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101 IDEAS

from you!

scripts systems tactics Blogging opinions tips



Team Building

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Tried-and-true suggestions proven tools

NOW GO PUT THEM TO WORK. pg.10



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outfront

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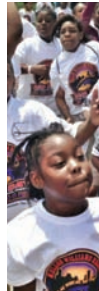
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Correction in the last issue of *OutFront*:
Candice Frigault's "favorite over the
phone script" was incorrectly attributed.
The script is from Craig Proctor's System.
She was also erroneously cited as using
eEdge for her team's 33-Touch and 8
x 8 communications. The Frigault Team
currently uses Top Producer.



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Dear Associates,

Small victories compounded over time lead to dramatic results. That is, the effect of our daily, weekly, monthly and yearly habits not only determine our level of success; it is directly related to how long we maintain it.

When you add the annual wins that Keller Williams Realty has accumulated in its nearly 30 years of existence, it's truly remarkable – and it's because of you.

We win because YOU believe in choosing to be a part of a company that is built by agents and exists entirely for agents. We win because YOU continue to be the real estate agents of choice for your clients in your local markets. And we win because YOU have seized every single opportunity to breed a culture of excellence and a company of top producers.

This year is no exception. You've once again established your dominance on our highly competitive playing field. And your continued focus on being the BEST

in your markets is evidenced in the 2012 *REALTrends* 500 rankings.

Holding the No. 1 spot for both transaction sides and units this year, Keller Williams offices represented 23 percent (116) of the top 500 brokerages ranked by closed transactions and 24 percent (119) of the top 500 brokerages ranked by closed volume – more than any other real estate franchise. As you will see below, you are the clear winners.

Congratulations on your extraordinary success. This recognition is further proof that you are committed to serving your clients, determined to master the skills to have the best career and life, and are resolute in developing powerful habits of productivity and profitability.

You are unapologetically aggressive and you are uncompromising in your focus on results. And we thank you for that – because we succeed through you.

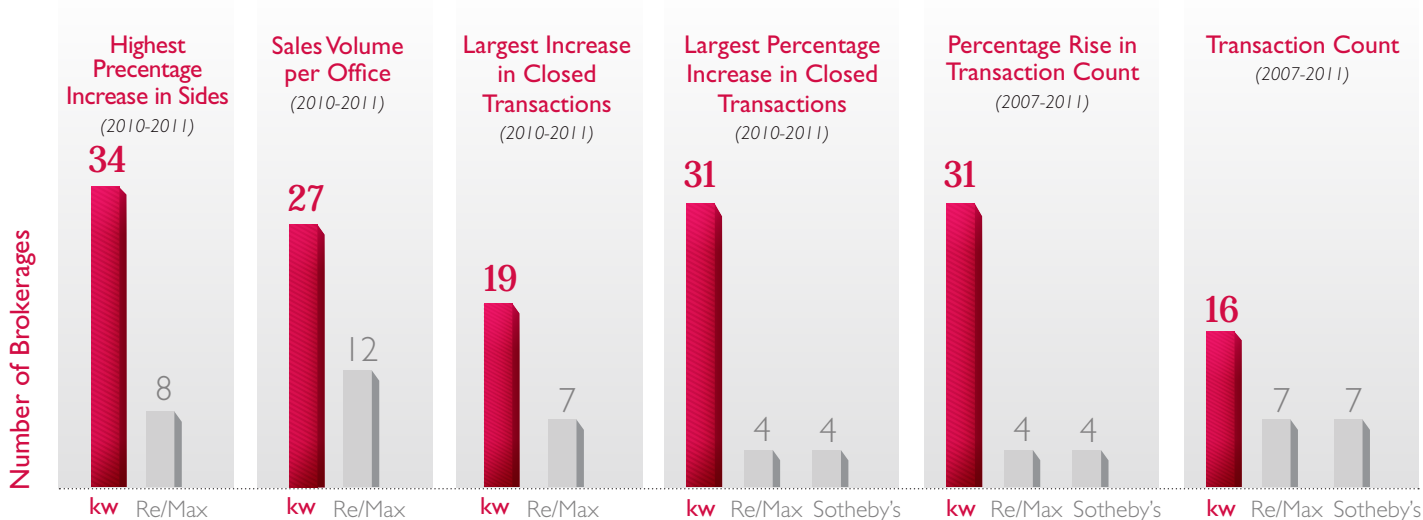
As we march down the path of the Final Countdown to our next victory, there is no doubt that your continued conviction for building a career worth having, a business worth owning and a life worth living will propel our company to the No. 1 spot in North America.

See you at the top!

Mark Willis, CEO
Keller Williams Realty

KW Brokerages appeared in the Top 50 more than any other brand, making KW No. 1 in:

Top 50 Brokerages with Highest Increases During the Real Estate Market Downturn (2007-2011)



REALTrends 500 is an annual industry ranking published by REALTrends, Inc., a leading source of analysis and information on the residential brokerage and housing industry, and ranks the top 500 brokerages in the United States by sides and volume.

ANOTHER REMARKABLE RED DAY!

We believe in Giving Where We Live!

Thank you for Renewing, Energizing and Donating in your communities during our Fourth Annual RED Day.



Your time and talents were shared throughout your communities.



You renewed, energized and donated in thousands of ways, and ...



Since the first RED Day in 2009, Keller Williams associates, their network of businesses and their clients gave back more than half a million hours of community service.

A better plan for Baltimore's kids



On May 10, 2012, the William Paca and Dr. Bernard Harris elementary schools shut down. There were no classes, no recess breaks and no cafeteria lunches. Desks were empty and hallways curiously absent of the shuffle of a typical school day.

Over at an East Baltimore inner-city park and a nearby schoolyard, however, the scene was quite different. 1,200 kids ranging in ages from 4-12 wearing fresh, white shirts marched down the street in celebration of Keller Williams Realty's fourth annual RED Day. Alongside them 450 volunteers from five Keller Williams market centers, 39 local businesses, two professional sports teams and one nonprofit organization cheered and danced in excitement for what would be an incredible day of renewing, energizing and donating.

The events that followed would make up the most successful RED Day in the history of the Maryland and D.C. Region; one that not only left a legacy in the minds of the children involved but cemented a connection between a group of passionate people and a deserving community.

Belief

Anyone who lives and works near Baltimore, Md., understands the plight of the people who call the city's east side community home. Stricken with poverty, drugs, hunger and violence, the neighborhood is a dangerous breeding ground for failure among children. A haven of hope in these areas are often the schools, which provide a secure environment where kids can learn and grow.

Seeking to break the cycle of poverty is Open Door Baltimore, a nonprofit organization incorporated in 2006. Through education, awareness and one-on-one consultation, volunteers with the organization hope to empower parents of young children to make better decisions, pursue healthier lifestyles, earn higher wages and become more involved in the education of their children. "Eighty-five percent of East Baltimore's adult males between the ages of 18-24 are either involved in the illegal trade of drugs or on them," explains **Bill Simpson**, CEO. "With so many absent fathers, nearly all of the children within East Baltimore's school district qualify for free breakfast and free lunches. Even worse, if these kids don't get food at school, they don't eat at all."

"That's why we initially decided to get involved in this cause back in 2010," says **John Hallis**, RED Day coordinator and associate with the Ellicott City market center. Hallis is on the board of directors of Open Door Baltimore.

The opportunity couldn't have come at a better time. **Shari**

Harris, team leader at the Downtown Baltimore market center, was looking for a RED Day project her associates could get involved in.

Partnering with Open Door Baltimore for the first year proved successful. Around 150 volunteers joined forces at the William Paca elementary school to paint, renovate and renew the building. "It was our first chance to really wrap our arms around the kids and the teachers," says Hallis. The event worked so well associates returned for a second year, this time with 275 volunteers – many of whom were from market centers outside the Baltimore area. "That really solidified the bond between the Ellicott City, Baltimore, Greater Howard County, Towson, Bel Air market centers and Open Door Baltimore. We all bought into the vision they had for the kids." At that point, they committed to making a long-lasting impact through the organization.

Collaboration

By August of 2011, planning for the third annual event was underway and to no one's surprise it continued to get bigger and bigger. Having spent two years rebuilding and renewing the William Paca Elementary School, RED Day volunteers made a new goal: to "create the best day a kid could ever have" while vital repairs were performed for not one, but two schools. "Our purpose was to remind this underserved community that they are loved and that the rest of the community cares about them," says Harris. "Between John cheerleading and championing the cause and our amazing group of planners we knew our impact could be huge."

More funds and people flowed in to help and it was clear that there was real momentum behind the RED Day planning committee and the growing base of businesses and sports organizations who shared the same passion for East Baltimore's kids. **Tasha Linton** of North American Title and the MCAs of the five market centers rallied and recruited more participants. "It was phenomenal," says Hallis of the collaboration, "businesses that normally compete with each other were coming together and asking 'how can we help?' RED Day was becoming this catalyst for real community development."

Heart

Months of planning and fundraising finally came to fruition on May 10, 2012. At exactly 8:30 a.m., nearly 1,200 kids and 450 volunteers gathered in the street to kick-off the big day. Led by a full marching band along with the Baltimore Ravens and Baltimore Orioles' mascots, the children enthusiastically

ONE VISION, MANY HANDS

The Maryland and D.C. Region's RED Day success wasn't the work of just a few – it was a collaborative effort among associates and employees at market centers and businesses across the state!

Rob Carfagno, Acumen Contracting, Planning, Budgeting and Administration

Michele McBride, MCA, Keller Williams Realty Towson Market Center, Event Execution, Planning and Recruiting

Tim Langhauser, MCA, Keller Williams Realty Bel Air Market Center, Marketing, Recruiting, Event Planning

Tasha Linton, North American Title, Chief Connector with Allied Partners and Resources

Alan Grubb, 4U Home Inspection, Renovation Project Planner and Coordinator

John Smith, Associate, Keller Williams Realty Ellicott City Market Center, Fundraising Coordinator

Mike Davidson, Embrace Home Loans, Field Day Planning and Execution

Bill Simpson, CEO, Open Door Baltimore

John Hallis, Associate, Keller Williams Realty Ellicott City Market Center, RED Day Maryland Coordinator



(Top and left) Children from the William Paca and Dr. Bernard Harris elementary schools during RED Day 2012. (Bottom right) Front, left to right: Tim Langhauser, Rob Carfagno, John Hallis. Back, left to right: John Smith, Michele McBride, Tasha Linton, Alan Grubb.

marched to their Field Days. Volunteers followed, also dividing into groups to work on improvements at the two schools.

At Patterson Park and the Dr. Bernard Harris school grounds, kids raced through more than 70 stations of games and sporting events. RED Day volunteers painted murals, set up furniture, and installed flat-screen TVs, video game consoles and a basketball game for a new student lounge at the William Paca elementary school. "Rewarding students for good behavior was hard for teachers before the student lounge. Now they have an entire room dedicated to fun!" says Hallis. Volunteers also furnished a lounge for the teachers at both schools.

Meanwhile, racks of donated clothes, accessories, hair, nail and makeup stations decorated a gymnasium floor as 75 fourth and fifth-grade girls prepared for a fashion show. Dubbed "The Dream Team's Fashion Station," seven female volunteers helped each girl find an outfit for the show. "You should have seen their excitement," says Karen Howard, employee with New Penn Financial. "Their friends, teachers and our RED Day volunteers affirmed them, hugged

them and encouraged them. It was an amazing sight to see," she adds. Wearing a satin sash and holding a fresh flower, each had their photo taken. But the best was yet to come. "You should have seen their faces when we told them that they could keep all of the outfits they had tried on that day," says Christina Caro, volunteer with Open Door Baltimore. Barely

containing their excitement, the girls walked onto a stage in front of the entire school during their fashion show. RED Day volunteers, classmates and teachers cheered, clapped and sang while local rapper Wordsmith performed. "I was in tears as I saw these young people soak up the 'love' that was being showered on them," says Hallis. "Many girls told volunteers they would be wearing their outfit for their upcoming graduation from fifth grade!" It really hit home for Seth Campbell, regional director of

Maryland and D.C., when longtime teachers expressed how important the event was to their kids. "I saw children and adults crying out of joy, love and gratitude for our dedication to improving their lives," he says.

Surveying the do-gooders were two teams of five students

**"We were truly moved by tears
of joy and gratitude as the
kids, teachers and volunteers
played, sang, danced and
worked arm-in-arm."**



handpicked by principals for the Student Press Corps. Their mission: capture RED Day from the perspective of their peers. Carrying cameras and microphones, the students photographed and videotaped interviews with friends and RED Day volunteers. Halfway through the day, RED Day volunteers discovered something special. “These kids were bright and had inquisitive minds,” says **Diane Turner** and **Chris Weymouth**, associates with the Ellicott City market center. “We found out later that their principals chose them because they suffered from loneliness, shyness or a feeling that they didn’t belong. By spending a day in small groups, incredible bonds were built, shyness melted away, and moments and exchanges started to emerge. It was simply incredible.”

William Paca and Dr. Bernard Harris teachers and students weren’t the only ones affected by the outpouring of love. New associate **Angela Garland** was moved by the entire experience. “I enjoyed myself so much. It was a feeling like none I’ve ever felt before. I have volunteered all my life but this was so different. The children were so appreciative, running up to me hugging

and laughing. The fashion show at Dr. Bernard Harris was the best. To see the girl’s faces as they were getting dressed and telling them they were going to keep the outfits – priceless. I am proud to say I am a part of a team that gives back!”

“We were truly moved by tears of joy and gratitude as the kids, teachers and volunteers played, sang, danced and worked arm-in-arm,” adds Hallis. “This year’s RED Day was not about a market center or a nonprofit organization. It was about creating real, lasting change in a community that needs to know someone cares.” kw

YOU CAN HELP!

Visit (www.opendoorbaltimore.org) to learn more about donating on a one-time or monthly basis.



"Wanted to pass along a compliment. I listed a home this weekend and my client just so happened to drive by another one of my listings. She liked the sign. It's so much better than some of the other ones she's seen. These things matter. Thanks for doing a great job on my order."



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101 IDEAS

from you!



2

A pre-listing packet that pleases all personalities

BRIDGET STUART, associate with the Keller Williams Pacific Palisades (Calif.) market center and member of KW Luxury Homes International

“Set the tone for a presentation that suits all personalities by delivering a pre-listing package to the seller’s home prior to the appointment. Our listing plan of action is a major part of that package and serves the needs of the major personality types we’ve encountered over the years. The ‘Drivers’ love it because even though they won’t read it, they’ll be impressed that we actually have a system. The ‘Influencers’ love it because it features pictures of their own home with attractive packaging. The ‘Steady’ and ‘Compliant’ personalities will most likely read it cover-to-cover and either come with questions or call ahead of time to get the answers.”

No two real estate businesses function exactly the same. You’re a business of one, a group of three or you belong to a team of 10. Yet, regardless of your organizational structure, real estate agents have several underlying things in common: You’re looking for results. You’re driven to succeed. And you want it to last.

The ideas presented on the following pages are in no particular order and range from the very fundamental to the new and novel. Some are techniques you can implement at your next appointment and others are advice to keep you accountable to your goals.

Most importantly, they are from you. You’ll find direct quotes from calculated rainmakers, shout-outs from our wonderful Facebook family, as well as excerpts from our core Keller Williams courses, which are rooted in thousands of hours of masterminding with you.

101 ideas await you.
Now go put them to work!

1 Get familiar with Facebook

“If your sphere of influence is on Facebook, use it as part of your 33 Touch program. Think about it ... Wouldn’t you prefer a Facebook comment about your baby or vacation from someone you know over a mass-emailed, generic postcard?”
– **Mariana Wagner**, associate with the Colorado Springs South market center



Fast and effective ways to grow your database

DEBBIE DE GROTE, associate and KW MAPS Coach with the Los Alamitos (Calif.) market center

3. At every closing, ask your customer for two to three of their friends or family members.
4. Go through your cell phone. Are all of your contacts in your database?
5. Go through your checkbook and credit cards. Which local business owners could be a resource for additional contacts?
6. Leverage your vendors and affiliates for referrals.



Structure your day like a mega agent

LINDA MCKISSACK, owner of the Denton (Texas) market center

- 7. Early A.M. Get your head right with exercise and inspiration.** "I often have author Jim Rohn in at least one of my CD players"
- 8. A.M. Complete your Lead Generation.** "When you get to the office, ask 'What does today's lead generation look like?' Then look at who you need to do business with and how long it's been since you communicated with them. Then determine how you need to communicate. Is it a meeting, a phone call, a drip campaign or an invitation to an event?"
- 9. A Word on Energy.** "My energy is highest earliest in the morning, earliest in the day and early in the week. So I frontload the week with Monday being the busiest day. All contacts and lead generation activities happen early in the morning which frees you up to work on planning and other projects in the afternoon."
- 10. P.M. Spend quality time with your family.** "They are so important to us because we don't want to win at business only to lose with family."

3 Expert opinions on controlling your expenses

- 11.** "Even if you are making great money, run your business every single day like you are losing it. It'll teach you to scrutinize every potential expense to ensure it will give you a return on investment." – **Mike Bastian**, KW MAPS Leadership Coach
- 12.** "Individual agents should invest in Quicken or a free service such as Mint. Teams should really consider hiring a bookkeeper who manages business expenses through a service such as QuickBooks." – **Rae Wayne**, associate with the Marina/L.A. market center and KWU Master Faculty
- 13.** "Use the chart of accounts* from *The Millionaire Real Estate Agent*. You'll save yourself a ton of time categorizing your expenses." – **Rebecca Rivers**, associate and operating principal with the Tallahassee (Fla.) market center

*(Download the chart of accounts at KellerINk.com)



7 Tactics for a successful open house

CHRIS SUAREZ, associate with the Portland (Ore.) market center

- 14.** Hold open houses every day to build up your database.
- 15.** Be specific about your farm. Do your research on the demographic most likely to view the house and focus on marketing to them.
- 16.** Choose your open house time wisely. Schedule the open house during periods of high traffic, such as a weekend event near the home.
- 17.** Advertise: door knock, place signs, post Internet ads and call the neighbors.
- 18.** Use your iPad to capture the last name and neighborhood of a potential buyer.
- 19.** Ask for referrals! Use your scripts! Every referral source gets a call-back.
- 20.** Thank the guest in advance with a gift or card.

10 Closers you won't want to forget

SHIFT: How Top Real Estate Agents Tackle Tough Times, pg. 101

- 21. The Hard Close:** "Let's Meet!"
- 22. The Soft Close:** "I've really enjoyed visiting with you. Would you like to get together to discuss this further?"
- 23. The Direct Close:** "Can we meet today?"
- 24. The Indirect Close:** "Would it be OK if I got you some information to look over and then we can meet to discuss?"
- 25. The Trial Close:** "Have we gone over enough today that meeting would be our next step?"
- 26. The Assumptive Close:** "I think you would agree that we have gone over enough today that meeting would be our next step."
- 27. The Negative-Positive Close:** "Would you be offended if I asked if we could meet to go over this?"
- 28. The Take-Back Close:** "I've really enjoyed visiting with you. To be honest, I'm not sure if I can be of help or not, but I'd be honored if we could meet to find out."
- 29. The Tie-Down:** "Wouldn't it make sense for us to meet in the next day or so?"
- 30. The Alternative Choice Close:** "What works better for you? Meeting today, sometime this afternoon, or tomorrow morning?"

How to communicate with a 16,000-person database!

JULIANA LEE, associate with the Palo Alto (Calif.) market center



"People appreciate a follow-up call or email. When you have hundreds of people that require an instant response, having [the eEdge] system push follow-up reminders to me so that I can take action shows people that you care about them."

Read more about Lee's communication system on page 28.

Chris Heller on getting your head in the game when your ear is on the phone

CHRIS HELLER, President of KW Worldwide



"Mindset represents 90 percent of success. And when you're making three hours of phone calls a day, your positive attitude, or lack thereof, impacts the person on the other line."

Incorporate these techniques into your daily lead generation activities:

- 32.** Keep a smile on your face – have a mirror at eye level so you can see your pleasant expression.
- 33.** Stand rather than sit.
- 34.** Dress professionally.

35



Start a vendor program

ROWENA PATTON, associate with the Asheville (N.C.) market center

"Go to your favorite home inspector, appraiser or pest inspector and ask for \$350 to \$400 month in exchange for promotion in your buyer or seller packets or a preferred vendor list on your Website. That's a very small investment for a home inspector who's receiving 5-10 clients every month from you. Start small by asking a vendor you've already established a relationship with. Eventually, you'll get several that could add up to thousands of dollars. That's additional marketing money by just asking!"



soci@

Work your sphere on social media

SOCI@L: ATTRACT FRIENDS, FOLLOWERS, AND CONNECTIONS TO YOUR BUSINESS

- 36.** Don't be all business. No more than 1 in 5 posts should be purely business.
- 37.** Always be positive. Especially in a shifted market. People appreciate an upbeat take on an otherwise tough market.
- 38.** Highlight your success, your professionalism and your service. Consider posting "Congratulations to Bob on his new home purchase" or "Just negotiated another short sale for my sellers."
- 39.** Spend 15 minutes each day learning about your sphere and commenting on their lives. To post is fine, but to comment is divine.

Script TIP

TONY DICELLO, Director of KW MAPS Coaching

"When memorizing your scripts on your own I recommend:"

- 40.** Standing Up.
- 41.** Reading the script out loud 25 to one hundred times – fast!
- 42.** Repeating this activity every day for a week, or until you can repeat the script from memory.

Once you've got it, move on to the next script you want to master.

Want to be great? Surround yourself with the best!



MARY-ANNE GILLESPIE, KW MAPS Coach and associate with the Keller Williams Ottawa Realty Brokerage

5 Ways to Tap into an Inner Circle of High Achievers and Realize Your Success

- 43.** Create an inner circle of people more successful than yourself in the areas of personal, spiritual, financial, physical and professional growth. Identify those people and open the conversation with a phone call, email or handwritten note.
- 44.** Have innovative meetings with those people on a regular basis and find opportunities to meet with people in leadership positions. Their perspective, experiences and insights are priceless.
- 45.** Don't look for people who are the "same" as you. The best ideas emerge when very different perspectives meet.
- 46.** Be with these people until you've outgrown them.
- 47.** If you are failing or are met with a significant challenge, look around the proverbial room and think about who you are standing next to and ask yourself: are they furthering your growth and contributing to your life in a positive way? Or are they negatively impacting your life? If it's the latter, consider keeping them at a safe distance.



5 Steps to better blogging

LIZ LANDRY, KW MAPS
Tech Coach

48. **Keep it short and sweet.** Write between 300 and 500 words per post. Divide the article into three paragraphs or organize them into numbered or bulleted lists so that readers can easily skim for information that is relevant to their search.
49. **Get rich with keywords.** Use words and phrases that you believe people will search for online. Repeat these keywords and phrases in the headline and body of your post and repeat them 2-4 times for every 100 words.
50. **Add personality.** Embedding media such as photos or video into your post gives your words a name and a face. Successful blogs are both informative and interesting.
51. **Keep content fresh.** Search engines rank blogs on a number of variables, one of which is frequency of posts. Create an annual editorial calendar to follow and commit to one or two blog posts a week.
52. **Integrate your blog with your website.** A good rule of thumb: link 30 percent of your posts to a specific search on your Website.

Script to get you the commission you deserve

SELLER MASTERY, Keller Williams University

53. **Script 1:** "Do you know how agents get paid? Let's say we have six dollar bills here. I use three of them to pay any agent who brings us a buyer. Of the remaining three, one goes to my broker; one goes to marketing your property to agents and buyers, and the last one goes to my family. Which dollar would you like to see eliminated?"
54. **Script 2:** "When we decide to work together, I put my money at risk first. I agree to spend my money and know I will not get paid unless I get the job done for you."
55. **Script 3:** "How quickly did they lower their commission? If they were that quick to lower their price, what do you think they'll do when it's time to negotiate the sale price of your home?"

3 Ways to protect your time

IGNITE, Keller Williams University

56. **Block your calendar** for the same time period – before noon – every single day, week after week for lead generation. The morning is generally the best time for lead generation, because it keeps you from getting caught up in other activities and losing track of the day.
57. **No skipping.** If you erase, you must replace! If any event stops you from accomplishing your lead generation at your set time, that commitment does not simply disappear. It's up to you to make up the lost opportunity in another time slot.
58. **Allow no interruptions** unless it is a REAL emergency. It's easier than you think to fritter away precious time on unrelated phone calls, water-cooler chat or putting out fires that can wait until later.



5 Tips for getting more out of your video marketing strategy

KENN RENNER, KW MAPS Coach and associate with the Lake Travis (Texas) market center. ([youtube.com/RennerRealty](https://www.youtube.com/RennerRealty)).

59. **Just do it.** Polls show that 78 percent of sellers want their agent to have a video Internet presence, yet only 12 percent of agents nationwide have a video channel. That's an untapped market with lots of potential.
60. **Use video email.** I'm seeing a lot of agents send their videos through email using a free or inexpensive service such as Eyejot or BombBomb. Use video email to introduce yourself before a listing presentation or to wish someone happy birthday.
61. **Quantity over quality.** Today's YouTube-obsessed audience wants authenticity over perfection. Show you are real, that you care and then do it consistently.
62. **Impress sellers.** Post a video of your seller's home with the address, MLS number, neighborhood name and any additional niche phrases that would rank well for that home.
63. **Shoot testimonial video.** This is my favorite. When you're at the closing table, ask your clients if they'd be willing to share their experience with you on camera. Ask how they found you, why they chose you, if they would refer you to friends and family and what challenges you helped them solve.

Track your sales goals

SELLER MASTERY, Keller Williams University

When you know your conversion rate, you can use it to stay on track of your activity to meet your sales goals. For example, say your goal is to set 10 appointments per month, and through an analysis of your conversion rates you have established that it takes 400 calls to get 10 appointments. Imagine it is now halfway through the month and you aren't any closer to reaching your goal. Your conversion rates will tell you exactly how many calls you will have to make to get back on track!

64. **Track your lead generation results**
Write down the number of no answers, number of messages left and number of callbacks made. Then look at the number of conversions, number of appointments set and the TOTAL number of calls made.
65. **Now calculate your conversion goals**
Calculate the conversion rate from the number of calls to appointments set in one day. What is your average conversion rate from number of calls to appointments set in one week? Based on the above numbers, what conversion goals should you set for yourself?

66



Pinterest Potential

CHRIS SMITH, Chief Evangelist of Inman News and Inman Next

What advice do you have for agents who want to use Pinterest?

"Come with curiosity. Pinterest is still 'invite only,' so ask your Facebook friends to spare an invite. Once you have your account set up, start observing the culture. Spend time digging around and clicking on other people's pins and boards. Once you feel comfortable with the layout and etiquette, start a board of things you love. This can be food, clothes, cars, jewelry or gadgets. Starting your first board around your passions in life will increase your 'stick with it' rate dramatically. Once you've got the hang of it, create multiple boards."

How can agents easily integrate Pinterest into their marketing mix?

67. "Connect your content. If you have a WordPress blog, look for the plugin to use your content for possible pins."
68. "Pin with ease. Download the 'Pin Market' for your web browser which will make pinning on the fly a breeze. The beauty of Pinterest, as opposed to say blogging, is that agents can curate quickly. Two other rules of thumb: always add your own commentary when pinning and be sure the pins lead back to the original source of the photo."
69. "Use your time wisely. Adding another social networking site to your already busy schedule can be a challenge. A good rule of thumb is to log in every day long enough to pin with purpose and connect with potential clients."

73



Engage your community

BO MENKITI, operating principal of four market centers, Washington, D.C.

"[We reinforce our brand] through community engagement activities and events, many of which we've been instrumental in driving. One of our most successful events is a neighborhood yard sale in our 1,200-home farm area which our team coordinates. We give people shopping bags and maps and they go shop. We spent \$1,000 for the logo, the bags, a color map and an interactive website. The return in awareness and new leads makes it a worthwhile investment."



2 Tips for using scripts

JEFF GLOVER, associate with the Plymouth/Canton (Mich.) market center

70. **Don't talk, ask questions.** Selling is not telling, selling is asking a series of questions that leads to a desired response. Asking questions gives us control over the conversation and control gives us our ultimate outcome: a closing.
71. **Mimic, mirror and match the prospect.** 93 percent of communication is body language and tonality and that means that the words we say are only 7 percent are the questions that we ask. Listen to your prospect's tone of voice, and then speed up or slow down based on how fast the prospect is talking.

72



Build your brand

MIKE CLARKE, associate with the Keller Williams Advantage Realty Toronto, Canada

"Early on, I spent a good deal of money to print some beautiful pieces that I sent to a farm of about 2,000 homes. Guess what? Nobody called. So I changed my strategy to calling and door knocking. Then I realized that the entire community was predominately Asian and didn't speak English. That was an expensive learning experience. I shifted strategy again, farming to 3,000 homes where turnover was high. For two years I gave 'Forget-Me-Not' seeds and other small reminders that the homeowners would keep on hand. I stayed consistent and got results. Now I do a 60,000-home farm and send out something every three weeks – no matter what. I believe it takes two years to infiltrate an area. The return on my investment is about \$6 back on the dollar."

Never stumble over another buyer objection again

BUYER MASTERY, Keller Williams University

Objections are a part of life for real estate agents. Learn how to handle them with confidence using the A.E.I.O.U. technique:

- 74. Ask questions:** Get at the real issue by investigating it further. You might ask questions such as, "Can you tell me more about that?" or "Can you tell me what's important about that?"
- 75. Empathize:** Acknowledge the buyer's concern by saying something like, "I can certainly understand how you feel."
- 76. Identify the real issue:** Restate what you believe the real issue is. Clarify the issue by asking, "So what you are telling me is ..."
- 77. Offer a solution:** Problems appear insurmountable until you know how to solve them.
- 78. Urge an agreement:** Use tie-down statements such as, "Don't you agree?" or "Are you comfortable with that?"

79



Get more inbound links!

KEITH RIDDLE, associate with the Spokane (Wash.) market center

"Inbound links are one of the most important parts of SEO. 'Link popularity' refers to the number of links pointing to your site from other sites on the Web. Improve your inbound links by creating content that people want to link back to, participate in online communities and blogs, get a link from your local chamber of commerce, sponsor a charity, or exchange links between your service provider network."

Turn to page 18 for more ideas on outranking your local competition.



5 Apps to buy you time and save you money

MATT FETICK, associate with the Brandywine (Pa.) market center

- 80. Dropbox:** Used as a cloud-based filing cabinet for all of our team's documents. Whether I'm on my mobile phone, iPad or desktop, I have access to every agreement of sale, disclosure and appraisal. (<https://www.dropbox.com/>) – Available on iPhone, iPad, Android and BlackBerry.
- 81. Evernote:** The best place to take notes, save web clips and manage prospects in progress. You can share a unique notebook with each prospect and track their home buying or selling progress. (<http://www.evernote.com/>) Available on iPhone, iPad, Android and BlackBerry.
- 82. Fax Burner:** This mobile app allows you to shoot a photo of any document with your mobile phone, convert it to a PDF and fax it directly from your mobile phone or iPad. (<http://www.faxburner.com/>) – Available on iPhone only.
- 83. Shoeboxed:** This awesome app manages your receipts. Simply take a photo with your mobile phone of the receipt and email it to Shoeboxed. You'll have a digital copy and using optical character recognition, or OCR for short, it will file it and create an expense report. (<https://www.shoeboxed.com/>) – Available on iPhone and Android.
- 84. Dragon Dictation:** A voice-to-text free mobile software. This app lets you dictate emails, texts and documents and then transcribes them for you. It is great for agents on-the-go, because we can talk much faster than we type. (<http://www.nuancemobilelife.com/>) – Available on iPhone.

From our Facebook followers: Their most successful open house

- 85.** "Hand-delivering invites for a special one hour Pre-Open House for the neighbors... works really well in older neighborhoods where everyone knows each other." - **Nikki Laframboise**, associate with the Keller Williams VIP Realty, Brokerage (Ontario)
- 86.** "Yesterday! Pinpoint price strategy. Listed three days prior to open. Had 20-25 people show up. An agent showing the home wrote an offer on the hood of the client's car and waited three hours for seller to come home to present." - **Eric Helmers**, associate with The Maple Grove (Minn.) market center

Their favorite piece of video equipment

- 87.** "Our Canon EOS 7D, for sure!" - **Michael Green**, associate with the South Tampa (Fla.) market center
- 88.** "iPhone with VideoPix app. It lets you shoot video then grab still shots out of it!" - **Mitch Weigel**, associate with the Fayetteville, AR market center



Negotiate the right way: how to find common ground

DIANNA KOKOSZKA, President of KW MAPS Coaching

89. **Words are important;** they separate us from the mimes. Know your scripts and dialogues. Learn them from great salespeople who have proven themselves.
90. **Either you run your day or your day runs you.** Put lead generation in your schedule the same time every day. Like your stomach knows when it's mealtime, your brain will get use to lead gen time and work at peak performance.
91. **Everyone pays for coaching,** either by not obtaining the listing and not getting the commission, or hiring a coach. Get a coach.
92. **Have no fear of perfection;** you'll never reach it. Get implementing quickly and don't wait to be perfect.
93. **The question isn't who's going to let me;** it's who's going to stop me. Focus on what you want and pay the price to get it.

94



Power through with proven prospecting advice

ILAN BRACHA, associate with the NYC-Manhattan market center

"When the market shifted, I went from No. 1 to No. 69 in my company. I needed business fast to secure a home for my family. So I went back to selling apartments and then to past clients and my network to ask them if they knew someone who was interested in buying, selling or investing in real estate. This was key. As sales people, we must focus on making and counting our contacts. My success rested on waking up each and every day, prospecting for contacts until noon and then attending networking events to ask for business over and over. If I didn't make those in the morning, I made up for it in the afternoon."

96

Website hot spots: Say "No" to subtlety

Give your IDX button ample real estate on your website. Buyers want to see one thing when they get there: homes. Make it easy for them to begin their search.



4 Keys to running a high-listings team

MARK SPAIN, associate with the Atlanta - North Fulton market center

97. Keep the listing agent in the listing business. Setting appointments based on leads given, working price reductions, negotiating offers, negotiating inspections and going to closings.
98. Hire a virtual assistant to handle most of the administrative tasks.
99. Monitor the team so they don't get bogged down on the small stuff.
100. Think big when it comes to marketing. Use postcards, billboards, local newspapers and the Internet.
101. Touch your farm frequently and consistently. Don't quit until they tell you to!

95 A script to get sellers to come to your office!

The Problem: **Claudia Maefsky**, associate with the Spokane (Wash.) market center, spent almost 40 minutes at the seller's home for the first appointment.

The Solution: When Maefsky gets a lead from a phone call, she passes it to her assistant who immediately pre-qualifies the seller and then says, "One of our listing agents is going to call you within the next two hours." When Maefsky calls the seller, she sets expectations early with the following script:

"I just received your information and am looking forward to meeting you. I'd like to explain how we work. We have a two-step process. The first thing I'm going to do is come to your home. It's not going to take me more than 15 minutes. I'm going to walk through your home and take notes. Then I'm going to go back to the office and do a market analysis. Then we're going to meet for a second time at my office to go over the numbers and decide what the best decision is for you. So when is the best time for me to come to your house?"

The Result: Now she spends no more than 15 minutes at the first appointment and secures a second appointment for the close.

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Rise to the top of the search ranks

AS ONLINE HOME SEARCH GETS DENSER, THE CASE FOR MORE KEYWORD-RICH CONTENT GROWS STRONGER.



Keith Riddle

If you don't know the ABCs of SEO, it could be costing you significant dollars and cents.

SEO, or search engine optimization, is a strategy to raise organic (non paid) search engine rankings for particular keywords. Search engines continually scour the web for content and rank websites. In order for those search engines, such as Google, Bing and Yahoo! Search, to deem your website important on key phrases that consumers are searching for, such as "Atlanta homes for sale," you need to take intentional steps to be visible.

"In mid-2007 I realized there wasn't much competition in Spokane's web world and I could cultivate more business than I could physically handle as one person using SEO," says Keith Riddle, a seven-year real estate veteran who joined the Keller Williams Spokane market center in 2007 to tap into the team-building synergies. Riddle learned SEO skills while selling real estate during his last year of college studies toward his mechanical engineering and philosophy degrees.

"SEO is vital for real estate agents who want to compete for Internet leads," says Riddle, whose 11-member team closed \$27 million in 2011 and \$8 million in the first quarter of 2012. "The phones we carry in our pockets are better than the computers we had five years ago. Everyone has access to the Internet everywhere. If you don't use SEO, your only other option for web visibility is paid search."

Go Long

So where do you start with SEO? First, Riddle says, choose the topics you want to be known for. Consider the keywords customers would likely use to search, which usually combine the name of a city and property type, such as "Raleigh golf course homes." Riddle suggests targeting the long tail – the less competitive terms that give you a greater chance to rank higher.

Riddle recommends finding out who is currently ranking on your target keywords and exploring what they are doing to get those rankings. That means examining the key phrases they use and who is linking to their site. Some key phrases may be so competitive – even at the long tail – that you are better off focusing on different niches to drive traffic to your site.

"If you go for popular key words, you are going to be competing with REALTOR.com, Trulia and Zillow," Riddle says. "The big players don't try to optimize for terms in the long tail."

Confused on Keywords? *Don't Obsess!*

You'll get far more traffic if you write about what you know in the language used by the community you want to do business with. Here are nine possible topics you can cover to demonstrate your expertise:

- ▶ Neighborhood Profiles
- ▶ School Information
- ▶ Entertainment and Nightlife
- ▶ Local Restaurants and Businesses
- ▶ Employment Opportunities
- ▶ Parks and Recreations
- ▶ Transportation
- ▶ Crime Statistics
- ▶ Childcare

Content Is 'Ka-Ching'

There's an old Internet adage that says, "content is king" and Riddle says that is never truer than in the SEO world. By putting out content, Riddle means writing blog posts and posting videos that will attract the search engines. Over time, writing keyword-rich, informative content or producing YouTube videos tagged with your chosen keywords will put you closer to the top of popular search engines.

"Not too many people are writing a blog about 'Spokane downtown condos' or 'Spokane lakefront property,'" Riddle says. "It's easy to develop content that will rank high organically on long-tail search terms like that."

Riddle is quick to explain that the blog or video content isn't all about Spokane downtown condos. His strategy is to add value for readers by writing about downtown living, restaurants within walking distance from downtown condos, new downtown condo developments and other value-add content similar to his keywords.

"If you consistently produce content that is related to your long-tail keywords, you're going to start to rank higher," Riddle says. "Commit to writing a blog post or recording a video once a week. Over a period of 40 or 50 weeks, you'll have so much

content that your website will become a resource. Every person reading your blog may not be looking for a home, but you are raising awareness for your real estate brand and you will likely generate leads."

Of course, some agents don't have time to undertake this task on their own. If you'd rather outsource it, Riddle says agents can expect to pay about \$500 a month. That could be a smart move for busy real estate agents who are already selling plenty of houses and want to build a team to drive more revenue.

Reciprocation Rules

Blended search results, also known as universal search, include images, local listings, shopping, video, news and blog posts. In order to fully leverage blended search and SEO, Riddle suggests developing quality inbound links. "Inbound links are like a bunch of people pointing their finger to your website," Riddle says. "If someone posts a link to your blog on their Facebook account, that's valuable. So are links from your chamber of commerce, homebuilder association or local news station. If you have all those sites pointing to you, it tells the search engines your site must be important."

Although reciprocal links – trading links with your real estate friend in another city – don't help much, one-way textual links or image links can pay dividends.

Either way, Riddle says it's vital to keep an eye on analytic reports. Agents should be looking at reports that show where their websites are ranked on Google for specific phrases each month and where they rank now. It may take three months to start ranking on your keywords and it may take longer than that to see the fruit of leads. But you won't get there until you start.

"For all the books and seminars about SEO and blogging, still relatively few agents actually develop content consistently," Riddle says. "If you are purposeful about it, you can rank high in the search engines for your specialty and start generating more leads." **kw**



SEO Updates You Need to Know About



Did you know that Google changes its search algorithm up to 500 to 600 times every few months? Whether you are just tiptoeing into SEO or you've already gotten your feet wet, these changes to Google's search algorithm points to one trend: new content that is useful to searches will consistently rise to the top.

Panda:

Panda is a change to Google's search results ranking algorithm that works to lower the rank of low-quality sites with too many advertisers.

Freshness Update:

Google's search uses a freshness algorithm, designed to give searchers the most up-to-date results.

Page Layout Algorithm:

This algorithmic change affects sites that excessively load up the top of the page with ads and make it hard for searchers to find the original content on the page.

Search Quality Highlights:

Significant changes include better indexing of public profile pages, more relevant image search results and fresher video results to better detect stale videos and return fresh content.

The Link Evaluation:

Google often uses characteristics of links to figure out the topic of a linked page. Google recently made sweeping changes to how it reads title tags, surrounding text, link positions and HTML signals related to links.

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Did you win a Best Place to Work award? Send it to (outfront@kw.com)!

Bond with builders, leverage listings

FOR STEVE RIDER, THE SUCCESS OF HIS BUILDER TRADE-IN PROGRAM BOILS DOWN TO ONE STRATEGY – RELATIONSHIPS.



Steve and Beth Rider

The Phoenix market has long been a hotbed for home construction. And five years ago, **Steve Rider**, associate with the Scottsdale Integrity-First (Ariz.) market center, was leveraging the boom to fuel his burgeoning business. But when the market bottomed out,

Rider's success went right along with it.

"In 2007, I had two builders go bankrupt, so I was virtually out of business," he says. "But in December 2007, I wrote down that I would get 90 percent market share by 2011." That year, Rider went on 700 appointments and closed 125 new homes. In 2011, his team took 384 appointments and sold more than 200. Currently he claims 86 percent market share.

His business' rebound was, for the most part, a result of the Builder Trade-In Program, a strategy his father, a 35-year real estate veteran, taught him.

How It Works

The Builder Trade-In Program, a system which teaches agents how to build committed relationships with the builder community, is now available through KW MAPS Coaching.

The program offers an alternative to homeowners on the verge of losing substantial amounts of money on their home. Because many are underwater or have negative equity in their current homes, homeowners feel discouraged from buying a new home. Through the Builder Trade-In Program, Rider suggests offering homeowners three alternatives to get into a new home quickly – listing their home at a discount, a guaranteed buyout program at a 10 percent discount, or assistance renting and managing the home for three years free of charge. One of his most memorable transactions puts the challenge into perspective.

"We had a young couple move from St. Louis. They made good money on their

home sale and bought at the absolute top of our Phoenix market in July 2006," Rider explains. "Within six months, the house dropped from \$325,000 to \$125,000. They tried to sell their home for a year, ready to lose \$50,000. I introduced them to the program, and they closed on a new home eight days later. I managed their home for three years and put another tenant in it for two more. Since then the property value has rebounded to \$270,000. The original homeowners now owe \$275,000. And with another lease, they'll probably break even or possibly profit when they sell it next year."

Getting Others Involved

As Rider's business bounced back, other agents showed an interest in learning the program. Having trained nearly 75 local agents, he had a solid platform for teaching its systems.

Rider started with two test cases: **Louis Parrish**, of the Tucson-Marana / Oro Valley market center, and **Ray Sullivan**, of the Scottsdale-Integrity First market center. Sullivan averaged five trade-in transactions per month his first six months, 10 in his seventh month and then 15 in his ninth, ultimately winning the Phoenix Sales Agent of the Year Award.

Today, six agents are enrolled – **Mickey Pascarella**, of Philadelphia, Pa., **Jim Krautkremer**, of Charlotte, N.C., **Terry Belt**, of Richmond, Va., **Haro Setian**, of Greenville, S.C., **Alex Jansen**, of Tampa, Fla., and **Spalding Pyron**, of Dallas, Texas.

"I knew in a very short time I could benefit from Steve's experience and the experience of other agents around the country," said Pyron, who had done trade-ins on his own since 1998. "I see this as a mastermind of great agents backed by Steve's vision. Amazingly, I had never even thought of building a team of agents as trade-in specialists. There is a ceiling to growth if you do all the work yourself. Now I don't think I have a ceiling."

Agents in Action

The Builder Trade-In Program aims to establish 75,000 ambassadors who will sell one new home to create what is called the

Keller Williams Realty Stimulus Package.

"We build from the bottom up, starting with sales agents, getting to know them, how long they've been in the business and what they do in their free time," Rider says. "We also teach trainees how to work from the top down." In other words, agents in the program leverage Rider's relationships with eight of the top 10 nationwide builders.

Once accepted, program trainees receive scripts, manuals, DVDs and three Webinar trainings per month for a 10-session course that costs \$1,000 a month, which is split with a lender partner and secures an exclusive territory for five years.

"As the market grows," Rider adds, "it's an opportunity to build those relationships now and learn to leverage those listings with builders at the highest form for the next 10 years." kw

Quick Hints

When the Phoenix market shifted and home prices dipped, Steve Rider pushed to keep his business open under traditional terms. His Builder Trade-In Program offering homeowners three alternatives to get into a new home quickly:

- List their home at a discount,
- A guaranteed buyout program at a 10 percent discount or
- Assistance renting and managing the home for three years free of charge

Learn more about joining the network of agents using the Builder Trade-In Program, which is offered through the KW MAPS Coaching Agent to Agent Market. (<http://lmapscoaching.kw.com/products/builder-trade-program>)



STRAIGHT SHOT

to a new
contact

JEANNETTE KOHLHAAS
TOOK HER CAREER FROM
THE FAMILIAR FAIRWAYS TO
THE ROUGH OF REAL ESTATE
AND LANDED A HOLE IN
ONE BY VIEWING EVERYONE
AS NEW BUSINESS.

Jeannette Kohlhaas, an associate with the Jacksonville-Mandarin market center and a professional golfer since 1980, is an inspiration to many on and off the greens. She is a BOLD Achiever and a two-time BOLD 100 Club member. She serves on the Associate Leadership Council (ALC) and is chair of her market center's Growth Committee. The Kohlhaas Sales Team sold 51 homes totaling more than \$8 million in 2011 and is on track to sell 75 homes at \$12 million for 2012.



Jeannette Kohlhaas

Kohlhaas started selling real estate nearly nine years ago when her golf career forced her and her husband to move seven times in just 10 years. She figured she could use the license to help her golf clients who faced a similar nomadic lifestyle. "When I realized I needed to learn more about selling real estate, I chose Keller Williams. The company has great educational programs and I love learning and improving myself."

Kohlhaas was successful out of the gate, averaging \$2 million a year. By the time she added an executive assistant and a buyer's agent to her team in 2010, she had worked her way up to \$4 million a year. Being the high-achiever that she is, she set her sights on bigger goals and enrolled in BOLD, MAPS Coaching's eight-week breakthrough program which helps agents break through to more business through proven scripts and systems. Among the most salient lessons Kohlhaas learned in BOLD: agents typically focus on buyers to build their business. Yet, a listings-based business gives agents the greatest amount of leverage to generate more leads and capture buyers as clients. Right then, Kohlhaas decided to drive up her inventory by building her database. A few months later she had won 20 new listings. Today, she averages 25 to 30 listings a year and says that BOLD taught her the skills to talk about real estate to more people. She can sum up her success into several strategies.

BOLD's Mental Diet

"As a professional golfer, positive thinking and self-help books and tapes were like my bible. I read them all the time," Kohlhaas says. "BOLD approaches mindset the same way and teaches you that success is out there if you want it. You just have to go out and make time in your schedule to find new business. You have

to go out and knock on doors. You have to be hungry."

A competitor at heart, Kohlhaas is confident in her willingness to win. "When you expect success, success happens," she says. "I always expect to get the listing and I get the listing. That's the mindset agents need to have."

Fill the Database

An agent's database is their most valuable asset. It's the engine that drives the business. Kohlhaas knew this as a fact when she first moved into her current neighborhood which was all new construction. Looking for a way to engage her new neighbors and earn their business, she wrote a monthly newsletter that contained generic real estate information and updates about the community. It worked. Six years later, she has 41.6 percent market share of resale homes listed in her neighborhood. "I take the time to walk and ride my bicycle around the neighborhood, with my KW tee shirt on, putting the newsletters in people's mailboxes. I get more exposure by doing that one thing consistently."

Kohlhaas also organized a neighborhood watch, which helped her gather nearly 200 e-mail addresses in her neighborhood of 525 homes. She knows which families have kids, their names, their hobbies and their birthdays. When a new family moves into the home, she plays matchmaker with the families to encourage a stronger sense of community. Now that Kohlhaas has a solid database, she is able to get even more focused on who she contacts. And that means following the models she learned through BOLD. "Don't reinvent the wheel. Call the expired listings. Call FSBO's, and go meet them. Call the first-time buyers. Go door knocking," Kohlhaas says. "I am the queen of warm chatter. I love talking to people so much my husband says I could sell snow to an Eskimo. When I am in line at the grocery store, I pick the longest line so I have time to talk to people. I'll find a way to turn the conversation to real estate and I give them my card. But I am never pushy."

In one of her boldest moves yet, Kohlhaas created a Scavenger Hunt, which has been distributed by MAPS coaches

DATABASE ON PAR?

A database is much more than a list of contacts: it's a living record of all your business relationships – current and potential. Your goal is to build a database that will produce leads. So how does your database stack up?

- Write down the number of Mets – someone you have met either in person or by phone – in your database right now.
- In *The Millionaire Real Estate Agent*, top agents who lead generate with their database in a systematic and consistent manner expect to receive 2 sales for every 12 Mets – one sale from repeat clients and another from referral business. Use the 2 for 12 ratio and divide the number of Mets in your database by 6. Write down your result.
- Now you have the approximate number of sales you may possibly achieve when you apply a touch program consistently over time.
- Write the number of Mets you want in your database and your target date for getting there.
- Review your results. If you are not achieving the 2:12 ratio with your existing database, you don't necessarily need a bigger database, you need a better one. Fix it by focusing on the contacts that are working. From 300 you might go down to just 50 or 60, and then carefully work your way back up with only quality contacts.



What is BOLD?

Over seven weeks, BOLD conditions agents with powerful mindset exercises, language techniques, business-building strategies and live lead generation activities. Written by Dianna Kokoszka, President of KW MAPS Coaching, BOLD includes the mindset, skills and scripts that have propelled Kokoszka's own million-dollar real estate career and secured her place as the industry's "Queen of Systems and Scripts."

► To find a BOLD near you visit:
(<http://mapscoaching.kw.com/bold>)

to BOLD participants. The game is simple: on a 10x10 grid there are people descriptors such as “lady with glasses” or “lady with blonde hair” or “man with flip flops.” As agents go about their day, they make it a point to connect with people who match the descriptors on their card.

Winning with Wisdom

As successful, and as bold as Kohlhaas is she believes there's still more to learn. As she sees it, if you aren't improving you are going down hill. If she gets one nugget from a two-hour seminar that helps her make an extra sale, she believes it is more than worth her time. Even if she's heard the same information before, she listens again because she knows new

truths take time to sink in.

In fact, five years ago, she started taking short sale classes. Her timing was good with the wave of short sales that have followed. Although short sales can be more difficult than regular sales, Kohlhaas derives about half her business from the niche market.

“There's business everywhere. You just have to open your mind and be honest and sincere about wanting to help people,” Kohlhaas says. “Be bold. Start a conversation. You can't be afraid to talk to people in a way that shows you care and that you want to help them.” kw

5 lessons from a former solo superstar

MOST SUCCESSFUL REAL ESTATE LEADERS STARTED OUT AS SELF-RELIANT SOLO SUPERSTARS. RYAN TOLLEFSEN IS NO DIFFERENT.



Ryan Tollefsen



Ryan Tollefsen's team is 11 strong and highly successful. But making the transition from self-reliant solo superstar to captain of a dream real estate team didn't happen overnight. It took mindset and management style shifts to move from being the man behind the business to the man behind the vision that runs the business.

"It was a struggle," admits Tollefsen, who made the leap from Prudential to Keller Williams Realty about a year ago. Tollefsen worked for a builder in Las Vegas for nine years before moving to Alaska to build a team. "When you have your own team, you are supposed to make more money and work less," he continues. "But there was a time when I worked a lot more and I was very stressed. It was a struggle."

Tollefsen overcame his struggles by focusing on five philosophies: (1) the business is no longer yours; (2) delegate; (3) know your value proposition; (4) accountability is key; and (5) it's OK to ask. Although he's learned many other lessons along the road to leadership success, Tollefsen says these five have proven core to personal and team growth.

1 The Business Is No Longer Yours

Tollefsen's first philosophy may appear counter intuitive, and he's quick to clarify his statement. "You still own your

business. But your team has to buy in to your business model and plan; otherwise, you can't expect them to help you achieve it." He gains that support by developing his team members.

"We address their strengths and weaknesses and come up with a solid plan to help them reach their goals." Tollefsen even went so far as nixing his personal branding in favor of a more team centric name: Alaska Real Estate Experts.

2 Delegate

Once Tollefsen accepted that the business was no longer his, he had to learn how to let go and delegate. That began by changing his mindset about client interaction. His biggest fear: clients would be hesitant when another team member called or showed up to an appointment instead of him. Over time, he identified that limiting belief as a false mindset and a trap for failure in the team structure.

"If you have the right team members that understand the

team standards, they will provide the same or better service than you would simply because they're dedicated to providing the best experience possible for the buyer or seller," Tollefsen says.

Expanding his team also expanded his wallet. Suddenly, he was on the hook for a larger chunk of monthly accounts payables. That was quite a shift for someone who was used to bringing in more money, not watching it go out. Today, his team must produce or the business struggles financially.

"Initially this was a huge hurdle for me because I only had one buyer representative. Every time I tried to add a second person I would stumble." Tollefsen struggled because he was avoiding the transition from a sales-focused role to a lead generation one. He had to get in front of more people so that his team could convert them to clients. It took him more than a year to transition from writing 75 percent of the team's business to about 25 percent.

3 Value Proposition

A successful business must have something to offer its members or it will fail. As Tollefsen sees it, simply hiring people because of an overflow of business will not result in stable growth. Learning that lesson meant he had to embrace his changing role – which was to mentor, motivate and grow his people.

"My value proposition to my team is my time. That includes lead generation to keep the pipeline of buyers and sellers open, coaching them to earn more business, setting financial goals and negotiating transactions," Tollefsen says. "Through their success the team will grow. They are my largest advocates when recruiting new members and they never feel threatened when someone new starts. They know I have their best interest in mind and we will all be successful together."

4 Accountability Is Key

Holding people responsible for results was a critical component Tollefsen admits he left out of the equation in his early team-building days.

"Initially, I thought my team members needed to be accountable to the tasks that they were doing for me."

Now Tollefsen helps each member understand their role,

responsibilities and the repercussions through weekly one-on-one meetings. "We go over their transactions and business plans to ensure they are on track to reach their goals. And then we make any necessary adjustments together."

It's OK to Ask

5 Through the entire building period, Tollefsen developed relationships with other successful mega agents leading teams of their own. It was a critical resource. Reaching out to them for tips on succeeding with teams gave him perspective on leading through his people effectively.

"I consult with my team on a regular basis before making changes or big decisions," Tollefsen says. "Not only do they sometimes have great input, they get to participate in choosing the direction we're headed." That, he says, solidifies the confidence in what they are doing and results in a profitable business. "There is no 'I' in team," says Tollefsen. kw

Cutting through the negative team-based competition

With 11 team members, Ryan Tollefsen, head of Alaska Real Estate Experts, needed to create an environment of community rather than competition among his agents. The result: The Rock Star Award, – a wood plaque with rhinestones that sits on the wall of the agent with the most sales in any given month. "I'm able to generate enough business that no one on my team feels threatened," he says. "I've learned I need to help them reach their financial goals or I am not creating a healthy community. With Keller Williams' training, it's a lot easier to make that happen!"



How to leverage your time with a showing assistant

When Aaron Armstrong, associate with the Green Hills (Tenn.) market center picked up a copy of *The Millionaire Real Estate Agent* in 2004, he knew it would be the fuel for creating a successful real estate business. What he didn't know was that a year later it would lead him to Keller Williams Realty. "Within 48 hours of hearing about the company's value proposition, and that they partner with the agent, I made the switch," he says. "When I'm sure about something, there's no need to delay."

With the same surety, Armstrong followed the organizational model and continued to grow his real estate business, hiring a lead administrative assistant, a lead listing specialist and then **Brianna Morant** as the lead buyer specialist in 2007. By 2011, proficient at turning prospects into clients, Morant found herself juggling the leads she had successfully turned into clients as well as the responsibility of converting brand new leads to new clients. While it was working for the short term, both Armstrong and Morant knew it wasn't sustainable. They needed an answer.

Lucky for them, it came during one of Gary Keller's sessions at Family Reunion. Describing a new model, Keller, co-founder and chairman of Keller Williams Realty, proposed that the showing assistant was a new addition to the organizational model; one that was working for many high-producing teams. Armstrong and Morant quickly came to the same conclusion: find and hire a talented showing assistant to leverage their business. "We needed to free her up so she could go back to focusing on the consumer, get them to appointments and get contracts signed," says Armstrong. Their showing assistant, **Ashley Bosshart**, was hired in March 2011, made a full transition by late summer, and was on a roll in the position by late fall. Now that Bosshart has had time to develop the role, the buyer team has established some healthy goals: a minimum of five consults per week, to write 17-20 contracts per month, to close at least 10 contracts each month, and to sell 200 units in 2012. Last year the team sold 125 units and is confident that with Bosshart they'll hit their numbers.

Having mastered the showing assistant model, *OutFront* tapped Armstrong for his sound advice on leveraging the buyer side of the business.

A Showing Assistant Defined

A showing assistant is someone who assists the lead buyer specialist by working with buyers to identify and refine home needs, map routes, drive clients, show homes and close buyer clients to contract offers.

There Is a "Right" Personality for the Job

Armstrong warns that thinking of a showing assistant as a door opener will limit the potential and power of the position. "I was looking for a leader who has the characteristics of a lead agent, someone who could move into a buyer specialist position someday," he explains. Following the DISC® profile, the team knew they needed someone who was a "high-I," who loves to be around people, is persuasive, magnetic and optimistic. A showing assistant is with people all day long, every day. The right personality for that environment is critical. With the help of a showing assistant, the buyer division can grow exponentially, so the right showing assistant will also have a blend of the DISC's "S" and "C" qualities to follow up after showings, find new properties to show, keep track of all the people in the pipeline, and move clients through the buyer process. Armstrong also wanted someone new to real estate; someone with buy-in to get licensed and someone excited about the business.

Licensed Versus Unlicensed?

While it may make sense in some states and on some teams, Armstrong says having an unlicensed showing assistant would never work for him. His showing assistant is licensed and he recommends the same to others. "Don't sell the position short. If your goal is to grow your business, then set someone up to grow, too." In addition to there being restrictions to what an unlicensed assistant can say and ask, this team role is critical to freeing up the lead buyer specialist's time and requires someone who aspires to grow and add more value.

Pay for Performance

"The right person wants more skin in the game," Armstrong offers. "Rather than hourly or salary, pay them a percentage and reward them for performance. I wanted to hire a superstar and am willing to pay them more than I would someone who isn't licensed." Bosshart reports to Morant and gets a percentage of the buyer side of the commission. A showing assistant should be future minded and aspire to move into a buyer specialist position. Armstrong says it this way: "If you are a rock star and get results, we'll figure out how to create the right opportunities for you."

Don't Wait to Put Them on the Road

Armstrong says not to wait until you get all your systems perfect before you implement the showing assistant model. Like most success stories, this one also had its learning curves. The Armstrong team maneuvered through the growing pains



The Aaron Armstrong Team Organizational Chart



Thinking of adding a showing assistant to your team?

Look for These Qualities:

- Highly sociable; outgoing
- Optimistic; sanguine
- Comfortable spending large amount of time in the car and in homes
- Analytical ability in order to match clients' needs to homes
- Forward looking and oriented toward growth
- Can easily learn and utilize scripts and dialogues

and had to modify their processes more than once. Initially, it was a challenge to determine the best way to make the handoff of the lead between the lead buyer specialist and the showing assistant. It meant involving the customer and convincing them that working with a showing assistant would benefit them. The team explains to clients that “we not only have one, we now have two people to find and show you homes that are handpicked just for you.”

Know When to Share the Road with a Second Showing Assistant

Now that Bosshart has opened the doors to hundreds upon

hundreds of homes, the Armstrong team has found their threshold of capacity to service clients with excellence. “We believe that somewhere around 30-35 active buyers (a mix of A, B and C; see below) requires one lead buyer specialist and one showing assistant. When you get more than that, you need a second showing assistant to encourage efficiencies and growth in the position. In less than a year, by top grading talent to get the best people to grow the business, the Armstrong team is testing the use of a second showing assistant. As Morant digs in to increase lead flow for the two showing assistants, the team is ascertaining how to properly share leads between them. A great problem to have as their team continues to grow. kw

More Talent More Business

Manage lead flow with an active buyer categorization system



Likely to purchase in the next month.



Likely to purchase in the next 60-90 days.



Likely to purchase in three months or more.

When a lead comes in, the Armstrong team puts them in one of the following categories to measure their urgency and how much time the team needs to spend nurturing them.

THE NINE PERCENT

There's a communication epidemic in real estate. Last year, The National Association of REALTORS® found that 72 percent of buyers would use their agent again or recommend them to others. Amazingly, only 9 percent of agents stayed in touch with those clients!

Juliana Lee, a mega agent in the Palo Alto, Calif., market center, is among the 9 percent. Her constant contact with a 16,000-person database has catapulted her to millionaire status, landing her the award for No. 3 individual agent ranked by GCI in the Keller Williams system in 2011.

Lee's communication system, which she has perfected over her 25-year career in real estate, is rooted in consumer purchasing behavior. "It's about predictions and prioritization," she explains. "I estimate what my client, or potential client, will be doing in one day, one week, one year or one decade. And then I reach out at the right time with the right message."

The Tech Edge

Like many smart, systems-oriented mega agents, she turned to technology to get her contact management system (CMS) in place. Living in Silicon Valley made it easy. Lee quickly hired a software engineer who custom-built a unique system to manage her contacts, automatically send emails, provide reminders and keep track of transactions.

There was only one problem: it cost \$10,000.

"I was paying around \$500 annually for maintenance and additional features," she says. Financially, the system was a big investment, but Lee faced bigger problems when her software engineer retired. She was back at square one, this time with outdated software. "There were changes in laws, property search capability, and I really wanted to expand the email capability." She tried other solutions, including a second custom-built CMS, but was frustrated by their limitations.

That led Lee on a search for a new system. In September 2011, she found her answer in eEdge, Keller Williams Realty's complete lead-to-close system that only cost her \$15 a month. She also signed up for the Market Leader Pro add-ons for an additional fee of \$99 to track lead behavior on her website. At 87 percent less than what she paid for her other CMS, the mega agent and her staff switched almost immediately.

The Art of Communication

Lee was excited about the impact eEdge could have in streamlining her communication-based business and actively worked with her staff to get her database of 16,000 contacts up and running.

More importantly is what her team now does on a daily basis to stay in touch with those contacts. "If it wasn't for the features in eEdge, my staff and I would not be able to follow up with my clients constantly," she says frankly.

Among the most important features for Lee are the

reminders. Using them is one part art and one part science. The art is in knowing how people are going to behave. And the science is the technology that reminds her to communicate at the right time with the right message.

"Take a rental client," says Lee. "Their lease is going to expire in one year. My reminder is going to be one or two months before they decide to renew."

"Here's another great scenario," she continues, "I have many clients who leave for vacation to India or China over the Christmas holiday and put off any big decisions until January. I set a reminder to contact them as soon as they get back. They don't want to think about buying or selling a moment sooner, and

so I look like the hero for having come to the rescue at the right time."

It happens over and over again, Lee explains. Birthdays, anniversaries and special occasions occur almost daily and her subtle touch reminds them she is there to help. "I set reminders to contact my clients ten years after they bought a home from me." That does two things says Lee. "One, it's a good excuse to reconnect and, two, it's a great opportunity to see if they want to move up."

Whatever occasion her contacts are celebrating, Lee's staff is there to capture and convert the call when it comes in.

"My job is to write contracts and keep a constant pipeline of business. The technology is what allows my staff to prioritize and stay in touch while using my time effectively. You only have 24 hours and 365 days. Your time is everything."

"Only with a predictable flow of leads can you expect a predictable flow of business."

How do you become one of the 9%?

Many agents shift their focus between generating the leads and servicing them and, as a result, experience an up-and-down business cycle. Lead generation needs to be systematic, consistent and sustained – it never stops. Test drive your database with these four tips.

- 1. Classify your leads by type.** This might include “Buyer,” “Seller,” “Buyer/Seller,” “Past Client” or “Haven’t Met.”
- 2. Qualify your leads.** This is when you assess how ready and motivated the lead is to buy or sell. For instance, in eEdge you can assign them a temperature such as “Hot,” “Active” or “Inactive” based on their level of motivation.
- 3. Determine when they’ll likely want to act.** Once you learn more about your leads’ current living situation, determine what time of the week, month or year they would likely be looking for an agent and set a reminder in a CMS system such as eEdge.
- 4. Follow through on follow-up.** Whether it’s you or someone on your staff, check the reminders daily and take action on them.



TIP!

Use your call or email as an opportunity to confirm or acquire any missing contact information so you can update your database. Websites such as DexOnline, WhitePages.com or Pipl.com can also help you fill in missing contact information.

And effective time management is exactly why Lee leverages the communication duties to her staff members who follow specific systems, scripts and training that she has learned over the course of her career and from key Keller Williams courses such as KW MAPS Coaching’s BOLD.

The Seeds You Sow

Maintaining her No. 3 status and reaching her goal of being No. 1 in the Keller Williams system comes down to one thing for Lee: a pipeline of business. And the communication systems she has set up through eEdge are helping her reach her goal.

“If you want to be productive,” she says, “you have to leverage your time and your systems. I have no way of

responding to the 500 reminders I’ve set up in the system. That’s where my staff excels. It is my job to make offers and close contracts.”

She likens the process to a farm. “I hire people to plant the seeds so that during each season I harvest the fruits of our labor.”

Farming the 16,000-person database is no easy feat, Lee admits. But she contends that her system for behavior-based communication can be used for almost any size database. “Most agents have a database of 200; the method still applies. You can still set up reminders for just about any occasion.”

“You have to be the first person in front of them. It’s that simple.” kw

TOP 50

PRODUCING TEAMS*

	Name	City, State	GCI	Units
1	David Brownell and Associates	Las Vegas, Nev.	\$1,453,910.73	25.00
2	Bracha Group NYC	New York, N.Y.	\$947,820.95	23.50
3	Sands Group	Santa Monica, Calif.	\$728,360.40	5.33
4	Huckaby Briscoe Group	McLean, Va.	\$660,651.00	18.00
5	The Kendra Todd Group	Seattle, Wash.	\$598,397.64	119.75
6	Harper Sells Houses	Puyallup, Wash.	\$588,837.92	150.25
7	Seybert Team	Henderson, Nev.	\$574,935.66	166.55
8	The Heller Real Estate Group	San Diego, Calif.	\$558,099.00	42.00
9	Brad Reeser Group	Edmond, Okla.	\$540,445.00	38.00
10	Joe Rothchild Realty	Katy, Texas	\$503,490.12	103.00
11	Lysi Bishop Team	Boise, Idaho	\$446,514.76	79.20
12	Rhodes Team	Dallas, Texas	\$426,605.66	70.00
13	The Buehlers & Associates, Inc.	Flower Mound, Texas	\$426,025.32	90.00
14	Jennifer Young Team	Chantilly, Va.	\$419,078.32	88.00
15	Team Balog	Rancho Mirage, Calif.	\$418,202.13	32.00
16	Ben Kinney\Home 4 Investment Team	Bellingham, Wash.	\$414,541.55	81.55
17	The William Bustos Team	Midvale, Utah	\$386,948.17	91.00
18	Brandon Green Companies	Washington, D.C.	\$380,648.25	28.00
19	Sheri Dettman & Associates	La Quinta, Calif.	\$378,504.51	21.00
20	WestOne Properties, LLC	Portland, Ore.	\$376,282.60	56.00
21	Pat Wilkins Team	Marco Island, Fla.	\$374,702.50	21.00
22	McCarty Team	Marco Island, Fla.	\$371,972.91	24.00
23	Kenny Klaus Team	Mesa, Ariz.	\$365,408.15	106.25
24	The Belt Team	McLean, Va.	\$357,652.33	27.25
25	Rare Properties	Beverly Hills, Calif.	\$350,398.02	12.25
26	The Brett Tanner Team	Phoenix, Ariz.	\$347,468.94	110.00
27	The Michael Sahlman Team	Miami, Fla.	\$344,930.00	6.20
28	Sharon Ketko & Associates	Plano, Texas	\$341,514.20	24.20
29	The Bitton Group	Los Angeles, Calif.	\$333,013.25	15.90
30	The Mark Z Team	Novi, Mich.	\$331,423.02	71.00
31	Brenkus Team	Henderson, Nev.	\$328,392.68	122.56
32	The Bash Group	Prairie Village, Kan.	\$322,551.03	26.00
33	Kevin Blain Team	Visalia, Calif.	\$316,284.34	98.00
34	The Kink Team	The Woodlands, Texas	\$316,259.32	29.00
35	Jansen Coastal	Largo, Fla.	\$316,164.65	40.00
36	Joel Nelson Group	Washington, D.C.	\$305,712.50	24.40
37	Omega Group	West Hollywood, Calif.	\$299,887.50	13.62
38	Noel Team	Santa Monica, Calif.	\$297,475.00	16.00
39	Hirsch Sherman	Calabasas, Calif.	\$292,957.63	4.00
40	The Stephen Cooley Team	Fort Mill, S.C.	\$291,909.12	55.00
41	Jonville Team	Carlsbad, Calif.	\$291,100.10	28.00
42	Pilon\Hamilton	Ottawa, Ontario	\$290,700.49	49.00
43	Estrada Home Team	Broomfield, Colo.	\$289,734.36	80.00
44	Brumbach	Apollo Beach, Fla.	\$289,361.18	47.35
45	Rick Hale and Associates	Atlanta, Ga.	\$285,936.54	118.00
46	The Norberg Group	El Cajon, Calif.	\$283,564.83	14.75
47	Eng Garcia Properties	Washington, D.C.	\$279,877.00	21.00
48	The Mark Spain Team	Alpharetta, Ga.	\$269,808.31	91.00
49	Adam Merrick	Peoria, Ill.	\$268,995.85	80.00
50	Atchley Group	Edmond, Okla.	\$268,823.33	28.25

TOP 50


PRODUCING AGENTS**


TOP 35


STAKEHOLDERS***

	Name	City, State	GCI
1	Paul Chiolo	Ocean City, N.J.	\$1,093,085.64
2	Daron Campbell	Studio City, Calif.	\$331,612.62
3	Richard Schulman	Los Angeles, Calif.	\$331,097.88
4	Lisa Blake	Aurora, Colo.	\$275,788.82
5	Jack Coden	Miami Beach, Fla.	\$273,256.57
6	Mike Harper	Rolling Hills Estates, Calif.	\$263,725.00
7	Christian Stevens	Beverly Hills, Calif.	\$261,871.03
8	Lori Lyn Famiglietti	St. Petersburg, Fla.	\$259,542.50
9	Juliana Lee	Palo Alto, Calif.	\$236,113.91
10	Tom Daves	Roseville, Calif.	\$231,148.55
11	Sean Brown	Park City, Utah	\$225,928.13
12	Derek Busby	Monroe, La.	\$222,551.50
13	Douglas Erdy	Kingwood, Texas	\$213,102.62
14	Peter Drossos	Park Ridge, Ill.	\$206,363.76
15	Glenda Marie Lousignont	Los Angeles, Calif.	\$206,098.71
16	William Allen	Medford, Ore.	\$203,087.15
17	Diane Sharp	Beverly Hills, Calif.	\$201,053.00
18	George Wong	Rolling Hills Estates, Calif.	\$200,200.00
19	Tom Belcher	Miami Beach, Fla.	\$198,965.00
20	Rob Kittle	Fort Collins, Colo.	\$198,907.48
21	Dianne Fisher O'Donnell	Palo Alto, Calif.	\$195,000.00
22	Jesse Weinberg	Marina del Rey, Calif.	\$194,242.83
23	Beth Chezmar	Princeton, N.J.	\$175,835.21
24	Deborah Ratchford	Atlanta, Ga.	\$175,409.39
25	Avi Urban	Palo Alto, Calif.	\$174,451.16
26	Teri Heravi	Marina del Rey, Calif.	\$172,562.50
27	Leesa Williams	Oklahoma City, Okla.	\$172,056.07
28	Cristina Sison	Arlington, Va.	\$171,882.04
29	Richard Johns	Studio City, Calif.	\$165,256.00
30	Stewart Smith	Anchorage, Alaska	\$162,239.82
31	Dana Capiello	Palo Alto, Calif.	\$160,925.00
32	Jennifer Warton	Santa Rosa, Calif.	\$157,875.00
33	Deborah Herridge	Bernardsville, N.J.	\$157,257.78
34	Bruce Raunick	Park City, Utah	\$154,449.00
35	Weldon Rigby	Houston, Texas	\$152,954.22
36	Claudia Byrnes	Palo Alto, Calif.	\$152,315.00
37	Don Pelletier	San Diego, Calif.	\$152,225.00
38	Harma Hartouni	Studio City, Calif.	\$149,926.84
39	Terry Harner	San Clemente, Calif.	\$149,188.00
40	Mike Hicks	Idaho Falls, Idaho	\$148,672.55
41	Kelly Rott	Fargo, N.D.	\$147,816.18
42	Steven Noble	San Jose, Calif.	\$145,476.85
43	John King	Palo Alto, Calif.	\$142,517.00
44	Anna Kilinski	Atlanta, Ga.	\$141,094.01
45	Kathleen Fong	Arlington, Va.	\$141,038.89
46	John Murphy	Reston, Va.	\$140,759.55
47	Laurent Louvet	Beverly Hills, Calif.	\$139,818.00
48	Brian Frere	Tulsa, Okla.	\$139,369.47
49	William Roark	Monroe, La.	\$139,053.00
50	David Welch	Beverly Hills, Calif.	\$136,115.04

	Name	Market Center	Associates Sponsored
1	Ryan Tongg	Maui	28
2	Team Heritage	Atlanta - Hall County	27
3	Thad Clark	Atlanta - Metro East	18
4	Bradley Boland	Reston/Herndon	18
5	Amy Jacobellis	Beaumont	12
6	Drew Colon	Dallas Park Cities	11
7	Jason Lindstrom	Santa Clarita	9
8	Kevin Ward	Beach Cities	9
9	Kathleen Venable	Lafayette, LA	9
10	Richard Brodtkin	Las Vegas SW	9
11	Tom Charron	Dallas Preston Road	9
12	Sima Wolf	Bernardsville	8
13	Joe Gluckman	Heritage	8
14	Sandra Wose	Modesto	7
15	Laura Dupree	Baton Rouge	7
16	Colleen Low	Long Beach Pacific Estates	6
17	Jay Day	Ellicott City	6
18	Sharon Virgin	Helena	6
19	Calvin Couch	Atlanta - Sugarloaf	6
20	Arlene Merrick	East Valley	6
21	Sam R. Rodriguez	La Quinta	5
22	Micheal Watson	Chula Vista	5
23	Sean Healey	Mission Viejo	5
24	Mary Caird	KW Ottawa Realty, Brokerage	5
25	David Luyster	Charlotte - South Park	5
26	Rai Beavers	Colorado Springs East	5
27	Mark Norsworthy	Lafayette	5
28	Mezette Meredith	Baltimore	5
29	Christine Wretschko	Lansing	5
30	Gary Thompson	Lafayette	5
31	Maria Almeyda	Eastchester / Scarsdale	5
32	Vera Comport	Las Vegas NW	5
33	Randy Cooney	Scottsdale SW	5
34	Jen Mascaro	South Valley	5
35	Terrence Tucker	Danville	4

 *Based on transmittals received for the First Quarter 2012 (January through March 2012). Closed transactions identified with specific team.

 **Based on transmittals received for the First Quarter 2012 (January through March 2012). Closed transactions identified with specific team.

 ***Associates with the most growth at the first level of their profit share tree. First Quarter 2012 (January through March 2012).

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