one commitment that will drive them to more P-time.

Meeting Seven [week 12]

What good things are happening?
Review Commitments (out loud)

Wrap up

Discussion about what happened?
What are they doing differently?
What do they want to do for the future?
What can they do to hold onto their momentum?

Setting them into smaller groups of 2-3 afterwards to continue their work and create accountability. They often meet for months to hold one another accountable and review their vision.

Give them the housekeeping page [how to create accountability language] to assure they can create accountability respectfully.

They don't want to leave.

Ask them what they would tell an agent from another company about the coaching program. Would they be willing to invite people at other companies to join our office and participate? Why? What makes it important to build our office?

Appendix

Script to get initial recruiting appointment

Questionnaire for meeting

How to do the Recruiting analysis

Sample Recruiting Proposal

Sample Recruiting Evaluation

Coaching Timeline

Coaching Timeline – Three Concurrent

Business Analysis – Details of Transactions

Business Analysis (The Past)

Business Plan (The Future)

Sample Coaching Foundation

Agent commitment to Times for Coaching

Commitment Worksheet

Table of weekly commitments and results

SMAART Commitments

Vision Management Language

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