

# The A.R.T. of Recruiting

Attracting and Retaining Talent

## STUDENT MANUAL



**COUNCIL OF REAL ESTATE  
BROKERAGE MANAGERS**

**Knowledge Delivered.™**

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COUNCIL OF REAL ESTATE BROKERAGE MANAGERS ♦ THE A.R.T. OF RECRUITING

# THE A.R.T. OF RECRUITING

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Programs will convene promptly each morning at 8:30 a.m. The instructor will provide sufficient breaks throughout the day and your prompt return will help in keeping the program on schedule. Both days will conclude at approximately 5:00 p.m. We are confident that you will find this program to be a challenging and rewarding educational experience.

**Audio or video recording is not permitted.**

# LEARNING OBJECTIVES

In today's ever-changing real estate landscape, real estate brokerage firms face the challenge of a marketplace that demands its players to have enhanced recruiting skills, offices with winning cultures and sales staffs that systematically increase revenues. The only way to meet this demand is by fostering a high energy atmosphere that will attract the best talent in the market. If a firm doesn't have the right culture, its agents will gravitate toward one that does. In addition, management must be hyper-tuned to recruiting practices and opportunities by systematically and consistently maintaining activities that are representative of a master recruiter's mindset.

This program is designed to address these important issues in a systematic way so that participants can learn effective strategies and techniques and apply them to help foster the right culture, thereby attracting productive agents to their firm and increasing the retention and engagement level of the company's agents.

## **Learning Objectives:**

As a result of this program, the participant will be able to:

1. Understand the mechanics of the recruiting process and how to implement them into their day-to-day brokerage activities.
2. Understand how a company's culture impacts the recruiting and retention success of the organization.
3. Develop and further clarify their company's value proposition.
4. Build and strengthen the essential elements and the logical flow of a successful recruiting interview process.
5. Recognize and implement the activities that are necessary for recruiting results.
6. Further understand the importance of selectively recruiting in alignment with the company's values and target agent profile.

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# **MODULE 1: INTERNAL CHECK-UP**



# INTERNAL CHECK-UP

When considering your recruiting activities, recruiting skills, company benefits and company culture, please rate you and your company's strengths and provide additional insight as answers to the questions below.

Rate the following by circling a number with 1 being poor and 5 being excellent:

1. Overall time devoted to recruiting activities	1	2	3	4	5
2. Overall recruiting success	1	2	3	4	5
3. Recruiting presentation skills	1	2	3	4	5
4. Recruiting presentation visuals and collateral	1	2	3	4	5
5. Recruiting dialogues and scripts	1	2	3	4	5
6. Recruiting process flow and timeline	1	2	3	4	5
7. Recruiting strategy and tactics	1	2	3	4	5
8. Recruiting systems (technology, automation, process)	1	2	3	4	5
9. Quality of new recruits to the organization	1	2	3	4	5
10. Number and rate of experienced agents joining	1	2	3	4	5
11. Company's annual agent growth rate	1	2	3	4	5
12. Company's annual attrition rate	1	2	3	4	5
13. Company's environment and culture	1	2	3	4	5
14. Company's facilities and equipment	1	2	3	4	5
15. Company's support staff	1	2	3	4	5
16. Company's professional development plan	1	2	3	4	5
17. Quality of training, mentoring and coaching	1	2	3	4	5
18. Attitude and emotional outlook of the sales associates	1	2	3	4	5
19. Availability of management	1	2	3	4	5
20. Quality of services provided to the sales associates	1	2	3	4	5
21. Your company's image in the marketplace	1	2	3	4	5
22. The visual aesthetics of your office	1	2	3	4	5
23. Quality and size of the agent work areas	1	2	3	4	5
24. Agent's knowledge of the company's values and vision	1	2	3	4	5
25. Your excitement in answering these questions	1	2	3	4	5

What are today's experienced recruits looking for in a company and leader? Provide three needs:

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

What is your company's value proposition for incoming and existing recruits?

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What are three benefits to joining your organization?

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

How do they positively impact a new recruit?

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What reasons have potential recruits expressed for not joining your company?

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What have you done to correct or improve these areas of concern?

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What immediately comes to mind when you hear the word "recruiting"?

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How many recruiting interviews do you conduct weekly? \_\_\_\_\_

How many outbound recruiting phone calls do you make weekly? \_\_\_\_\_

What is your phone call to appointment ratio? \_\_\_\_\_

How many meetings does it typically take to get a recruit on board? \_\_\_\_\_

What type of information do you collect on your competitors?

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What is your most successful recruiting tactic? \_\_\_\_\_

What other tactics do you employ?

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After completing the questions above, write down any thoughts or areas for improvement that you might want to incorporate into your recruiting plan during the course of the next two days.

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## **MODULE 2: THE COMPANY CULTURE**



# THE COMPANY CULTURE

## What is Culture?

From Merriam Webster's Dictionary: Culture (noun) – derived from medieval times and the root of cultivate or cultivating. Among other definitions.....the set of shared attitudes, values, goals, and practices that characterizes an institution or organization.

Example: “a corporate *culture* focused on the bottom line”

## Components of Culture

Management Style  
Corporate Vision & Mission  
Corporate Business Plan  
Attitude of its stakeholders, shareholders and employees  
Working environment  
Projected Image  
Professional development  
Sense of community  
Minimum Standards  
Level of productivity  
Availability of Management  
Visibility of Leadership  
Energy level and momentum of the organization  
Services provided  
Operating standards and procedures  
Facility standards and working standards

Other: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# THE COMPANY CULTURE

## Marketplace Image

Whether a company is aware of it or not, they do project an image in the marketplace that speaks volumes to competitors, potential recruits, vendors, customers and clients.

### GROUP EXERCISE

Complete this exercise with your group, and perhaps take this same exercise back to your office and present it to your agents. You'll be surprised to find out what they know about other companies in the marketplace.

Identify which companies best fit the descriptors in the left column. Signify by placing an "X".

	Company A _____	Company B _____	Company C _____	Company D _____	Company E _____
<b>New Licensees</b>					
<b>Top Producers</b>					
<b>Builder Accts</b>					
<b>High End</b>					
<b>Fastest Growth</b>					
<b>Training</b>					
<b>Best Facilities</b>					
<b>Best Mgmt</b>					
<b>Market Share</b>					
<b>Best Splits</b>					
<b>Mediocrity</b>					
<b>Up and coming</b>					
<b>Failing</b>					

What opportunities exist as a result of this exercise? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

What other descriptors would you add to this list? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

# THE COMPANY CULTURE

## INDIVIDUAL EXERCISE

In thinking about the group exercise and how each company projects an image in the marketplace, how do you think that your company rates? What image does it occupy in the marketplace? What comes to mind when other agents or companies think about your firm?

Descriptor	My Company
New Licensee Mill	
Top Producers	
Builder/New Construction	
High End – Boutique Clients	
Fastest Growth – Momentum	
Training & Professional Dev	
Best Facilities & Equipment	
Best Management	
#1 Market Share	
Best Compensation Plan	
Mediocre Agents	
Up and Coming	
Failing, Declining Momentum	
Technology	
Lead Generation/Distribution	
Referrals	
Per Person Productivity	
Minimum Standards	
Leadership vs. Management	

What immediate changes should I incorporate in order to upgrade, improve or create the best possible image for our company?

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# THE COMPANY CULTURE

## GROUP EXERCISE

### Market Intelligence

Collecting the most up-to-date information on your competitors is paramount to gaining a potential recruiting edge over them. There are many things to be aware of when keeping the proverbial “ear to the ground.” In the following group exercise, see what you can glean from the three company case studies.

	Freedom Realty	Tradition Realty	Golden Agents
Number of Agents	<b>40</b>	<b>100</b>	<b>70</b>
Management	<b>Selling Broker/Owner</b>	<b>2 Non-selling Mgrs</b>	<b>1 Non-selling Mgr</b>
Facilities	<b>Upscale – all private offices or suites</b>	<b>1999 All Bullpen and some private offices</b>	<b>1984 Various – No Space for Growth</b>
Compensation Plan	<b>100% - desk fees</b>	<b>45/55 to 80/20</b>	<b>60/40 to 90/10</b>
Equipment	<b>Latest Technology</b>	<b>Adequate Technology</b>	<b>Aging Technology</b>
Market Share	<b>#1 in Listings</b>	<b>#1 in Buyers</b>	<b>Strong #4</b>
Average List Price	<b>170K</b>	<b>220K</b>	<b>155K</b>
Training	<b>Quarterly Event</b>	<b>Everyday</b>	<b>New Agent Only</b>
Agent Productivity	<b>20 sides per agent</b>	<b>12 sides per agent</b>	<b>7 sides per agent</b>
List Price/Sales Ratio	<b>98%</b>	<b>96.5%</b>	<b>94%</b>
Support Staff	<b>3 full time</b>	<b>8 full time</b>	<b>4 full time</b>
Market Momentum	<b>Expanding</b>	<b>Slight Growth</b>	<b>Maintaining</b>
Attrition Rate	<b>16%</b>	<b>22%</b>	<b>30%</b>
<b>Policy &amp; Procedures</b>	<b>Agent Centric</b>	<b>Company Centric</b>	<b>Non-existent</b>

What can you deduce about each company?

Freedom Realty: \_\_\_\_\_  
 \_\_\_\_\_

Tradition Realty: \_\_\_\_\_  
 \_\_\_\_\_

Golden Agents: \_\_\_\_\_  
 \_\_\_\_\_

What kind of agent is attracted to each company? \_\_\_\_\_

What opportunities might exist as you recruit against each company? \_\_\_\_\_

# THE COMPANY CULTURE

## INDIVIDUAL EXERCISE

Take several minutes to formulate your thoughts, ideas and actions pertaining to developing a winning company culture within your organization. Use the form below to organize your immediate action plan.

Based upon what needs to change in my organization, here's my immediate Action Plan:

### Company Culture

<b>Company Culture Action Item # 1:</b>		
<b>Steps to Be Taken</b>	<b>Timing</b>	<b>Assigned To</b>

<b>Company Culture Action Item # 2:</b>		
<b>Steps to Be Taken</b>	<b>Timing</b>	<b>Assigned To</b>

<b>Company Culture Action Item # 3:</b>		
<b>Steps to Be Taken</b>	<b>Timing</b>	<b>Assigned To</b>

<b>Company Culture Action Item # 4:</b>		
<b>Steps to Be Taken</b>	<b>Timing</b>	<b>Assigned To</b>

# THE COMPANY CULTURE

## Company Image

**Company Image Action Item # 5:**

Steps to Be Taken	Timing	Assigned To

**Company Image Action Item # 6:**

Steps to Be Taken	Timing	Assigned To

**Company Image Action Item # 7:**

Steps to Be Taken	Timing	Assigned To

**Company Image Action Item # 8:**

Steps to Be Taken	Timing	Assigned To



## MODULE 3: THE VALUE PROPOSITION



# THE VALUE PROPOSITION

## INDIVIDUAL EXERCISE

Quickly list three features and/or benefits of your organization:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## Glossary of Marketing Terminology

**Value Proposition** - A value-proposition can assist in a firm's marketing strategy, and may guide a business to target a particular market segment. For example: the firm "Any Company" can provide benefits a, b, and c because of competencies x, y, and z." Whether for a product, service or a company as a whole, this formulation can allow a firm to see if its competencies align with the segment that it plans to target.

**Unique Selling Proposition** is a marketing concept that was first proposed as a theory to explain a pattern among successful advertising campaigns of the early 1940s. It states that such campaigns made unique propositions to the customer and that this convinced them to switch brands. The term was invented by Rosser Reeves of Ted Bates & Company. Today the term is used in other fields or just casually to refer to any aspect of an object that differentiates it from similar objects.

**Point of difference** is a term used for an outcome of product differentiation. In business economics, differentiation is seen as an important strategic move for companies to make. Because of an overwhelming variety of products and services on the market, those that stand out in some manner are better noticed by consumers. There are various (positive and negative) ways of being different compared to competitors in the same market. *Differentiation* is the term given to the positive way in which a company's product differs from its competitors. *Points of difference* describe the individual factors of differentiation.

The key points of difference of a company are synonymous with its unique selling proposition, and are critical in defining its competitive advantage and branding strategy. They must be attributes or benefits that consumers strongly, uniquely, and positively associate with the company's brand; and not with any competing brand. Once points of difference have been clearly communicated to consumers, the company and its brand are set apart from its competitors.

# THE VALUE PROPOSITION

## INDIVIDUAL EXERCISE



What are your unique points of difference? What unique factors, practices or services does your firm provide? These should all be powerful attractors that pull recruits into your firm.

Write down three to five unique points:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_





# THE VALUE PROPOSITION

## INDIVIDUAL EXERCISE

Category	Potential Elements of Consumer Value Proposition
The Basics	• Product • Price • Place of distribution (location and channels)
Convenience	• Availability • Accessibility • Ease of use • One-stop shopping • Efficiency • Speed • Breadth/Depth of touchpoint options
Quality	• Durability • Consistency • Features not available elsewhere or packaged differently • Guarantees/Warranties • Relevance (product features)
Service	• Personalization • Accommodation, level of service • Customization • Recognition • Relevance • Cost to switch (loss of recognition, level of service)
Information	• Education • Relevance • Personalized content • Level of expertise • Timeliness • Empowerment
Emotional Involvement	• Status • Exclusivity • Personal betterment • Classification as "innovator," "leading edge" or "trail blazer" • Community, membership, inclusion with group • Satisfaction of curiosity
Low Risk	• Easy to upgrade • Guarantees/Warranties • Reduced reasons for buyer's regret
Rewards	• Incentives/Tangible rewards • Recognition
Investment	• Level of previous investment • Cost of switching

The above chart includes possible categories for the crafting of a company's value proposition. Having heard some examples of value propositions being used by others, begin to craft a value proposition for your firm that will differentiate you from your competitors and capture the interest of potential recruits.

Three points to consider: it must be compelling, it must be exciting and it must pass the "so what" test!

Value Point # 1 \_\_\_\_\_

Adds value by \_\_\_\_\_

Value Point # 2 \_\_\_\_\_

Adds value by \_\_\_\_\_

Value Point # 3 \_\_\_\_\_

Adds value by \_\_\_\_\_



## MODULE 4: INVITING COMPANY



# INVITING COMPANY

## Are you an ACTIVE Recruiter?

Notes

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### 7 Keys to Building a Dream Team\*

1. Get the right people on the bus
2. Utilize everyone's sweet spot
3. Hire slow.....fire FAST!
4. Inspire with Vision
5. Be invested in developing human potential
6. Create strong organizational accountability
7. Lead with integrity

\* Collins, Jim (2001). *Good to Great*. HarperCollins Publishers Inc.

# INVITING COMPANY

## INDIVIDUAL EXERCISE

### Agent Profile

*Build your target agent by writing in the attributes that you are looking for in potential recruits.*

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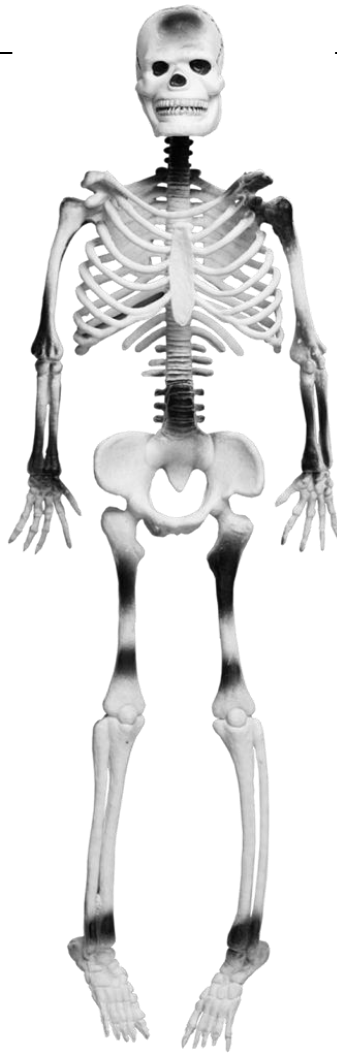
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Don't forget these....

- Transactions
- Attitude
- Geography
- Skills
- Ethics
- Training
- Flexibility
- Belief System

Which agents personify these attributes? (names)

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# INVITING COMPANY

## INDIVIDUAL EXERCISE

### Building your Dream Team

Take a few moments to begin populating your agent target list

DREAM TEAM (top 20%)

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

PREFERRED TEAM (Remaining 80%)

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Are these personalities in a database with all contact information including home addresses?

If not, what actions are required to get this accomplished in the next two weeks?

**Target List Action Item:**

Target List Action Item:		
Steps to Be Taken	Timing	Assigned To

# INVITING COMPANY

## GROUP EXERCISE



### The “WHO” or Target Agent Sectors


# INVITING COMPANY

## What is your recruiting need?

Two methods to determine your need: Vision Based or Financial Based. For the purposes of this exercise we will utilize the Vision Based method.

Agent Goal	Minus	Agents Now	=	Current Need		Need to Terminate	Plus	Lost to Attrition	=	Additional Recruiting Need
50	—	24	=	26		6	+	7	=	13

Current Need	Plus	Additional Recruiting Need	=	Your Recruiting Need	÷	Twelve Months	=	Monthly Recruiting Need	OR	New Monthly Recruiting Need
26	+	13	=	39	÷	12	=	3.25	OR	4

Experienced Agents	New Licensees (Inexperienced)
3	1

\* Limit inexperienced agents to no more than 20% of your overall agent count.



# INVITING COMPANY

## INDIVIDUAL EXERCISE

### Determine your recruiting need

Agent Goal	Minus	Agents Now	=	Current Need		Need to Terminate	Plus	Lost to Attrition	=	Additional Recruiting Need
	—		=				+		=	

Current Need	Plus	Additional Recruiting Need	=	Your Recruiting Need	÷	Twelve Months	=	Monthly Recruiting Need	OR	New Monthly Recruiting Need
	+		=		÷		=		OR	

Experienced Agents	New Licensees (Inexperienced)

\* Limit inexperienced agents to no more than 20% of your overall agent count.

# INVITING COMPANY

## INDIVIDUAL EXERCISE

### Determine your recruiting need

Agent Goal	Minus	Agents Now	=	Current Need		Need to Terminate	Plus	Lost to Attrition	=	Additional Recruiting Need
	—		=				+		=	

Current Need	Plus	Additional Recruiting Need	=	Your Recruiting Need	÷	Twelve Months	=	Monthly Recruiting Need	OR	New Monthly Recruiting Need
	+		=		÷		=		OR	

Experienced Agents	New Licensees (Inexperienced)

\* Limit inexperienced agents to no more than 20% of your overall agent count.

**INVITING COMPANY**

Notes

Lined area for notes, consisting of multiple horizontal lines.

# INVITING COMPANY

## Invitation Tactics

Phone Call	Networking	Invite to Seminar	Cross Sale Thank You
E-drip Campaign	Snail Mail Letters	Brown Bag Lunch	Invite to Speak
Visit Open Houses	Appreciation Party	Event Recruiting	Postcard Campaign
Monthly Coaching	Handwritten Notes	Sports Suite	Cocktail Party
Recruiting Trip	Agent Recruiter	Appointment Setter	Recruiting Incentive
Movie Night	Tailgating Party	Listing Exchange	Congrats in Paper

## Priorities:

1. Eye-to-Eye Opportunities
2. Personal Phone Call
3. Handwritten Notes
4. Mailers/Drip Campaign

## Reasons for Handwritten Notes

1. After any Eye-to-Eye contact
2. Shows or Sells your firm's listing
3. Thank you for co-op closing
4. Presents an offer on firm's listing
5. After any positive contact with agents
6. Congratulatory note for recognition

Notes

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# INVITING COMPANY

## Recruiter's Schedule & Action Plan

### For Above Average Results

- Database of Target Agents
- Automated Continuous Mail Campaign (9 Weeks on – 2 Weeks off)
- Host a Monthly Recruiting Event
- At least three Eye-to-Eye appointments per week
- Schedule an in-office appointment with each target at least once per year
- Speak on phone with each target at least quarterly
- Host an annual Appreciation Party
- Host an annual Open House
- Offer a recruiting incentive to your agents

### For Guerilla Recruiting Results

- Database of Target Agents: Dream Team & Preferred Team
- Database complete with production info, personal info, home address, etc.
- Host a weekly recruiting event (52 per year)
- 10 Eye-to-Eye appointments per week
  - o In-office
  - o Open House
- One affiliate/vendor meeting per week
- One small independent firm meeting per week
- Automated Continuous Mail Campaign
- Hand-written Notes after each contact
- Agents are “activated” and “incentivized” to be “agent recruiters”
- Trained Staff, Agents, Vendors to be “on-alert”
- Professional Appointment Setter
- Review their “goals to actual” weekly
- Practice their dialogues daily
- Knows more about the competition than the competition themselves

What changes can you immediately implement into your recruiting routine?

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# INVITING COMPANY

## INDIVIDUAL EXERCISE

Take a few moments to decide which of the discussed tactics you are going to immediately implement into your recruiting action plan. Choose at least 5 tactics for your recruiting strategy.

Recruiting Tactic # 1:		
Steps to Be Taken	Timing	Assigned To

Recruiting Tactic # 2:		
Steps to Be Taken	Timing	Assigned To

Recruiting Tactic # 3:		
Steps to Be Taken	Timing	Assigned To

Continue on the following page.

# INVITING COMPANY

## INDIVIDUAL EXERCISE

### Recruiting Tactic # 4:

Steps to Be Taken	Timing	Assigned To

### Recruiting Tactic # 5:

Steps to Be Taken	Timing	Assigned To

### Recruiting Tactic # 6:

Steps to Be Taken	Timing	Assigned To

### Recruiting Tactic # 7:

Steps to Be Taken	Timing	Assigned To

# INVITING COMPANY

## Recruiting by the Numbers

For every \_\_\_\_\_ phone calls;  
You'll set \_\_\_\_\_ appointments.  
\_\_\_\_\_ appointments will show up,  
and \_\_\_\_\_ will join your firm.

Talk to at least 10 people per day.  
Set aside one weekday for Interviews.  
Get in front of the recruit within 48 hours.  
Make it easy on yourself; look for referrals  
from your agents – at least 40-50%.



**NOTE: It takes a minimum of 14 contacts for an experienced agent to make a move.  
The cancellation rate in challenging markets can be as high as 50%.**



## Value of each Phone Call

Average Co \$ per Transaction \$ \_\_\_\_\_

Average Transactions per Agent (x) \_\_\_\_\_

Average tenure with your firm (x) \_\_\_\_\_

Lifetime value of each agent (=) \$ \_\_\_\_\_

Divided by 28 phone calls (÷) (=) \$ \_\_\_\_\_

Would you make 28 phone calls for that kind of  
money?



# INVITING COMPANY

## Contact Techniques

If you're looking for a reason to pick up the phone, here are a few top recruiter Best Practices to help motivate your dialing fingers into action.

1. Competitor hires a "less-than-ethical" associate.
2. Competition offers a "special deal" to one of your recruits or your agents.
3. Competition has a \_\_\_\_\_ manager.
4. Competition has \_\_\_\_\_ management.
5. You hire an office \_\_\_\_\_.
6. You fire an underperforming associate. Target the office that hires them.
7. Competition has \_\_\_\_\_ and \_\_\_\_\_.
8. Competition experiences a major change:
  - a. Merger/Acquisition
  - b. \_\_\_\_\_
  - c. Moves locations
  - d. Has a walk-out
  - e. New compensation plan
  - f. New company policy
  - g. Unpopular marketing program
  - h. Increases fees or expenses
9. To improve other people's lives!
10. \_\_\_\_\_

# INVITING COMPANY

## Opening Lines & Objections

“Hi \_\_\_\_\_, this is \_\_\_\_\_. I’m the \_\_\_\_\_ over at \_\_\_\_\_  
\_\_\_\_\_. The reason for my call is:”

1. I’ve heard some great things about you. (The Ego Stroke)
2. \_\_\_\_\_ suggested I call you. (Warm Referrals Always Welcome!)
3. We have some exciting things going on over here. (Stop Selling!)
4. I was speaking with \_\_\_\_\_ and your name came up. (Curiosity!)
5. I have an idea that could be of benefit to you. (Uh Oh – You’re selling again!)
6. I hear you have an excellent listing system. (Talk about them!)
7. To congratulate you on your recent accomplishment. (Recognition)
8. To thank you for being such a great professional during. (Sincere Appreciation)
9. That we are hosting a top producer panel. (Recognition & Ego)
10. That we’re launching an advanced training program. (Immersion Experience)
11. I’ve been tracking your production and I noticed... (Know More Than They Do!)
12. Thanks for submitting the offer (or getting the deal closed). (Sincere Appreciation)
13. Are you making the kind of money you thought you’d be making by now? (Pain)

Recruiter Tip: Just like a pilot needs a flight plan and an actor needs a script, a recruiter needs to have a plan before picking up the phone. Spend 30 minutes before your calls scripting the reason for the call and what you will say. This helps to diminish call reluctance.

Transition phrases that help close for an appointment:

“Is there any possibility...”

“At some point in the future...”

“Would you be offended...”

“Could you see any disadvantage...”

# INVITING COMPANY

## Common First Call Objections

1. Thanks for calling, but I'm happy where I am.
2. I'm too busy to meet with you; I don't have enough time.
3. Give me a call in a few weeks.
4. I could never leave my broker.
5. What do you have to offer?
6. What is your commission split?
7. What does your company pay for?
8. I'd have to leave all my listings if I move.
9. Your company is too small/big.
10. The company I am with is number 1.
11. I make 80/90/100 Percent over here.
12. What's your policy on....?

# INVITING COMPANY

## GROUP EXERCISE

In your group of three, each person chooses one common objection from the preceding list of first call objections. Craft a response to the objection that will turn it around and allow you to ask for the appointment. Each member of the group will have an opportunity to try out their scripted response as one member will take the role of recruit, one will be the recruiter and one will observe in order to provide feedback. When prompted by the instructor, rotate roles.

Objection:

Response:

Recruiter Tips:

1. The objection IS the reason to meet.
2. Reverse the Objection out.
3. Hypothetically solve the objection
4. What's the reason
5. FFF

## **MODULE 5: THE RECRUITING INTERVIEW**



# THE RECRUITING INTERVIEW

## Interview Preparation

Definition:

Interview: to question or converse with especially for the purpose of obtaining information.

Rules for Interview:

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Goal of the Interview: (To Provide Value)

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# THE RECRUITING INTERVIEW

## Interview Preparation

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*“The experienced and wise recruiter doesn’t wing-it; rather they spend productive time preparing for each and every interview to insure that they get the highest possible return on the time that they spend actually conducting the interview.”*

Jonathan D. Nicholas, CRB  
2008 President,  
CRB Council

# THE RECRUITING INTERVIEW

## Essential Elements of the Successful Interview

1. Rapport
2. \_\_\_\_\_
3. Disclose \_\_\_\_\_
4. Qualify
5. \_\_\_\_\_ \_\_\_\_\_
6. Take their \_\_\_\_\_
7. Trial Close (ABTC)



# THE RECRUITING INTERVIEW

## Qualifying Questions

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- Can they make a move?
- Do they share the firm's values?
- Do they have any hot buttons?
- What problems do they have?
- Do they have a need?
- Are they Ready, Willing and Able?
- Are they teachable?
- What are their strengths/weaknesses?
- Are they Manageable?
- Can we help them grow?



# THE RECRUITING INTERVIEW

## Presenting Benefits

1. Share the Benefit

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2. Explain the Advantage

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3. Bridge back to Them

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4. Give them the WIIFM

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5. Provide Proof Positive

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6. Use their Imagination

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7. Take their Temperature

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8. Hot? Close for next step

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Recruiter's Power Tip: Always share the most exciting benefit last! End on a high note!

# THE RECRUITING INTERVIEW

## GROUP EXERCISE

### Presenting Benefits

1. Share the Benefit

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2. Explain the Advantage

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3. Bridge back to Them

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4. Give them the WIIFM

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5. Provide Proof Positive

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6. Use their Imagination

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7. Take their Temperature

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8. Hot? Close for next step

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Recruiter's Power Tip: Always share the most exciting benefit last! End on a high note!

# THE RECRUITING INTERVIEW

## Temperature & Trial Closing

Did you notice a transition signal?

- Did they follow your presentation with their imagination?
- Did you see or hear a change in body language or speech pattern?
  - o Smiles
  - o Leans into or toward you
  - o Expression rises
  - o Voice tone changes upward
  - o Speech quickens

This is a great time to take their temperature and potentially trial close.

How do we take their temperature?

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Examples of Trial Closes

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# THE RECRUITING INTERVIEW

## Second Meetings & Follow-up

Recruiter’s Power Tip: Always begin the closing process by summarizing the benefits that the recruit found to be exciting. Also, always begin follow-up meetings with a summary of points that you’ve agreed on together. This brings them back to the height of emotion.

“We’ve both agreed on...”

“Both of us felt...”

“And we also discussed \_\_\_\_\_ and agreed...”

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**Post Interview Checklist**

1. Make as many notes as possible and record on the prospect’s profile.
2. Prepare a presentation plan in advance of the next meeting and include:
  - a. Benefits, Trial Closes,
  - b. Potential Objections
  - c. Solutions for Hot Buttons
  - d. Your other strategy, if any.
3. Send out a handwritten note thanking the prospect for their time and to confirm the next meeting.

# THE RECRUITING INTERVIEW

## Show the Money

Recruiter's Power Tip #1: Don't get pulled into the trap of discussing compensation prior to, or during the first meeting. Doing so will quickly kill any future opportunity. Save those details for the follow-up meeting.

Recruiter's Power Tip #2: Dollarize the value of your systems, services, and support.

Recruiter's Power Tip #3: Ask the recruit what the value of your presented benefit is to them.

<b>VALUE COMPARISON</b>		Avg. Commission Side \$_____	
	Company Benefit	# of Trans	Dollar Value
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____
7.	_____	_____	_____
8.	_____	_____	_____
9.	_____	_____	_____
10.	_____	_____	_____
<b>TOTAL ADDITIONAL PROFIT</b>			<b>\$</b>

# THE RECRUITING INTERVIEW

## Show the Money

Recruiter’s Power Tip #4: Take the time to point to specific benefits that will tilt the balance in your favor and make comparing confusing compensation plans easier to understand. Give a dollar value to the benefits and services your firm actually provides.

Recruiter’s Power Tip #5: Convert the dollar values that they’ve entered into the above table into a percentage that can be added to your base percentage.

Recruiter’s Power Tip #6: Titles, Perks, Advancement and/or a “customized” solution will do wonders for the ego and outweigh commission dollars.

Recruiter’s Power Tip #7: Convert their income to number of transactions. Then utilizing your company’s averages (Average Sales Price if higher) translate the difference. If your split is higher to begin with, then equate to the loss in number of transactions should they stay where they are.

Recruiter’s Power Tip #8: Reduce the obvious to the ridiculous. For example if there is a small percentage difference in splits, instead of referring back to the percentage in each conversation – reduce the difference to an actual number of transactions. A 10% difference might only equate to 2 transactions per year.

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# THE RECRUITING INTERVIEW

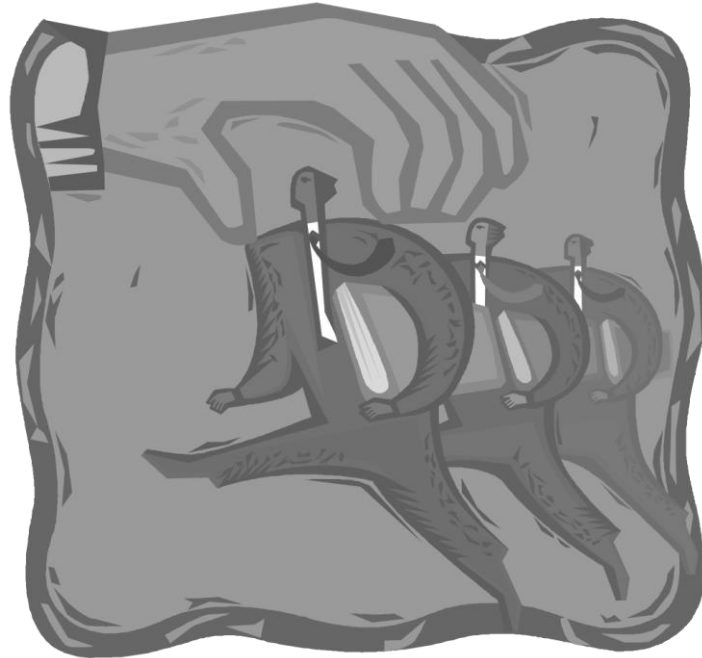
## VALUE COMPARISON

Avg. Commission Side \$\_\_\_\_\_

	Company Benefit	# of Trans	Dollar Value
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____
7.	_____	_____	_____
8.	_____	_____	_____
9.	_____	_____	_____
10.	_____	_____	_____
<b>TOTAL ADDITIONAL PROFIT</b>			<b>\$</b>



## **MODULE 6: SELECTING FOR SUCCESS**



# SELECTING FOR SUCCESS

## Closing Techniques

Referring back to a previous power tip: always begin the closing process by summarizing the benefits that the recruit found to be exciting, and with a summary of points that you've agreed on together in previous meetings. This brings them back to the height of emotion if there has been a lapse in time since you've talked.

### Power Closes

1. Minor Point Close

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2. Jot down a note....

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3. Reservation Close

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4. Advance Order

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5. Fill the Hole

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6. Validation

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7. Current Situation (Hurt & Rescue)

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# SELECTING FOR SUCCESS

## Closing Techniques, Cont'd

### Power Closes

8. Trade-Off

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9. Do you think that you would want...

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10. Favor/Commitment

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### Notes

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# SELECTING FOR SUCCESS

## Transition Packages

Recruiter's Power Tip #9: Utilize a transition proposal as a means of memorializing your agreements with the recruit and gaining their final acceptance. The proposal also requires their signature in order to acknowledge their approval. This is a psychological closing technique that generates a feeling of finality. After all, in most cases when we make a large financial decision we sign on the dotted line. This can be followed up with the independent contractor's agreements and any corresponding company paperwork.

### TRANSITION PROPOSAL PREPARED FOR:

Chauncey Sanders

- \_\_\_\_\_ Private office tour and orientation: supplies, marketing materials, phone system, forms, support services and office technology available for you!
- \_\_\_\_\_ Provide immediately: business cards, office key, policies and procedures, sign-in paperwork, 30 day office event calendar, roster and phone numbers, miscellaneous supplies, files, letterhead and promotional tools, voice mail, website and e-mail address.
- \_\_\_\_\_ Choose private desk/office, high quality announcements, productive marketing territory and dates convenient to meet with manager.
- \_\_\_\_\_ Meeting to discuss: customize marketing program, dynamic listing presentation, optional advanced training available, accelerated advertising of listing inventory and how we can help you to earn more money fast!
- \_\_\_\_\_ Arrange priority hand addressing of personalized announcements, notify related services and vendors of transition, promotional photo session, immediate press releases and introduction to staff and agents.
- \_\_\_\_\_ Company paid celebration dinner for two!

\_\_\_\_\_  
Approved by: Chauncey Sanders

# SELECTING FOR SUCCESS

## Next Steps

There are a number of important steps that should be initiated immediately after a prospect has been recruited into the firm.

1. Coaching the potential agent how to leave their company and say, "Good-Bye!"

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2. Administrative Follow-up (ASAP)

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## MODULE 7: RETENTION PLAN



# RETENTION PLAN

Recruiter's Power Tip #10: While spending all the time, energy and effort on recruiting new people into the brokerage, we tend to forget that our own agents need to feel romanced! Go after them with the same amount of passion.

FACT: The number one reason why people leave a company is due to the perception that the manager, broker or company didn't care enough! They didn't create the proper environment, culture, expectations, etc. Think, "How can I make them feel like they're cared about?"

FACT: The number two reason why people leave is due to a manager, broker or company filling the void of what was not provided by the previous company, i.e., someone else starting meeting their needs.

## SAMPLE ACTION PLAN

1. Personal Handwritten Cards to associates, employees, spouses, significant others, etc.
2. Show empathy and sympathy when necessary.
3. Give unexpected perks.
4. Have a company anniversary program that recognizes length of service.
5. Hold social events at least quarterly.
6. Hold a social gathering in your home: Summer Bar-B-Q or Holiday Party.
7. Reinforce the benefits of joining your company.
8. Make it a goal to tout your company strengths monthly through charts, numbers, etc.
9. Conduct a monthly maintenance walk-thru of your facilities to look for problem areas.
10. Make an effort to speak to every agent in the office every morning. Spend a moment.
11. Keep a profile of each agent with personal info, likes, goals, etc.
12. Take your sales meetings off-site occasionally for added fun.
13. Be proactive about firing troublemakers, controversial agents or bullies.
14. Keep a list of things that make your company unique from others. Share constantly!
15. Implement a Recognition System: Monthly, Quarterly, Annually.
16. Implement a communication system: Blog, Podcast meetings, Video Message, etc
17. Offer a "Broker-on-Call system" that offers help to close a deal, ride along, etc.
18. Have a training calendar with at least weekly training opportunities.
19. Implement or reinforce your existing value system and make sure agents know it.
20. Hold an annual "State of the Union" meeting.



# RETENTION PLAN

## INDIVIDUAL EXERCISE

Take some time now to consider the 20 retention ideas on the previous page. Now choose four that you'll commit to implementing within the next 90 days. Make sure to delegate where you can so that you can more easily manage the process of implementation.

<b>Retention Tactic # 1:</b>		
<b>Steps to Be Taken</b>	<b>Timing</b>	<b>Assigned To</b>

<b>Retention Tactic # 2:</b>		
<b>Steps to Be Taken</b>	<b>Timing</b>	<b>Assigned To</b>

<b>Retention Tactic # 3:</b>		
<b>Steps to Be Taken</b>	<b>Timing</b>	<b>Assigned To</b>

<b>Retention Tactic # 4:</b>		
<b>Steps to Be Taken</b>	<b>Timing</b>	<b>Assigned To</b>

# RETENTION PLAN

**Retention Tactic # 5:**

Steps to Be Taken	Timing	Assigned To

**Retention Tactic # 6:**

Steps to Be Taken	Timing	Assigned To

**Retention Tactic # 7:**

Steps to Be Taken	Timing	Assigned To

**Retention Tactic # 8:**

Steps to Be Taken	Timing	Assigned To

## **MODULE 8: RECRUITER'S ACTION PLAN**



# RECRUITER'S ACTION PLAN

## Individual Exercise

No doubt that over the last two days you've thought of items that you need to improve, implement or change about your current recruiting process and plan. This individual exercise will help to bring some further clarity to your planning process. Take the rest of the time we have together to answer the following questions. When you're back at your office, you'll want to transfer much of your thoughts, ideas and action plans to the templates provided on the CD-ROM.

1. What are the five most critical recruiting action items to accomplish immediately?

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_
- e. \_\_\_\_\_

2. What can I do to immediately and positively impact the company's culture?

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3. What needs to happen in order to get better competitor intelligence?

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4. What would it take to get a competitor profile completed for each competitor?

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5. What needs to happen internally to get the company ready for receiving new recruits?

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6. Is the company's value proposition finalized? If not, what needs to happen to do so?

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# RECRUITER'S ACTION PLAN

7. What three guerilla recruiting activities will I immediately add to my calendar?

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

8. What needs to happen to perfect the agent profile?

\_\_\_\_\_  
\_\_\_\_\_

9. Do I have my target list of recruits completed? Do I have my dream team?

\_\_\_\_\_  
\_\_\_\_\_

10. How can I get my current agents more involved in the recruiting process?

\_\_\_\_\_  
\_\_\_\_\_

11. What three invitation tactics will I invest in and implement immediately?

\_\_\_\_\_  
\_\_\_\_\_

12. What parts of the interview process am I most uncomfortable with? How can I overcome this apprehension? \_\_\_\_\_

\_\_\_\_\_

13. Do I have a list of qualifying questions readily available for an interview? Are they tailored to each competitor that recruits will be coming from? How can I best accomplish this?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

14. Do I have a list of my company's benefits along with the applicable WIIFM to the agent?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# RECRUITER'S ACTION PLAN

15. What trial closes am I comfortable with? How can I become comfortable with more?

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16. What potential follow-up steps or reasons could I utilize for gaining second meetings?

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17. What benefits could I dollarize easily and quickly into my presentation?

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18. Do I have a list of "give and takes" that I can use for negotiating? What needs to happen?

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19. What do I need to do in order to have a professional transition package for recruits?

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20. Where are the weaknesses in our retention plan?

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