

Keller Williams University

Time Management with the 4-1-1

Rebecca John

Making the Most of Your Time

Notes ...

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Table of Contents

| | |
|--|-----------|
| INTRODUCTION | 1 |
| Ground Rules | 2 |
| What You Will Learn | 3 |
| Why You Are Here | 4 |
| How You Will Learn | 5 |
| CHAPTER 1: GAINING PERSPECTIVE AND TAKING CONTROL | 7 |
| Focus on What Matters | 8 |
| Identify Your Big Rocks | 11 |
| Change How You Operate | 13 |
| You're Ready | 16 |
| My Scorecard | 17 |
| CHAPTER 2: SETTING GOALS WITH ACCOUNTABILITY | 19 |
| Aim High | 20 |
| Set SMART Goals | 21 |
| Use Goal Categories | 22 |
| Build in Accountability | 23 |
| My Scorecard | 24 |
| CHAPTER 3: CREATING THE 4-1-1 | 25 |
| The 4-1-1 Elements | 26 |
| Create Your 4-1-1 | 29 |
| My Scorecard | 34 |
| CHAPTER 4: IMPLEMENTING THE 4-1-1 | 35 |
| Time Blocking | 36 |
| Maximizing Productivity | 39 |
| My Scorecard | 42 |

| | |
|---|-----------|
| APPENDIX | 47 |
| Goal Categories and Areas of Accountability | 48 |
| Sample 4-1-1 Worksheets | 52 |

Introduction

In this chapter, you will ...

- [1]** *Describe the Ground Rules for this class*
- [2]** *Identify what you will learn*
- [3]** *Identify why you are here*
- [4]** *Identify how you will learn*

Ground Rules

1. Arrive to class on time and return promptly from breaks.
2. Move quickly when you are instructed to form small groups or partner with someone to role-play.
3. Limit your side conversations.
4. Turn your cell phones and pagers to vibrate or OFF.
5. Feel free to stand and walk around if you find yourself getting tired.
6. Accept the reality of time and participation.
7. Respect the different learning styles and opinions of others.
8. Help each other learn because none of us is as smart as all of us working together to improve our skills and knowledge.
9. Consider everything we discuss confidential. What is discussed and role-played behind closed doors stays behind closed doors.
10. Have fun!

What You Will Learn

| Chapter | Topics |
|---|---|
| 1. Gaining Perspective and Taking Control | <ul style="list-style-type: none"> a. Focus on What Matters (Applying the 80/20 Principle) b. Identify Your Big Rocks c. Change How You Operate (Move from E to P) |
| 2. Setting Goals with Accountability | <ul style="list-style-type: none"> a. Aim High b. Set SMART Goals c. Use Goal Categories d. Build in Accountability |
| 3. Creating the 4-1-1 | <ul style="list-style-type: none"> a. The 4-1-1 Elements b. Create Your 4-1-1 |
| 4. Implementing the 4-1-1 | <ul style="list-style-type: none"> a. Time Blocking b. Maximizing Productivity |
| 5. Putting It All Together | <ul style="list-style-type: none"> a. The Millionaire Energy Plan b. What You Have Learned c. Action Plan |

Why You Are Here

Goal of This Course

The objective of Time Management with the 4-1-1 is to show you how to use the 4-1-1 as a tool to focus your goals on the top 20 percent of what is most important in your life.

Of the topics on the previous page, which is most important to you?

How You Will Learn

Get ready for some action-oriented training!

In order to learn and succeed, you will:

1. **Participate** in large group interactive lecturettes.
2. **Participate** in small group discussions and exercises.
3. **Observe** your instructor as he/she demonstrates the desired skills and behaviors.
4. **Evaluate** your skills and document them on your scorecard.
5. **Create** an action plan at the end of this course.

Are you ready to learn how to use the 4-1-1 as you focus on your productivity?

Chapter 1: Gaining Perspective and Taking Control

In this chapter, you will ...

- [1]** *Discuss how to focus on what really matters*
- [2]** *Identify your Big Rocks*
- [3]** *Discover how to move from an entrepreneurial to a purposeful style*

Focus on What Matters

Before implementing changes to your time management and goal-setting activities, let the following key principles give you a new perspective and help shape your success:

1. Focusing on What Matters Using the 80/20 Principle
2. The Importance of Big Rocks
3. The Power of Moving from E to P

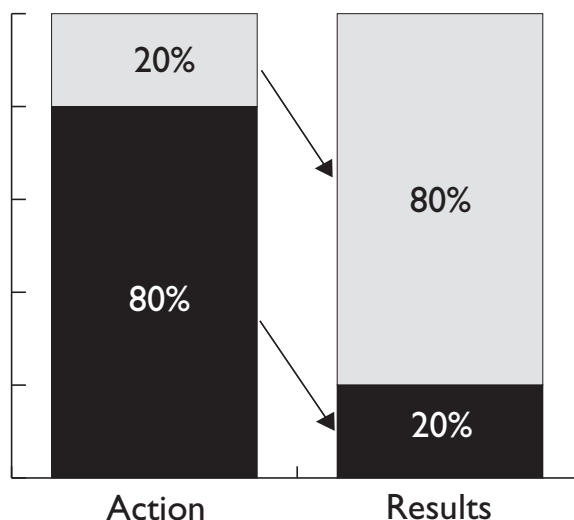
The 80/20 Principle

Truth

There is a pattern of predictable imbalance in life. It is called the 80/20 Principle.

The Pareto Principle, or the 80/20 Principle, is a powerful concept that can help shape your time management activities. Vilfredo Pareto (1848–1923), an Italian economist, discovered the pattern underlying the 80/20 Principle in 1906. While studying patterns of wealth and income in nineteenth-century England, Pareto found that most income wealth went to a minority of the people. After testing his theory in other areas, Pareto concluded that predictably 80 percent of our results will come from 20 percent of our actions.

As the figure illustrates, the opposite also appears to be true. When we are focused on the 80 percent that doesn't matter, we tend to get 20 percent of the results we want.



Question

So, why don't more people live by the 80/20 Principle?

It's counterintuitive

Our intuition tells us that we should focus our energy on at least 80 percent of our activities to yield the greatest results. The more effort on more things, the better the results, right? Wrong! The 80/20 Principle of time management forces you to identify your 20 percent—what really matters—and focus your time there.

How can you transform a behavior that is counterintuitive into one that feels natural?

Question

Why should you care about the 80/20 Principle?

Whether you realize it or not, this principle applies to all aspects of your life. Understanding the 80/20 Principle gives you the power to have greater insight into what is really happening in your world and what you can do to change it.

Until you find talent, set up systems, and use tools to help run your business, you will always have to do the 80 percent yourself.

The 50/50 Fallacy

So, if the 80/20 Principle is counterintuitive, what do we often practice in its place? ... The 50/50 Fallacy is practiced.

Definition of the 50/50 Fallacy

Doing a lot of things is never a substitute for doing the right things.

In our democratic society, we may assume that the relationship between effort and result would be a fifty-fifty balance.

For example, in general, we tend to think the following:

- Events in our lives hold basically the same significance.
- Clients and customers contribute equally to our success.
- Each aspect of our business (product, service, profit) is ultimately equal in value.
- Phone calls and appointments should be handled with equal priority.
- Each opportunity has the same weight as any other.

The “50/50 Fallacy” is a harmful mindset because it promotes an inaccurate view of cause-and-effect relationships.

For example, if you have one hour to spend, which is a more productive activity: making lead generation calls or organizing your file system? Both of these can produce beneficial results for your business, but one is much more highly productive.

The Point

Distinguishing between the vital 20 percent and the less important 80 percent in all aspects of our lives allows us to use time more wisely and maximize possibilities!

Identify Your Big Rocks

Key Question

Have you identified what really matters in your life?
Have you weighed out your interests, your passions, and your responsibilities and truly defined your 20 percent?

The Big Rocks and the Jar



After talking to his students about scheduling all their activities, a high school science teacher takes a large-mouth jar and places several large rocks in it. He then asks the class, “Is it full?”

Unanimously, the class replies, “Yes!”

The teacher then takes a bucket of gravel and pours it into the jar. The small rocks settle into the spaces between the big rocks.

He then asks the class, “Is the jar full now?”

Most of the students reply, “Yes.” Some were reluctant to agree a second time.

The teacher then produces a large can of sand and proceeds to pour it into the jar. The sand fills up the spaces between the gravel and the big rocks. For the third time, the teacher asks, “Is the jar full?”

Convinced nothing else could go into the jar, many of the students answer, “Yes.”

Then the teacher brings out a pitcher of water and pours it into the jar. The water saturates the sand and encases the gravel and rocks. At this point the teacher asks the class, “What is the point of this demonstration?”

One bright young student raises his hand and responds, “No matter how full our schedule is, we can always squeeze in more things to do.”

“You might think that,” replies the teacher, “but the point is that unless you first place the big rocks into the jar, you are never going to get them in. The big rocks are the important things in your life ... your family, your friends, and your personal growth. If you fill your life with small things, as demonstrated with the gravel, sand, and water, you will never have the time for your important things.”



Time = Life.

*Therefore, waste
your time and
waste your life, or
master your time
and master your
life.*

ALAN LAKEIN

The Big Rocks story is really an exercise to help you visualize and appreciate how time can be eaten up by small tasks (gravel, sand, and water), leaving no room for more important tasks and goals.

Before you start the 4-1-1 goal-setting process, you must identify your Big Rocks—that is, what is most important to you and what will be your 20 percent.

Exercise

Your Big Rocks

Directions:

1. Take a moment to write down 1 or 2 personal Big Rocks and 1 or 2 business-related Big Rocks (they may overlap).
2. Partner up with a classmate and share your responses.

Personal Big Rocks

Business-related Big Rocks

Time: 10 minutes

Change How You Operate

Moving from “E” to “P”

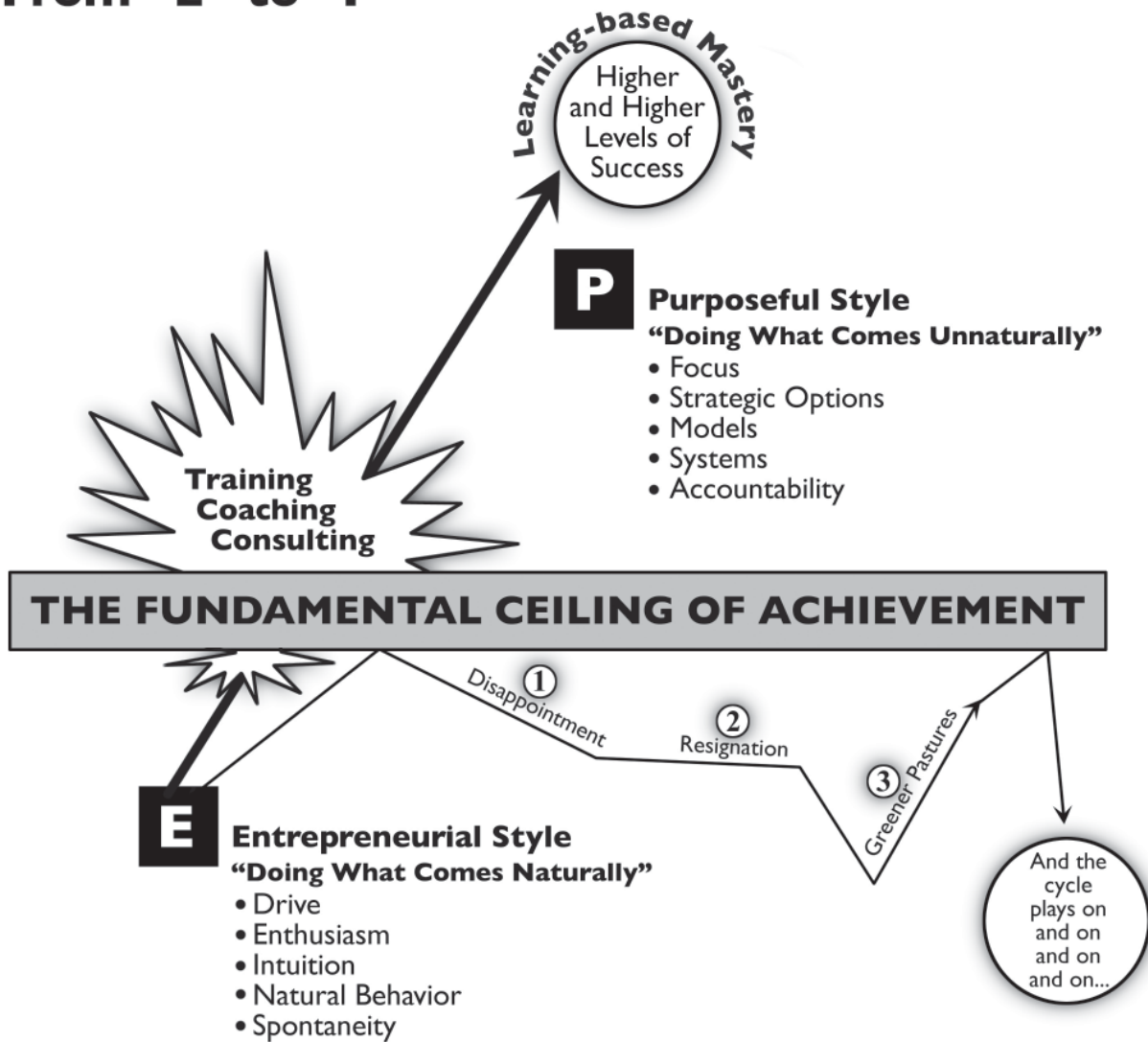
You may have heard the phrase “Move from E to P.” What does that mean to you? It means that for you to maximize your productivity and reach your goals, you need to move from the **Entrepreneurial Style** of operation to a **Purposeful Style** of operation.

As an entrepreneur, you are never at a loss for a great idea. Ideas come freely to you at any time. That’s the good news! The downside is that you might have a great idea but no plan for implementation and no system for tracking the results. Or you may have a natural flare for a certain activity. This natural ability has propelled you in your career. Eventually, however, you begin to realize that you have hit your ceiling of achievement in this area; you have reached a plateau and you can’t go any further.

With the Purposeful Style of operation, you generate clearly defined goals and consistently use effective systems. These strategies help you break through the ceiling of achievement to higher and higher levels of success.

Look at the E to P illustration on the next page and think about where you fit. Is your style Entrepreneurial or Purposeful?

From “E” to “P”



THOUGHT: This is, in many ways, the difference between doing something and mastering it. It could also be the separating difference between amateur and professional.

Move from E to P ... in Phases

Moving from an entrepreneurial style to a purposeful style may not happen overnight for you. Even if you commit to the change, it may still occur in phases. For example, you may find that you can quickly add purpose and structure to your recruiting activities or to your financial management activities. But you may find that your lead generation activities are still characterized by your innate entrepreneurial style. You need to add focus, models, systems, and accountability to your lead generation.

Make progress in phases and keep track of where you stand with each of your key business activities. Once you achieve a purposeful style in one or more areas of your work, you will feel empowered and motivated to make the move in other areas.

The 4-1-1 Action Goal System is all about moving from E to P!

Exercise

Explore the differences between entrepreneurial and purposeful styles.

Directions:

1. Break into four groups (more if the class is large).
2. Your instructor will assign you a topic (a typical activity). Brainstorm ways to move this activity from an entrepreneurial style to a purposeful style.
3. Nominate a group spokesperson.
4. Report your findings back to the class as requested by the instructor.

Time: 15 minutes

You're Ready

Let's review. With this chapter, you have begun to adjust your mindset. We have discussed:

- The powerful 80/20 Principle of time management
- The importance of defining Big Rocks
- Moving from E to P to achieve higher levels of success

You've gained perspective and you're learning how to take control of your time with purposeful activities.

Now, you are ready to begin setting some goals for yourself!

My Scorecard

Exercise

Directions:

We have reached the end of this chapter! Before we move on, take five minutes to assess your mastery of the chapter's objectives.

1. Refer to the My Scorecard sheet located at the back of this manual.
2. Review the topics for this chapter.
3. Grade yourself (A–F) on your mastery level of each topic. Be honest with yourself. At the end of this course, you will use this scorecard to evaluate your weak areas and develop an action plan for complete mastery of the subject matter.

Time: 5 minutes

Chapter 2: Setting Goals with Accountability

In this chapter, you will ...

- [1]** *Review what it means to Aim High*
- [2]** *Explain how to set SMART goals*
- [3]** *Discuss the importance of goal categories*
- [4]** *Review how to build accountability into the process*

Aim High

A goal is an endpoint, a finish line. And what do we do when we cross the finish line? We stop.

The thing you must be careful about with goal setting is to avoid letting your goals become ceilings to your future achievement. A much better path is to set goals that place the finish line far, far away and then allow you to pause to catch your breath or celebrate your progress along the way.

Big Goals—goals that we aspire to achieve Someday—keep our feet moving and lead us to our highest possible potential.

Exercise

Self-Assessment: What are your Someday, 5-, 3-, and 1-year goals?

Directions:

1. Select a key area of your business—for example, your net income or the structure of your organization (people).
2. What is your **Someday goal** for this business area? (Where/how do you see your future self?)

3. Now drill in closer; what is your **5-year goal**?

4. What is your **3-year goal**?

5. What is your **1-year goal**?

Time: 5 minutes

Set SMART Goals

No matter what your goals are, they will be more effective if they are “SMART.” This is the first step to working smarter, not harder:

- S – Specific**—Be tangible and precise in stating your goals. General goals are not compelling.
- M – Measurable**—Set goals that are quantifiable. You need to be able to know if a goal is accomplished.
- A – Action Oriented**—The best goals drive you to take action and do something concrete.
- R – Realistic**—Make your goals realistic but not pessimistic. The most empowering goals require a stretch to achieve them. Ask yourself what the probability of accomplishing each goal is. A fifty-fifty chance is best—neither too difficult nor too easy.
- T – Time Bound**—You must have a clear time limit or deadline for getting goals done.

Group Exercise

How can the goals in the left column be “SMARTer”?

| | Example Goal | SMARTer Goal |
|---|--|--|
| 1 | Hire 2 new resources. (annual) | <i>Hire a Lead Buyer Specialist and a Lead Listing Specialist.</i> |
| 2 | 8 Seller listings. (monthly) | |
| 3 | Attend all KWU training courses. (annual) | |
| 4 | Recruit, hire, and train new Buyer Specialist. (monthly) | |
| 5 | Travel to Europe. (annual) | |
| 6 | Receive feedback from ACL. (weekly) | |
| 7 | Implement 33 Touch plan. (weekly) | |
| 8 | Relabel all of the files in the lateral filing cabinet. (weekly) | |

Use Goal Categories

Categories act as placeholders. When you have them in place before you begin the goal-setting or evaluative process, it is harder to forget or ignore areas that need your attention.

In preparation for creating a 4-1-1 Action Goal Worksheet, you should begin to concentrate on the goal categories that are most important for your role. These goal categories will help you focus your energy on your top 20 percent, and they will serve as useful placeholders on your 4-1-1. From these categories, you will specify your annual, monthly, and weekly goals.

For example, the Mega Agent should set annual, monthly, and weekly goals in 8 key categories.

8 Goal Categories for the Mega Agent

1. Leads
2. Listings
3. Contracts Written
4. Contracts Closed
5. Money
6. People
7. Systems and Tools
8. Education

For examples of goal categories and areas of accountability for other members of a Mega Agent team or Market Center, see the appendix of this training manual.

Build in Accountability

Accountability is, in the KW experience, the most crucial part of goal achievement. When you take the time to report to someone else how and what you did in moving toward your goals, it lends even more focus and motivation to your activities.

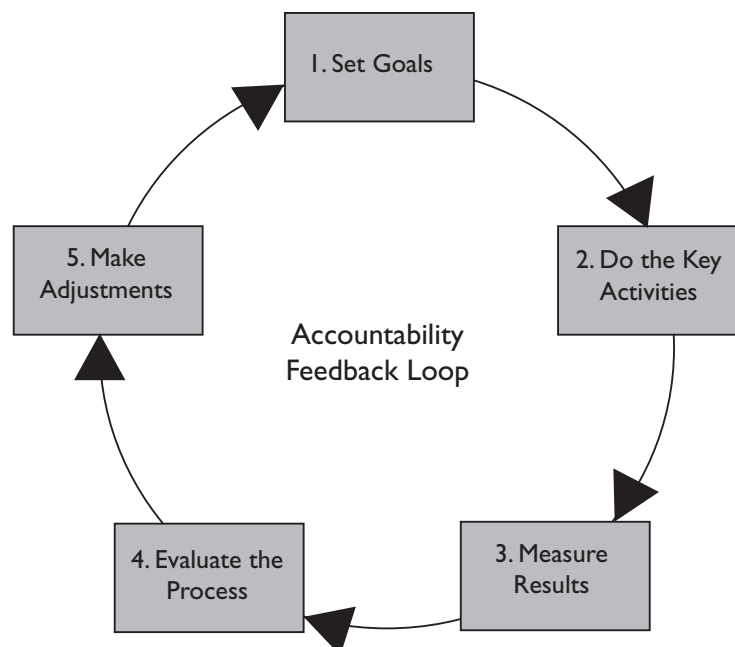
Think about your role in your business and to whom you are accountable for your goals. Are you a solo Mega Agent who has a consultant or a Team Leader to discuss the 4-1-1 with each week? Are you Team Leader who reports your goals and progress to an Operating Principal?

Don't be afraid of accountability. Use the 4-1-1 as your tool. Remember, in the end, accountability always improves performance.

"If it's to be, it's up to thee. If it's more you want, be accountable to me."

The Accountability Process

1. Accountability is a process you do with someone else. It is difficult over time to hold yourself accountable to tough goals. Accountability is about defending your activities to an objective observer.
2. You have to keep track of your numbers. Your goal numbers may be the target, but they mean nothing if you are not taking regular measurements of your progress toward them. At any point in the game, you've got to know the score and how far ahead or behind you may be; otherwise, you'll never be in a position to make meaningful adjustments.
3. Accountability is about getting and using feedback. You must take time on a regular, planned basis to meet with whoever is holding you accountable, look at your business numbers, and refocus your efforts.



My Scorecard

Exercise

Directions:

We have reached the end of this chapter! Before we move on, take five minutes to assess your mastery of the chapter's objectives.

1. Refer to the My Scorecard sheet located at the back of this manual.
2. Review the topics for this chapter.
3. Grade yourself (A–F) on your mastery level of each topic. Be honest with yourself. At the end of this course, you will use this scorecard to evaluate your weak areas and develop an action plan for complete mastery of the subject matter.

Time: 5 minutes

Chapter 3:

Creating the 4-1-1

In this chapter, you will ...

- [1]** *Identify the elements of the 4-1-1 Action Goal Worksheet*
- [2]** *Create a 4-1-1*

The 4-1-1 Elements

Format of the Worksheet

The 4-1-1 process is a practical system that drives your goal-setting and helps you structure your time, resulting in greater accomplishments.

The 4-1-1 Action Goal Worksheet is formatted to guide you as you define goals for 1 year, 1 month, and 4 weeks in the categories of Job, Business, Personal Finance, and Personal.

| 4-1-1 ACTION GOAL WORKSHEET | | | |
|---|---|---|--|
| Name: | | | |
| MY ANNUAL GOALS | | | YEAR OF XXXX |
| Job | Business | Personal Financial | Personal |
| 1) 2) Record your personal annual Big Rock goals for your job here. | 1) 2) Record your key annual business goals. | 1) 2) Record your personal financial goals here. | 1) 2) This includes but is not limited to your annual personal education goals here. |
| MY MONTHLY GOALS | | | MONTH OF XXXXX |
| Job | Business | Personal Financial | Personal |
| 1) 2) Record your personal monthly goals and actions for your job here. | 1) 2) Record the key monthly business goals and actions here. | 1) 2) Record what you will do each month for your personal finances. | 1) 2) This includes but is not limited to your monthly personal education goals and actions. Plan well. You want to burn up, not burn out! |
| MY WEEKLY GOALS | | | |
| Dates | Dates | Dates | Dates |
| Job 1. Business 1. Personal Financial 1. Personal 1. What specific activities must I do this week to stay on track with my Big Rocks? Notes: | Job 1. Business 1. Personal Financial 1. Personal 1. Notes: | Job 1. Business 1. Personal Financial 1. Personal 1. Notes: | Job 1. Business 1. Personal Financial 1. Personal 1. Notes: |

Types of Goals on the 4-1-1

Annual Goals

You should set aside 1–3 days each year to think about and crystallize these one-year goals.

Again, you must get clear on your Big Rocks. From these, identify 5–7 key goals that you must achieve in order to feel that you have had a successful year. These are written in terms of “gauges.” Gauges are those goals that act as measures of your intended results (e.g., “I want to double my last year’s production.”).

Annual goals should reflect each of the key areas of your life. There can be many categories, but we have found the following categories to be most useful:

- Job – What will you do?
- Business – What will your business or team do?
- Personal Financial – What improvements do you desire in your net worth (reduced liabilities, increased investments, increased assets, etc.)?
- Personal – What do you desire to have happen personally (health, family, spiritual, educational, etc.)?

Monthly Goals

You should set aside 1–3 hours each month to rethink and further refine your monthly goals.

Focus on your methods of achievement: How will you position yourself in pursuit of your annual goals? Begin by breaking your annual goals down into their monthly increments. In addition, write down the key activities that will lead to those monthly results.

When deciding your monthly goals, remember to put first things first. Goals that other goals hinge on have higher priority. You should have no more than 5–7 monthly goals. Do not plan any more than one month ahead.

Weekly Goals

You should set aside ½–1 hour each week to form goals for the coming week. Plan one week at a time, taking into account what was accomplished the week before.

Weekly goals are all “levers”—actions or activities. Levers are those goals that are the mechanisms or specific how-to’s of achievement (e.g., “I will contact 10 people each day.”). These weekly goals are the steps you will take toward your monthly and annual goals. Levers are the means to the ends.

Your weekly goals, like all your monthly and annual goals, are not a to-do list, but rather a have-to-do list. Decide what you must do that week to achieve your monthly goals, again remembering to put first things first. And limit your number of weekly goals to no more than 6–8 key, measurable activities.

Questions to Ask

Before you start filling out your 4-1-1, you should focus on the goals that matter most to you. Here are some things to address:

- **What** is it that you want to accomplish?
Start with the end in mind. Be specific about what you want; vague goals will yield inconsistent results.
- **How** are you going to achieve your goals?
You should have a clear idea of what strategies and activities will help you realize your goals. If you are unsure, consult with someone who can help you get clarity.
- **When** are you going to accomplish these things?
Your time frame should be laid out on your calendar. Time blocking is the key to avoiding distractions and to focusing your energy. We’ll discuss time blocking in chapter 4.

Samples

See the appendix of this training manual for sample 4-1-1 worksheets for different KW roles.

Create Your 4-1-1

Exercise

Create a 4-1-1 Action Goal Worksheet

Directions:

1. Consider your 20 percent and select one of your Big Rocks for this exercise.
2. Turn to the blank 4-1-1 Action Goal Worksheet on the next page.
3. Define annual, monthly, and weekly (one week only) goals related to this Big Rock.
4. Remember to write SMART goals.
5. If you need more space, use the back of the page.

Time: 30 minutes

4-1-1 Action Goal Worksheet Form

| 4-1-1 ACTION GOAL WORKSHEET | | | |
|------------------------------------|---------------------------|---------------------------|---------------------------|
| Name: Your Name | | | |
| MY ANNUAL GOALS | | | YEAR OF XXXX |
| Job | Business | Personal Financial | Personal |
| 1) | 1) | 1) | 1) |
| 2) | | | |
| | | | |
| MY MONTHLY GOALS | | | MONTH OF XXX |
| Job | Business | Personal Financial | Personal |
| 1) | 1) | 1) | 1) |
| 2) | | | |
| | | | |
| MY WEEKLY GOALS | | | |
| Jan. 3–7 | Jan. 10–14 | Jan. 17–21 | Jan. 24–28 |
| Job | Job | Job | Job |
| 1. | 1. | 1. | 1. |
| 2. | 2. | 2. | 2. |
| Business | Business | Business | Business |
| 1. | 1. | 1. | 1. |
| 2. | 2. | 2. | 2. |
| Personal Financial | Personal Financial | Personal Financial | Personal Financial |
| 1. | 1. | 1. | 1. |
| 2. | 2. | 2. | 2. |
| Personal | Personal | Personal | Personal |
| 1. | 1. | 1. | 1. |
| Notes: | Notes: | Notes: | Notes: |
| | | | |

You will find additional blank 4-1-1 worksheets in the back pocket of your training manual.

Polishing Your 4-1-1 Worksheet

The 4-1-1 is a powerful time management and goal-setting tool, but the process may seem unnatural. As we discussed, the 4-1-1 is about moving from E to P—from what comes naturally to what comes unnaturally, from enthusiastic good fortune to systematic success.

Avoiding Common Errors

Consider and work to avoid these common errors when creating your 4-1-1:

1. Weekly goals that do not correspond to larger monthly goals
2. Monthly goals that do not correspond to larger annual goals
3. Goals that are not SMART (Specific, Measurable, Action Oriented, Realistic, and Time Bound)
4. Weekly goals that are really to-do tasks rather than have-to-do goals
5. Planning weekly goals/activities more than one week in advance
6. Annual goals that are more likely “Someday” goals (that is, they are not realistic for a twelve-month time period)
7. The temptation to revise goals set in prior weeks or months—to reflect new goals or missed goals, for example

Exercise

What's wrong with this picture? Let's review a 4-1-1 Action Goal Worksheet with a critical eye.

Directions:

1. Form groups of 4–6.
2. Review the sample 4-1-1 on the next page. There are at least five ways the 4-1-1 could be SMARTer, making it a more effective tool. Review the characteristics of SMART goals.
3. Identify (at least) five problems with the 4-1-1 and ways to fix the problems.
4. Identify a group spokesperson. Your instructor will ask you to report some of your conclusions.

Time: 10 minutes

Mega Agent 4-I-I (with errors)

| 4-I-I ACTION GOAL WORKSHEET | | | |
|---|---|---|--|
| Name: Mandy the Mega Agent | | | |
| MY ANNUAL GOALS | | | YEAR OF XXXX |
| Job | Business | Personal Financial | Personal |
| 1) 100 seller listings 2) Recruit Buyer Specialist 3) Attend classes 4) Create new marketing plans | 1) Hire 2 nd assistant 2) Take 50 buyer agreements | | 1) Lose 15 pounds 2) Complete a course in conversational Spanish |
| MY MONTHLY GOALS | | | MONTH OF XXX |
| Job | Business | Personal Financial | Personal |
| 1) 8 seller listings 2) Recruit Buyer Specialist 3) Leads 4) Attend class | 1) Take 4 buyer agreements | | 1) Attend jazzercise twice a week 2) Research local colleges and training centers for Spanish courses; submit application(s). |
| MY WEEKLY GOALS | | | |
| Jan. 3–7 | Jan. 10–14 | Jan. 17–21 | Jan. 24–28 |
| Job | Job | Job | Job |
| 1. Add 10 to Have Met Database 2. Go on 2 Listing appointments 3. Provide 2 Buyer leads Personal Attend jazzercise M–W Call MCC regarding Spanish course in March | Business Personal Financial Personal | Business Personal Financial Personal | Business Personal Financial Personal |
| Notes: | Notes: | Notes: | Notes: |
| | | | |

My Scorecard

Exercise

Directions:

We have reached the end of this chapter! Before we move on, take five minutes to assess your mastery of the chapter's objectives.

1. Refer to the My Scorecard sheet located at the back of this manual.
2. Review the topics for this chapter.
3. Grade yourself (A–F) on your mastery level of each topic. Be honest with yourself. At the end of this course, you will use this scorecard to evaluate your weak areas and develop an action plan for complete mastery of the subject matter.

Time: 5 minutes

Chapter 4:

Implementing the

4-1-1

In this chapter, you will ...

- [1]** *Discover the power of time blocking for focus*
- [2]** *Examine ways to maximize your productivity*

Time Blocking

Congratulations! You have created a 4-1-1 Action Goal Worksheet with carefully defined annual, monthly, and weekly goals! ... Now what?

You must now put these goals and activities into motion using productivity and time management techniques. The most difficult challenge of managing your activities isn't *knowing* what to do. Instead, it is *doing* it.

What Is Time Blocking?

Time blocking is a method of organizing your day and focusing on the 20 percent that matters most. Time blocking is a habit that allows you to schedule appointments with yourself to effectively manage your day.

- Be careful not to confuse time blocking with the practice of indiscriminately filling up your calendar with events. Remember that you are in Business, not Busyness!
- Block for the most important tasks (your 20 percent).
- Don't try to time block every minute of your day or week.
- Block nonnegotiable time throughout the week or month to focus on personal Big Rocks.

Remember the Big Rocks Story

If you have followed the wisdom of the 4-1-1 process, you have identified your Big Rocks (i.e., your 20 percent) and your 4-1-1 worksheet reflects this. All other 80 percent activities have been delegated, dumped, or noted on a to-do list.

When you begin to time block, you must remember to fit the most important tasks “into the jar” (your calendar) before filling it with less important tasks and tasks that arise during the day—e.g., unexpected requests, menial tasks, one-time assignments, emergencies.

For example, you may want to time block two hours each day for lead generation, two hours each day for appointments, and one hour for training and consulting. Other “hair on fire” activities that come up will fit in around these time blocks. In addition, don't forget to build in “flex time” or “relax time” into your day. A fifteen-minute break every few hours can help you recharge your batteries.

Time Blocking Keys to Success

1. Be purposeful about the items you list on your calendar.

Consider your 20 percent when you block times on your calendar. For example, you may want to block off daily time to meet with clients (or even team members), then give clients the opportunity to meet with you according to this schedule. Rather than asking, “When do you want to meet?” or “What’s good for you?,” ask individuals to meet you at specific times within your schedule. Try giving clients a choice between two times. There is no need to explain why other times aren’t available—let them conclude that you are a popular, busy professional who carefully manages her time! If neither time choice works for the client, offer another option. Now you are in control of your time, not your clients.

*Never time
block more than
50 percent of
your day.*

2. Be thoughtful about which activities are best blocked at which times.

Study and make notes regarding which times of the day are most demanding for you and which times of day bring the most interruptions. Endless phone calls in the morning? Time-consuming off-site errands midafternoon? Be strategic about the times you block to perform certain activities.

3. Be diligent about not allowing anything to steal time you have dedicated to the activities on your calendar.

Protect the time you have blocked for a specific activity and, vice versa, avoid doing scheduled activities outside the time blocks allotted.

4. Erase ... and replace.

There will be times when a true emergency arises during one of your time blocks. You will obviously need to respond. The key is to replace the time. If you use an hour to deal with the emergency, *immediately* replace that hour by blocking another hour on your calendar to return to your task.

5. Be consistent enough to set the habit.

For example, set aside one hour in the morning for a specific activity. Try this for several days or weeks to test the schedule. Make adjustments, then set this as your habit. Inform others of your new schedule.

Exercise

Setting blocks of time for your activities

Directions:

Think about your 4-1-1. What were the weekly goals you listed to reach your 20 percent? Assign blocks of time for each task you wrote in the weekly category.

| Morning | Afternoon |
|---------|-----------|
| 8:00 | 1:00 |
| 9:00 | 2:00 |
| 10:00 | 3:00 |
| 11:00 | 4:00 |
| 12:00 | 5:00 |

Time blocking up front is easy. Just go to your calendar and do it. The real challenge is to honor the system by protecting the time you've set aside and utilizing it with absolute focus.

Time: 10 minutes

Maximizing Productivity

Becoming truly productive is a matter of generating productivity habits. A habit is a routine you do every day. Before a routine can become a habit, however, it must begin as a deliberate decision.

You shape the routines that create your habits—the habits that will lead you to your goals.

Identify Your Unique Abilities

To maximize your success and satisfaction, you must work at knowing and developing your unique abilities. Remember to do what you do best and delegate the rest. Use leverage (people, systems, and tools) to stay within your unique ability.

Identifying your unique abilities may take a little time. However, after you do this, you will want to generate a “not-to-do list” for all those tasks that would serve only to consume your time. Then don’t do them! Determine what can be handled with better technology and what you can delegate.

Just Say “No”

In our people-pleasing industry, it is often difficult to say “No” to people. However, without a plan for saying “No,” you may very well end up overworked, overstressed, and out of time.

Periodic unexpected requests for your time may catch you off guard, finding you ill-prepared to say “No.” This is a difficult situation for which you should pause, taking a moment to consider the request before answering.

The 4 steps to “No” are:

1. Clarify by asking questions. Make sure you understand the request.
2. If you want to/need to say “No,” do so. You can be polite and firm simultaneously.
3. Remember that “No” is a complete sentence. You do not have to justify your reasons for saying “No.”
4. Suggest viable alternative resources for the person to research.

Delegate

As we've discussed, part of learning to leverage with systems, tools, and people is learning to delegate tasks. If someone else can perform a task faster, better, and/or more economically than you, go ahead ... delegate.

Each time you begin a new task, ask yourself, "Could someone else do this?" If so, pass it off to that person. Your job is to develop your skill of delegation. You do that by:

When you change the way you look at things, the things you look at change.

- Selecting the correct person for the job.
- Providing the person to whom you delegate clear, concise instructions and training, if necessary.
- Realizing the person to whom you delegate may have a learning curve to navigate.
- Assigning a deadline.
- Explaining the *why* as well as the *what* of the project.
- Allowing the person to whom you delegate to own the project.
- Developing a system for regular follow-up communication.
- Being available for support.
- Avoiding reverse delegation.
- Sharing the rewards/credit.
- Celebrating when the job is done.

DR. WAYNE DYER

Exercise

Do you delegate?

Directions: Rank the situations below using the key.

| Always | Usually | Half Time | Occasionally | Never | Rank |
|--------|---------|-----------|--------------|-------|------|
| 5 | 4 | 3 | 2 | 1 | |

I realize that delegating is a difficult task but may create an excellent training opportunity. _____

I do not micromanage, rather offer support as necessary. _____

I require progress reports so that I can circumvent problems. _____

When delegating, I carefully match the task being developed and the person developing it. _____

Time: 5 minutes

My Scorecard

Exercise

Directions:

We have reached the end of this chapter! Before we move on, take five minutes to assess your mastery of the chapter's objectives.

1. Refer to the My Scorecard sheet located at the back of this manual.
2. Review the topics for this chapter.
3. Grade yourself (A–F) on your mastery level of each topic. Be honest with yourself. At the end of this course, you will use this scorecard to evaluate your weak areas and develop an action plan for complete mastery of the subject matter.

Time: 5 minutes

Chapter 5: Putting It All Together

In this chapter, you will ...

- [1]** *Review the Millionaire Energy Plan*
- [2]** *Review what you have learned*
- [3]** *Create an action plan*

The Millionaire Energy Plan

Beginning the day by intensely focusing on the Millionaire Energy Plan will generate a positive, creative momentum that will propel you through your entire day.

Get a jump on the world by starting early and tending to these five areas.

Millionaire Energy Plan

1. Meditate and Pray—Spiritual Energy
2. Exercise and Eat—Physical Energy
3. Hug, Kiss, and Laugh—Emotional Energy
4. Plan and Calendar—Mental Energy
5. Lead Generate—Business Energy



And do all of this by 11:00 a.m. every day!

The Millionaire Real Estate Agent, p. 308

What You Have Learned

| Chapter | Topics |
|---|---|
| 1. Gaining Perspective and Taking Control | a. Focus on What Matters (Applying the 80/20 Principle) b. Identify Your Big Rocks c. Change How You Operate (Move from E to P) |
| 2. Setting Goals with Accountability | a. Aim High b. Set SMART Goals c. Use Goal Categories d. Build in Accountability |
| 3. Creating the 4-1-1 | a. The 4-1-1 Elements b. Create Your 4-1-1 |
| 4. Implementing the 4-1-1 | a. Time Blocking b. Maximizing Productivity |
| 5. Putting It All Together | a. The Millionaire Energy Plan b. What You Have Learned c. Action Plan |

Action Plan

You have now come to the most important part of this training course. It is time to make a commitment to yourself. Will you use the 4-1-1? Will you focus on your 20 percent? Will you protect your Big Rocks? Only you can answer these questions, but you don't have to go it alone. In the exercise below, you will team up with a peer partner who will help keep you accountable to your Big Rocks and the goals you have identified during this course.

Exercise

Directions:

We have now reached the end of this course! Before we conclude, take twenty minutes to develop your action plan for complete mastery of this subject matter.

1. Refer to the My Action Plan sheet located at the back pocket of this manual.
2. Choose a peer partner and exchange contact information.
3. Use your My Scorecard sheet to review your challenge areas.
4. In the "Big Rocks" column of My Action Plan, list the major areas in which you need improvement.
5. In the "Action Plan" column, list 3–4 specific tasks that you will complete to bring yourself up to a mastery level.
6. Under the "Accountability Date," record the date your partner will call to check on your status.
7. Enter your accountability partner's information at the bottom of your plan.
8. On the second copy of the action plan, list your Big Rocks and your contact information. Give this plan to your accountability partner.

Time: 10 minutes

Appendix

- [1]** *Goal Categories and Areas of Accountability*
- [2]** *Sample 4-I-I Action Goal Worksheets*

Goal Categories and Areas of Accountability

Categories act as placeholders.

When you have them in place

before you begin

the goal-setting or evaluative process,

it is harder to

forget or ignore

areas that need

your attention.

To help you focus your energy on your top 20 percent, review the following goal categories. These will become useful placeholders on your 4-1-1. They will help you define your specific annual, monthly, and weekly goals.

Mega Team Roles

8 Goal Categories for the Mega Agent

Know your numbers! To succeed as a Millionaire Real Estate Agent, you and your team must run your business by the numbers—tracking expenses and the results you net from your efforts. Review the following 8 key goal categories and what to track in each.

| Goal Category | What to Track |
|----------------------|---|
| 1. Leads | a. Leads generated b. Source of leads c. Conversion rates |
| 2. Listings | a. Seller listings taken b. Buyer listings taken |
| 3. Contracts Written | a. Number of units written b. Total volume written c. Gross income written |
| 4. Contracts Closed | a. Number of units closed b. Total volume closed c. Gross Closed Income (GCI) |
| 5. Money | a. Gross Closed Income (GCI) b. Budget (Cost of Sales and Operating Expenses) c. Net Income |
| 6. People | a. Recruiting b. Training c. Consulting |
| 7. Systems and Tools | a. What new systems or tools do we need to add? b. What current systems or tools do we need to improve or upgrade? |
| 8. Education | a. What knowledge do I need to learn? What skills do I need to acquire? b. What knowledge do the individuals on my staff need to learn? What skills do they need to acquire? |

8 Goal Categories for the Marketing and Administrative Manager

The Marketing and Administrative Manager will support the goals of the Mega Agent. Eventually, these goals will expand to include leading the administrative team.

| Goal Category | What to Track |
|--------------------------|--|
| 1. Leads | <ol style="list-style-type: none"> 1. Sourcing and tracking leads 2. Tracking conversion rates <ol style="list-style-type: none"> a. Calls to appointments b. Appointments to listings c. Listings to closed sales |
| 2. Listings | <ol style="list-style-type: none"> 1. Managing seller listings 2. Managing buyer listings |
| 3. Transactions | <ol style="list-style-type: none"> 1. Closing transactions 2. Tracking Gross Closed Income (GCI) |
| 4. Budget and Accounting | <ol style="list-style-type: none"> 1. Tracking and managing expenses 2. Tracking net income |
| 5. Communication | Customer service standards for internal and external communications (such as phones, voicemail, email, fax, written correspondence, etc.) |
| 6. People | If supervising a team ... <ol style="list-style-type: none"> 1. Recruiting 2. Training 3. Consulting 4. Managing |
| 7. Systems and Tools | Creation, documentation, implementation, and management of key systems such as: <ul style="list-style-type: none"> • Goal Setting, Time Management, and Results Tracking System • Contact Management and Client-Database System • MLS and Property Value Research (CMA) System • Client Consulting Forms (Buyer and Seller) • Transaction Coordination System • Telecommunications and Internet System • Accounting and Financial Management System • Listing Presentation Package/Buyer Presentation Package • Open House Checklist • Listing Marketing Plan • Recruit-Select Process and Packet • Staff Meeting Agenda • 8 x 8 Plan (general, FSBO, expired, etc.) • 33 Touch Plan • Geographic Farm Plan |
| 8. Personal Education | <ol style="list-style-type: none"> 1. What knowledge do I need to learn? What skills do I need to acquire? 2. (If part managing a team ...)What knowledge do the individuals on my staff need to learn? What skills do they need to acquire? |

Market Center Roles

7 Areas of Accountability for the Team Leader

| | | Areas of Accountability | Launch | Growth | Achievement |
|----------------|---|--|--|---|---|
| Recruit | 1 | Number of Agents | more than 20 | more than 60 | more than 100 |
| | 2 | Agent Mix | 60% Full-Cappers (12) 30% Half-Cappers (6) 10% Quarter-Cappers/New (2) | 40% Full-Cappers (24) 30% Half-Cappers (18) 30% Quarter-Cappers/New (18) | 33% Full-Cappers (33) 33% Half-Cappers (34) 33% Quarter-Cappers/New (33) |
| \$ Mgmt | 3 | Monthly Expenses | less than 30% GCI | less than 15% GCI | less than 10% GCI |
| Consult | 4 | Number of Listings | 2 listings/month/agent | 1 listing/month/agent | ½ to 1 listing/month/agent |
| | 5 | Sales Volume/Productivity | more than \$2 million/month | more than \$5 million/month | more than \$10 million/month |
| ALC | 6 | Core Team, ALC, and agents have embraced the Market Center's Culture and Value Proposition | Core Team has recruited > 5 per person. | Each person on the ALC is recruiting > 5 agents per year. This is the requirement until you reach 60 agents in the MC. | 20% of your agents are recruiting > 5 agents each per year. The ALC as a whole is accountable for recruiting > 5 agents per month. This equates to at least 60 agents per year being recruited by the ALC. |
| Train | 7 | Training | > 6 classes per week | > 8 classes per week | > 12 classes per week |

3 Areas of Accountability for the Operating Principal

| Areas of Accountability | | Launch | Growth | Achievement |
|-------------------------|---|---|-----------------------------|-----------------------------|
| 1 | Profitability | Lead with revenue | Break even or \$1 of profit | > \$100,000 |
| 2 | Recruit/Train/ Consult/Keep (R/T/C/K) | Use Recruit-Select for a GREAT Team Leader | Keep a GREAT Team Leader | Keep a GREAT Team Leader |
| 3 | TL Accountability | Hold your Team Leader accountable to their 7 areas of accountability. | | |

Sample 4-1-1 Worksheets

Sample 4-1-1 for the Millionaire Real Estate Agent

| 4-1-1 ACTION GOAL WORKSHEET | | | |
|---|---|---|--|
| Name: Mr. Rainmaker | | | |
| MY ANNUAL GOALS | | YEAR OF XXXX | |
| Job | Business | Personal Financial | Personal |
| Leads 1) Create 6 new marketing plans 2) Increase Have Met Database by ____ Listings 1) Go on ____ seller listing appts 2) Convert at 80% to ____ seller listings 3) Convert at 65% to ____ seller listings sold 4) Take ____ buyer agreements 5) Close ____ buyer agreements Leverage 1) Hire Buyer Specialist 2) Attend classes (all KWRI MREA) | 1) Hire Buyer Specialist 2) GCI _____ | | 1) Lose 15 pounds 2) Complete a course in conversational Spanish |
| MY MONTHLY GOALS | | MONTH OF XXX | |
| Job | Business | Personal Financial | Personal |
| Leads 1) Create Expired 8 x 8 and 33 Touch 2) Add ____ to Have Met Database 3) Contact ____ Have Mets Listings 1) Go on ____ seller listing appts 2) Convert at 80% to ____ seller listings 3) Convert at 65% to ____ seller listings sold 4) Take ____ buyer agreements 5) Close ____ buyer agreements Leverage 1) Recruit Buyer Specialist candidates 3) Register for Family Reunion | 1) R-S for Buyer Specialist 2) GCI _____ | | 1) Attend jazzercise twice a week 2) Research local colleges and training centers for Spanish courses; submit application(s). |
| MY WEEKLY GOALS | | | |
| Jan. 3 – 7 | Jan. 10 – 14 | Jan. 17 – 21 | Jan. 24 – 28 |
| Job 1. Preview ____ properties 2. Add ____ to Have Met Database 3. Call ____ Have Mets 4. Write ____ Have Mets 5. Go on ____ listing appts 6. Go on ____ buyer appts Business Review resumes from HotJobs Personal Attend jazzercise M–W Call MCC regarding Spanish course in March | Job Business Personal Financial Personal | Job Business Personal Financial Personal | Job Business Personal Financial Personal |

Sample 4-I-1 for the Marketing and Administrative Manager

| 4-I-1 ACTION GOAL WORKSHEET | | | |
|---|--|---|--|
| Name: Mathew the Marketing and Administrative Manager | | | |
| MY ANNUAL GOALS | | YEAR OF XXXX | |
| Job | Business | Personal Financial | Personal |
| 1) Hire 2 nd assistant 2) Define customer communication standards 3) Attend 4-1-1 accountability sessions 4) Attend 6 KWU training courses | 1) Create and implement systems: a) Results Tracking b) Contact Management c) Transaction Coordination d) Accounting and Financial Management | | 1) Attend yoga regularly 2) Join and attend neighborhood book club |
| MY MONTHLY GOALS | | MONTH OF XXX | |
| Job | Business | Personal Financial | Personal |
| 1) R-S 2 nd assistant applicants 2) Attend weekly 4-1-1 accountability sessions 3) Register for MREA Base Camp training in Dec. | 1) Implement TOP PRODUCER® a) Define all optional fields b) Define data entry standards | | 1) Attend yoga 2 times a week 2) Read <i>The Da Vinci Code</i> (book for October book club) |
| MY WEEKLY GOALS | | | |
| Oct. 4 – 8 | Oct. 11 – 15 | Oct. 18 – 22 | Oct. 25 – 29 |
| Job 1. Complete reference checks on candidate #3 2. Attend 4-1-1 meeting with John Jan. 4 (<i>done</i>) 3. Register for Base Camp training courses (Managing the Office and Leverage 2) and schedule travel (<i>registered</i>) Business 1. Sign the Top Producer contract (<i>done</i>) Personal 1. Attend yoga Tues.-Thurs. (<i>done</i>) 2. Purchase <i>The Da Vinci Code</i> (<i>done</i>) | Job 1. Attend 4-1-1 meeting with John Jan. 11 2. Schedule travel for MREA Base Camp Nov. 29–Dec. 3 Business 1. Complete data entry standards and have John approve Personal 1. Attend Yoga Tues.–Thurs. 2. Read Chapters 1–3 in <i>The Da Vinci Code</i> | Job Business Personal Financial Personal | Job Business Personal Financial Personal |
| Notes: • Did not finish scheduling travel for training course | Notes: | Notes: | Notes: |

Sample 4-I-I for the Team Leader

| 4-I-I ACTION GOAL WORKSHEET | | | |
|---|--|---|---|
| Name: Tracy the Team Leader | | | |
| MY ANNUAL GOALS | | | YEAR OF XXXX |
| Job | Business | Personal Financial | Personal |
| 1) Facilitate ALC meetings/retreat 2) Teach Lead Generation and MVVBP courses 3) Conduct Budget/Goal Setting training with ALC 4) Consult Top 20% | 1) Number of Agents – 115 by 12/31 2) Agent Mix – 50% Cap, 25% ½ Cap, 25% ¼ Cap 3) Number of Listings – 400 @\$400,000 = \$160,000,000 volume 4) Written – 58 units/\$23,000,000 5) Closed – 414 units/\$165,600,000 6) Company Dollar – \$960,000 7) \$720,000 expense budget 8) \$240,000 Profit – \$108,000 Profit Share 9) Implement Comprehensive Training Calendar 9/30/04 10) Systematize 8 Recruiting Sources by 10-31-04 | 1) Save \$5,000 2) Profit Share \$5,000 | 1) Daily Prayers/Quiet Time 2) Vacation 2 weeks (December) 3) Get a Complete Physical 4) Exercise Regularly |
| MY MONTHLY GOALS | | | MONTH OF XXX |
| Job | Business | Personal Financial | Personal |
| 1) Implement all 8 Recruiting Sources 2) Top 500 mail database and top 500 email database by 11/30 3) Set standing appointments with Top 20% in Market Center for consulting | 1) 12.5 Agents NET 2) 33+ Listings @ \$400,000 = \$13,800,000 3) Written – 58 units/\$23,000,000 4) Closed – 35 units/\$13,800,000 5) Company Dollar – \$80,000 6) Expense Budget – \$60,000 7) Profit – \$20,000/\$9,000 Profit Share | 1) Save \$1,000 2) Profit Share \$1,000 | 1) Daily Prayers/Quiet Time 2) Schedule Physical with Doctor 3) Exercise Weekly |
| MY WEEKLY GOALS | | | |
| Monday – Friday | Monday – Friday | Monday – Friday | Monday – Friday |
| Job 1. 50 Calls – 10 recruiting appointments (2 A's) 2. Set ALC Invitation Appointments by 11/15 3. Meet w/Acme Mortgage re: sponsoring party 4. Meet w/Old County Independent broker to discuss conversion 5. Teach Lead Generation 6. Facilitate Career Night Business 1. 3 Recruits 2. Systematize recruiting drip mail 12 x 12 campaign (with staff) Personal Financial 1. Reconcile Bank Statement Personal 1. Walk 2 miles M/W/F | Job 1. 2. Business 1. 2. Personal Financial 1. 2. Personal 1. 2. | Job 1. 2. Business 1. 2. Personal Financial 1. 2. Personal 1. 2. | Job 1. 2. Business 1. 2. Personal Financial 1. 2. Personal 1. 2. |
| Notes: | Notes: | Notes: | Notes: |

Sample 4-1-1 for the Operating Principal

| 4-1-1 ACTION GOAL WORKSHEET | | | |
|--|---|---|---|
| Name: Ollie the Operating Principal | | | |
| My ANNUAL GOALS | | | YEAR OF XXXX |
| Job | Business | Personal Financial | Personal |
| <u>TABUKEE, KS</u> 1) hold TLs accountable 2) R-S 3 TL candidates 3) hire 1 Assistant TL 4) conduct Mega Agent Masterminds <u>MIRRORSVILLE, HI</u> 1) open with 40 associates 2) recruit 5 Core associates 3) hire TL | <u>TABUKEE, KS</u> 1) 350 associates 2) 2,500 closed transactions 3) 25% market share <u>MIRRORSVILLE, HI</u> 1) hire 100 associates 2) close 900 transactions 3) 10% market share 4) coach/consult TL | 1) grow retirement by \$100,000 2) invest in MC 3) purchase multiunit buildings | SELF- continually strive for a balanced life SPIRITUAL – establish quiet time for meditation. Raise \$25,000 for KW Cares PHYSICAL – reclaim my 35-year-old body TIME – incorporate the 80/20 Principle in my life. Take a Greek vacation. Hire a personal assistant GROWTH – continue to learn by reading more |
| My MONTHLY GOALS | | | MONTH OF XXX |
| Job | Business | Personal Financial | Personal |
| <u>TABUKEE, KS</u> 1) schedule regular 4-1-1 sessions with TLs 2) R-S Sally Shrinkwrap – TL candidate 3) evaluate agents for Assistant TL position 4) contact KWU for Mega Agent Mastermind curriculum <u>MIRRORSVILLE, HI</u> 1) 4-1-1 with Blu K. weekly 2) interview 5 Core associates 3) interview 15 potential associates 4) set Mastermind schedule | <u>TABUKEE, KS</u> 1) hire 30 associates 2) close 200 transactions 3) 5% market share <u>MIRRORSVILLE, HI</u> 1) hire 10 new associates 2) close 75 transactions 3) 1% market share 4) net profit in February | 1) contribute 7% to 401(k) 2) save 10% of income for new MC 3) research MLS for multiunit buildings | SELF – practice staying in the moment SPIRITUAL – convert closet into meditation room. Brainstorm with ALC ways to raise \$ for KW Cares PHYSICAL – exercise 3 times a week TIME – take Time Management with the 4-1-1 class. Call travel agent for Greek cruise brochures GROWTH – read <i>The 21 Irrefutable Laws of Leadership</i> by John Maxwell |
| My WEEKLY GOALS | | | |
| Monday–Friday (1/31–2/4) | Monday–Friday (2/7–11) | Monday–Friday (2/14–18) | Monday–Friday (2/21–25) |
| Job <u>TABUKEE, KS</u> 1) 4-1-1 with Kinsky M. Business <u>MIRRORSVILLE, HI</u> 1) meet with staff 2) make Cathy J. a job offer Personal Financial 1) add \$6,000 to 401(k) Personal 1) no carbs after 6 p.m. 2) jump rope 10 mins. M/W/F | Job 1. Business 1. Personal Financial 1. Personal | Job 1. Business 1. Personal Financial 1. Personal | Job 1. Business 1. Personal Financial 1. Personal |
| Notes: | Notes: | Notes: | Notes: |