

# LEAD MANAGE COACH

BrokerFirst:  
A philosophy & commitment  
for shared success.



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A philosophy & commitment  
for shared success.

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**“If your actions inspire  
others to dream more, learn  
more, do more, and become  
more, you are a leader.”**

John Quincy Adams  
(President of United States, 1825 – 1829)

# 3 WELCOME

BROKERFIRST: OUR PHILOSOPHY. THE STORY & STRATEGY. THE 3 PILLARS.

# 15 LEAD

WHAT. WHY. FRAMEWORK. TOOLS.

# 35 MANAGE

WHAT. WHY. FRAMEWORK. TOOLS.

# 55 COACH

WHAT. WHY. FRAMEWORK. TOOLS.

# 81 THANK YOU

FINAL THOUGHTS & NEXT STEPS

## *Dear Brokers,*

BrokerFirst is based on the idea that you, our Brokers, are at the heart of our business. It is focused on building purposeful relationships with you in order to create lifetime RE/MAX Affiliates and a foundation for success together. BrokerFirst is the philosophy that drives our culture!

BrokerFirst is about creating valued relationships, obtaining true mutual accountability, and achieving results. For RE/MAX Regional Services staff, that means we take responsibility in establishing and maintaining Broker relationships that have both a personal and professional component. It also means that we hold ourselves accountable to what we say we are going to do. We begin every day looking for new ways to bring value to our Brokers – because after all, you are our customers.

This book has been written to share the BrokerFirst philosophy with you, and communicate our commitment to help you achieve your goals as a business owner. We hope you find it valuable and encourage you to reach out to us to learn more about BrokerFirst. Everyone at RE/MAX Regional Services is committed to providing the best support in the industry – so no matter your challenge, big or small, we are here for you. Your success is our success!

With much appreciation,

*Dane Ellison*

RE/MAX Regional Services CEO



## *First Things First*

After recognizing that the real estate industry was focused almost exclusively on the Agent, instead of the Broker, we at RE/MAX Regional Services decided we wanted to change that. Regardless of what the competition chose to do, we were going to shift that paradigm to also include you, our Brokers. We believe that providing outstanding support services to the Broker allows them to, in turn, provide outstanding support to their Agents. In the end, the Client receives the best service possible.

We then asked ourselves as RE/MAX Regional Services: "How can we best serve our Brokers?" We wanted to add true value on a consistent basis, and attain a deep understanding of your business needs in order to provide you with valuable and ongoing support. The answer: BrokerFirst.

BrokerFirst  
is the philosophy  
that drives  
everything we do.

## *Purposeful Relationships*

We determined that we could add value by partnering with you and supporting you in ways that help you lead your business.

Therefore, BrokerFirst is the philosophy that drives everything we do at RE/MAX Regional Services. It recognizes and celebrates your central role in our business and in the real estate industry.

Each and every BrokerFirst interaction between you and our Regional Staff, big or small, is meant to enhance our relationship, uncover needs, set goals, and ultimately gain trust and understanding that will drive mutual success. This philosophy and culture encourages us all to work hand in hand to achieve unprecedented business results.

BROKERFIRST BENEFITS EVERYONE

—  
*Buyers,*  
*Sellers, Agents*  
*and Brokers.*



**BENEFITS INCLUDE:**

Better Leaders  
Better Managers  
Better Coaches  
Better Agents  
Better Support System  
Better Client Experience

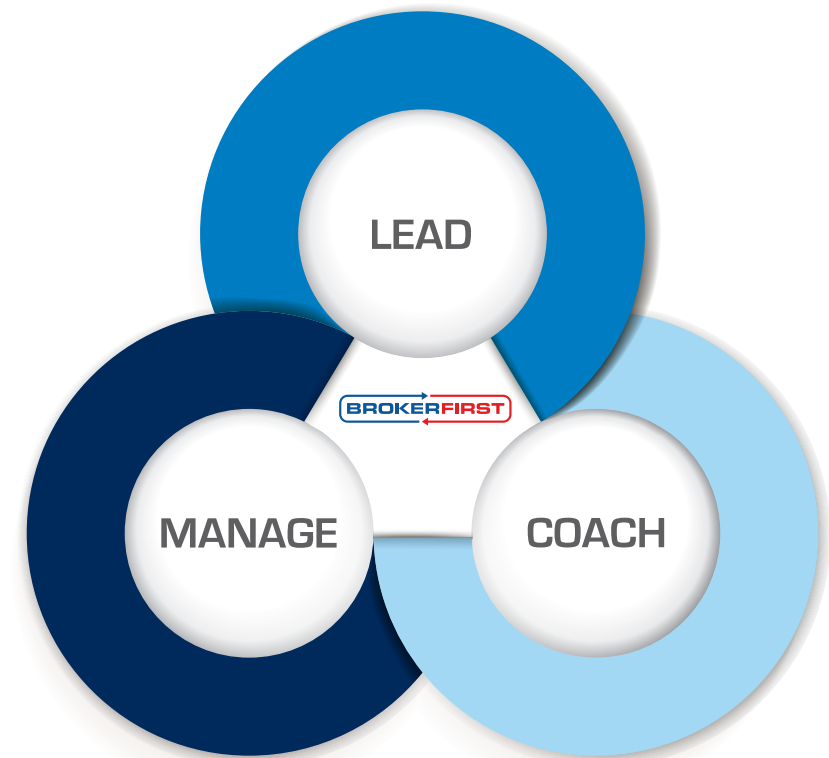


## *The Pillars of BrokerFirst*

Lead, Manage and Coach are what we refer to as the three pillars of BrokerFirst and are foundational to your success as a leader. At any given moment you are doing one of these things – or all three simultaneously.

The ability to strategically lead your team and set the course, manage the day-to-day activities and processes, and effectively coach each of your Agents to reach their full potential is what will set you apart from the competition.

The Lead, Manage and Coach pillars are synergistic and interwoven. Mastering all three together will provide you with a competitive advantage and support the integrity and sustainability of your business in the future.



# Trust, Collaboration

& Shared  
Success

NOW LET'S DIG DEEPER INTO EACH OF THE CORE PILLARS ...

MANAGE  
COACH  
**LEAD**  
MANAGE  
COACH  
**LEAD**  
MANAGE  
COACH  
**LEAD**  
MANAGE  
COACH

BROKERFIRST PILLAR

## *Lead:*

To guide in direction, course, action, opinion.  
To influence or provide guidance.



**“A leader is one who  
knows the way, goes the way,  
and shows the way.”**

John C. Maxwell  
(American author, speaker and pastor)

## **LEADERS:**

Know themselves  
and seek self-improvement

Define a clear  
mission and vision

Establish core  
organizational values

Set the example

Know their business

Know their people

Make sound  
and timely decisions

Hold themselves  
and others accountable

Communicate  
clearly and openly

Follow through

Develop their people

## *You as a Leader*

Leaders set the vision and mission. They determine the goals and direction of the organization and they influence people and outcomes in a positive way. Leaders also pause to reassess and course-correct when necessary. The best leaders inspire and empower others to be their best.

As a RE/MAX Broker, you are one of the most important leaders in our organization. Our Brokers lead with vision and creativity, and with the understanding and flexibility required to ride market trends. We recognize that “leadership” can be broad and sometimes daunting, but it shouldn’t be. You already practice it daily!

The important thing is to always remain mindful of your choices and actions and to continue to cultivate your own unique leadership style. The truth is, you are going to lead your team in a particular direction, so it is important that you make sure you have defined that direction – and it’s the right one.

# *The Lead Framework*

The Lead framework helps you as the Broker to define your vision, develop a plan for your business, and include and inspire your people. It provides a consistent and structured approach for critical thinking and allows for continual self-reflection and improvement. It assists in defining you as a leader.

## **ESTABLISH:**

First, define the vision and mission of your business. Incorporate your core values. This helps identify why Agents want to join you and why Agents want to remain with you. It helps to recruit and retain the best talent. It is the compass that keeps you and your team on course.

## **EXECUTE:**

Next, develop a plan to grow and strengthen your business, support your vision, and achieve your objectives. Assign accountability, track performance, and prioritize needs.

## **INTEGRATE:**

Consistently leverage your influence by fostering collaboration and team involvement. Constantly reinforce the vision as well as maximize your leadership shadow.

## **ENHANCE:**

Continually listen to the market and to your Agents. Is it the right plan? At the right time? Are you on the right path? Is it growing and strengthening your business?

# ESTABLISH:

Leaders set direction with a vision and mission. Like a compass, the vision points to where you want to go. It gets people excited and moving in one direction. A vision should motivate and enable individuals to see how their efforts contribute to an overall purpose. The mission statement should clearly define your purpose: what your organization does and for whom.

## ASK YOURSELF:

Who is your business helping?

What's the overall reason your business exists?

How does your business make the world a better place?

What types of problems does your business solve?

What's your ultimate desire and goal for your business?

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**A vision is a set of ideas that describe a future state. It outlines where your business is headed.**

**Vision statements are motivational and inspirational.**


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## A SAMPLE FORMULA:

At (company name) our vision is to \_\_\_\_\_ by \_\_\_\_\_.

## MY VISION STATEMENT IS:

(Example: Amazon. "Our vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online.")



“Where there is no vision,  
there is no hope.”

George Washington Carver  
(American inventor)

**3 EASY STEPS TO WRITING A MISSION STATEMENT:**

- Describe what your company does
- Describe how your company does what it does
- Add why your company does what it does

**MY MISSION STATEMENT IS:**

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A mission is a present-based statement of what your business does.

It should be short and very clear. In one or two sentences, it describes the overall purpose of your organization.

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(Example: Patagonia’s mission statement: “Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.”)

**TIPS:**

Obtain input on your vision and mission statements from your team.	Show your team how they contribute to the vision and mission.	Review your vision and mission statements periodically to ensure they still provide the right inspiration and motivation.	Post your vision and mission statements in a prominent place for your team to see.
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# EXECUTE:

Leaders stop and ask themselves, “What’s my plan?” They write it down, share it and commit to it. If the plan is just swimming around in your own head, but you haven’t written it down or shared it with your team, then it’s not really an effective plan. Leaders set broad direction and then translate that into concrete and measurable goals.

## ASK YOURSELF:

What needs to be accomplished in order for us to achieve our vision?

How will I grow and strengthen my business?

What specific long-term and short-term business goals need to be in place?

Who will be responsible for each of these goals?

How will we measure success?

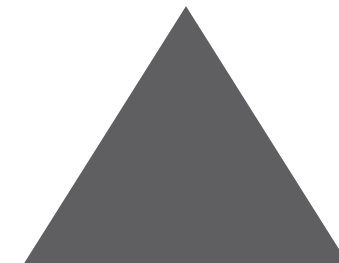
## HOW YOU WILL MEASURE AND TRACK PROGRESS?

LONG TERM GOALS	SHORT TERM GOALS
1.	1.
2.	2.

Remember, a specific goal has a much greater chance of being accomplished than a general goal. It is important to establish concrete criteria for measuring progress and to make your goals both attainable and realistic. Goals should also be grounded within a specific time frame, as deadlines provide motivation and a sense of urgency.

## MAKE YOUR GOALS S.M.A.R.T.

Specific	Measurable	Attainable	Realistic	Time Bound
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## INTEGRATE:

Including, inspiring, and influencing your team is critical to the success of your vision and mission! The art of influencing is especially important in our industry because you lead other entrepreneurs. Effective leaders motivate, support and work with people to keep them eager to move forward. They define what is expected, help people get there and hold people accountable. As a leader, it is important to constantly reinforce the vision, mission and goals of the organization and connect people with their role in achieving success.

“A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be.”

Rosalyn Carter  
(First Lady of the United States, 1977 – 1981)

## LIST:

3 things I will start doing and 3 things I will stop doing in an effort to maximize the influence I have with my team and build collaboration.

### START DOING

- 1.
- 2.
- 3.

### STOP DOING

- 1.
- 2.
- 3.

## TIPS:

Help your team take ownership of the vision and mission.	Seek your team’s ideas on how to achieve the business’ goals.	Listen to concerns and work together to overcome them.	Be enthusiastic and clear on where your business is headed.
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## ENHANCE:

The ability to stop, analyze, self-reflect and adjust as necessary are key skills for a leader. Strong leaders measure results and listen closely to their staff, Agents and the market place. They consistently review processes, identify and leverage best practices and if something doesn't work are not afraid to adjust and change course in order to improve.

Identify the people you should seek input from about your business plans and about your strengths and weaknesses.

(Your Agents, Industry Experts, Colleagues, Clients, etc.)

What do you want to learn from them?

What questions will you ask?

## LEADERSHIP

**is a competitive advantage  
and a must in all  
industries – including real estate.  
Successful business leaders  
engage in self-reflection  
and seek input from others  
in order to recognize  
their own strengths and identify  
their weaknesses.**

*You don't  
have to  
**Lead**  
your business  
alone.*

## **MOVING FORWARD**

Leveraging the BrokerFirst Leadership Framework can help you start off on the right foot by developing a direction, aligning your organization behind the common goal and making sure everyone stays on the right path.

Setting direction sounds easy but it requires vigilance and work. As the leader, this is up to you. During interactions and conversations with RE/MAX Regional Services staff, we are prepared to help you craft your vision and mission statements.

As part of BrokerFirst, we have tips and templates to help you with this process while keeping in mind your core values and business objectives. We want to understand your vision in order to collaborate on meaningful goals and strategies for integrating your team and enhancing processes. We are here to help you define yourself as a leader!

COACH  
LEAD  
**MANAGE**  
COACH  
LEAD  
**MANAGE**  
COACH  
LEAD  
**MANAGE**  
COACH  
LEAD

BROKERFIRST PILLAR

## *Manage:*

To bring about or succeed in accomplishing, sometimes despite difficulty or hardship. To take charge or care of.



**“Management is doing  
things right; leadership is doing  
the right things.”**

Peter F. Drucker  
(Management consultant, educator and author)

## MANAGERS:

Take the leadership vision  
and make it a reality

Transform direction  
and objectives into action

Assign day-to-day tasks

Delegate responsibilities

Oversee functional areas

Ensure short  
and long term viability

Allocate company resources

Introduce systems  
and processes

Implement controls

Create policies  
and procedures

Safeguard the assets  
of the business

## *You as a Manager*

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### DIFFERENCE BETWEEN LEADING & MANAGING

Leadership refers to  
an individual's ability  
to influence, motivate  
and empower others  
to contribute toward  
organizational success.  
It provides direction.

Management involves  
tactical application  
– getting things done  
and making it happen.  
It provides the structure,  
organization and  
coordination needed  
to achieve success.

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To manage a business is to take the vision, objectives and direction of an organization and put it into action. Managing is assigning and executing day-to-day tasks. Ultimately, it takes the leadership vision and makes it a reality.

The ability to run the business distinguishes companies that are successful from those that fail. Some may regard the coordination of tasks and tactical application as detail work, beneath the role of a business leader. That management, however, is one of the leader's most important jobs. It's running the business.

As a manager you must be actively involved because the fact is, you can't craft a meaningful strategy if you don't understand what's required to make it happen. That includes having the right people in the right places, and considering all necessary resources. No strategy delivers results unless it's converted into specific activities and managed appropriately.

# The Manage Framework

## PLANNING:

This component focuses on mapping out exactly how to achieve your goals and how to get things done. It involves taking time to step back and determine what needs to be done, by when and by whom. A manager should create a detailed action plan that will drive accountability and direct day-to-day activities. This involves considering key functions of the business, such as technology, marketing, finance and accounting, and what role each will play.

## STAFFING:

The staffing component of management focuses on all recruitment and personnel needs of the business. The main purpose of staffing is to hire, or contract with, the right people for the right roles. Whether the role is best filled by a traditional employee or an independent contractor/ Agent, staffing includes more than just HR and recruitment. Staffing also encompasses training and development, performance appraisals and promotions.

## DIRECTING:

The directing component of management includes everything from the tactical aspects, such as assigning duties and delegating tasks to employees, to guiding and influencing the work of your Agents. Like a director in an orchestra, your role is to make sure that everyone is working together and delivering results in a harmonious and productive manner. Directing also requires you to spend time connecting with employees on an interpersonal level in order to best communicate, motivate and encourage them towards a higher level of performance.

## CONTROLLING:

Controlling involves establishing performance standards for the organization and your Agents and monitoring the results. What will you measure? How will you measure it? What needs to be adjusted in order to meet your targets? A manager must continuously check, measure results against goals, and evaluate overall effectiveness. Ultimately, controlling and evaluating helps a manager to recognize potential issues early on so they can swiftly address problems and course-correct.

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The 4 components of the Manage Framework must be applied to each key area of your business.

Building your team

Marketing your business

Managing your finances

Leveraging technology

Lets dig deeper ...

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# THE MANAGE FRAMEWORK & BUILDING YOUR TEAM:

Building your team includes recruiting and retention, as well as talent and performance management. Building a strong staff and sourcing the most talented Agents is crucial for success.

## USE THESE QUESTIONS TO ASSIST YOU IN APPLYING THE MANAGE FRAMEWORK TO THIS KEY AREA OF YOUR BUSINESS:

1. What are your plans for recruitment and retention of your Agents?
2. How does the current distribution of your Agents, in each stage of the career cycle, influence your recruitment and retention needs and plans?
3. Do you have the right staff in place to support your Agents?
4. How are you influencing and motivating your Agents?
5. How are you influencing and motivating your staff?
6. What are you delegating to your staff?
7. What are your performance standards?
8. How do you measure and track performance?



## BUILDING YOUR TEAM

Planning	Staffing	Directing	Controlling
1		2	
3		4	
5		6	
7		8	

# THE MANAGE FRAMEWORK & MARKETING YOUR BUSINESS:

Creating an impactful marketing strategy that builds viable leads is a central function of your business.

## USE THESE QUESTIONS TO ASSIST YOU IN APPLYING THE MANAGE FRAMEWORK TO THIS KEY AREA OF YOUR BUSINESS:

1. What is your current strategy and vision to promote your office?
2. Do you have the necessary resources (people and technology) to launch your strategy?  
If not, what is missing? How will you fill those gaps?
3. How do you plan to generate more leads for your Agents?
4. What type of guidance are you providing to your Agents so they market their business appropriately?
5. How do you measure and track the results of marketing campaigns?



## MARKETING YOUR BUSINESS

Planning	Staffing	Directing	Controlling
----------	----------	-----------	-------------

1

2

3

4

5

# THE MANAGEMENT FRAMEWORK & MANAGING YOUR FINANCES:

Sound financial management involves keeping a close eye on your budget, resources, assets and larger industry trends.

## USE THESE QUESTIONS TO ASSIST YOU IN APPLYING THE MANAGE FRAMEWORK TO THIS KEY AREA OF YOUR BUSINESS:

1. Do you have a business plan and budget for the current year? Do you have a 5-year business plan and budget?
2. To whom can you delegate the responsibility of tracking financial performance?
3. What controls and procedures do you have in place to safeguard the assets of the business?
4. How do you track actual performance to budget?
5. In the event of a setback, what can be adjusted in order for you to meet your targets?



## MANAGING YOUR FINANCES

Planning	Staffing	Directing	Controlling
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# THE MANAGEMENT FRAMEWORK & LEVERAGING TECHNOLOGY:

Information technology, including cutting-edge software and tools, is a major function of your business from both an operational standpoint and a growth perspective. Staying at the forefront of technology can add creativity and efficiency to your internal operations and attract top-tier talent.

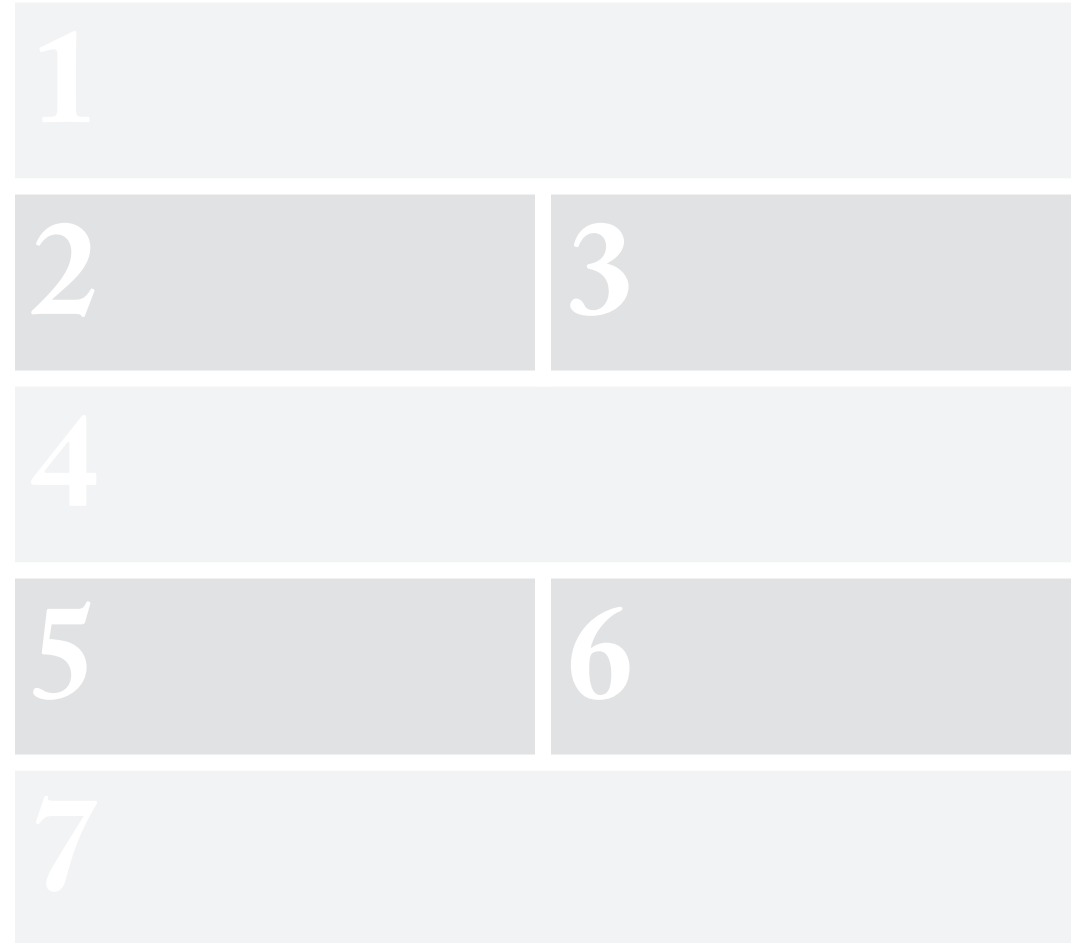
## USE THESE QUESTIONS TO ASSIST YOU IN APPLYING THE MANAGE FRAMEWORK TO THIS KEY AREA OF YOUR BUSINESS:

1. What is your plan for leveraging the latest technologies available to you and your Agents?
2. Who is responsible for keeping up with emerging technologies and the overall IT strategy for your office?
3. What guidance and direction are you providing to your Agents so they can leverage technology?
4. How do you track if your Agents utilize a CRM?
5. How are you directing the social media efforts for your company?
6. What security efforts are in place to prevent unauthorized access to critical data on your computer equipment and technology platforms?
7. How are you tracking response time and effectiveness related to online leads?



### LEVERAGING TECHNOLOGY

Planning	Staffing	Directing	Controlling
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# WHAT IS YOUR VALUE PROPOSITION?

As you define yourself as a business owner and manager it is helpful to define your unique value proposition. A value proposition is a clear statement of tangible results that an individual (Agents, Clients or Employees) can expect from using your product or services. A strong value proposition is specific, often citing numbers or percentages, and might also include examples from your past work with similar individuals as a demonstration of your capability. This central message should describe how you offer a distinct value.

## ASK YOURSELF:

What is it that I do that creates value for others: My Agents? My Clients? My Employees?

What evidence or success stories do I have that support this?

What qualities, skills, and outcomes can I describe that show why I am unique compared to other Brokers?

## WHAT MAKES A GOOD VALUE PROPOSITION?

Clarity! It's easy to understand. It can be read and understood in about 5 seconds.	It communicates the concrete results others will get from working with you.	It says how you are different or better than competitors.	It avoids hype (like 'never seen before'), superlatives ('best') and business jargon ('value-added interactions').
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Remember, a well-developed value proposition will focus closely on what your Agents, Clients and Employees really want and value from you. It is an essential tool for differentiating yourself from other Brokers.

My Value Proposition to Agents is:

My Value Proposition to Clients is:

My Value Proposition to Employees is:

## VALUE PROPOSITION EXAMPLES:

**Our Agents grow their business 20% annually by participating in our in-house development programs. (Agent)**

**Our expertise derives from experience and in-depth knowledge of market conditions, buyer trends, seller challenges, and finance. What this means for you: You are hiring experts. (Consumer)**

*You don't  
have to  
**Manage**  
your business  
alone.*

## **MOVING FORWARD**

In the context of BrokerFirst, the Manage Pillar involves continued business-building interactions between you and all members of the RE/MAX Regional Services staff. The interactions revolve around your needs and any element of your business. We want to understand your business plans and participate in formulating meaningful goals with you that can ultimately contribute toward the success of your business.

We are here to partner with you as you plan, staff, direct and control!

LEAD  
MANAGE  
**COACH**  
LEAD  
MANAGE  
**COACH**  
LEAD  
MANAGE  
**COACH**  
LEAD  
MANAGE

**BROKERFIRST PILLAR**

## *Coach:*

To enhance, improve, motivate others to succeed through inspiration, instruction, advice, and guidance.



**“Perfection is not attainable,  
but if we chase perfection we can  
catch excellence.”**

Vince Lombardi  
(American football player, coach, and executive)



## **COACHES:**

Know how to  
ask great questions

Provide effective feedback

Give direction  
and advice

Help people to take  
ownership of the situation  
and the solution

Evaluate the capabilities  
of individuals

Set appropriate  
and achievable goals

## *You as a Coach*

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**COACHING** is an interactive process of helping others reach their goals. It involves unlocking a person's potential to maximize his or her performance.

**COACHING IS NOT** solving the problems of others, doing the work for them, or therapy.

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As a RE/MAX Broker and leader of others, you are also an Agent's coach. Coaching is an ongoing, two-way process in which a Broker and an Agent share knowledge and experience to maximize the Agent's performance and help him or her achieve their goals. As a coach, it is your job to provide direction, advice, feedback, tools and resources an Agent can use to improve their performance and achieve results.

Successful coaching requires a trusting relationship and confidential discussions. Coaching conversations are most effective when they are frequent, based on real-life observations, and link an Agent's behavior to outcomes and specific goals. Coaching is a differentiator and a competitive advantage. It is a development process that encourages awareness and accountability for the coach and the Agent.

*What's  
in it for you:*

AGENT LOYALTY AND COMMITMENT

BETTER AGENT RETENTION

INCREASED AGENT RECRUITING

IMPROVED PRODUCTIVITY AND PROFITABILITY

IMPROVED HOME BUYING AND HOME SELLING EXPERIENCE FOR CLIENTS

REPEAT BUSINESS AND REFERRALS FROM CLIENTS



**WHAT'S IN IT FOR THE AGENTS:**

Improved productivity and profitability

Expert advice, training and guidance

Tools and resources that make their jobs easier

Accountability

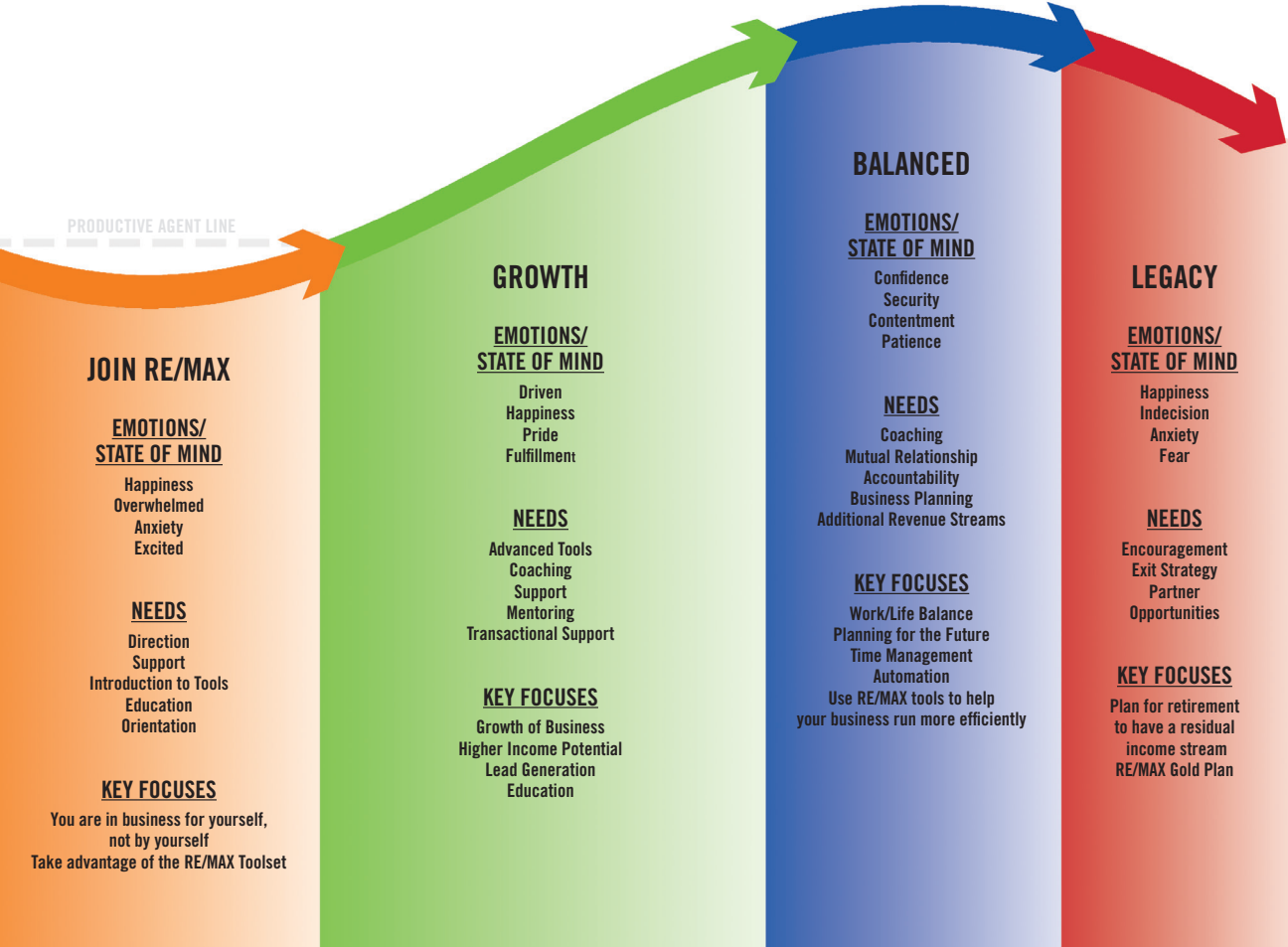
Growth and development

Improved home buying and home selling experience for Clients

Repeat business and referrals from Clients

# THE AGENT CAREER CYCLE

Agents can move back and forth between stages of the career cycle depending upon life, work events and influences.



## *Know Them to Coach Them*

Agents move through different stages during their real estate career and also as a RE/MAX Agent in your office. As part of BrokerFirst and adding value to Agents on an ongoing basis, we have identified 4 stages in the Agent Career Cycle:

- Join RE/MAX
- Growth
- Balanced
- Legacy

Knowing where your Agent falls in this cycle is extremely important, given it will determine how to best navigate and lead the coaching process. As the Coach, you will need to decide what the right coaching is for each Agent based on their current career cycle stage.

# *The Coach Framework*

RE/MAX Regional Services has developed a four step, easy to follow, customized approach for effective coaching.

## **GET READY:**

Getting ready is the critical first step to an impactful and productive coaching conversation. It includes being intentional about determining what you want to achieve through coaching, gathering the facts and anticipating challenges.

## **START COACHING:**

The Coaching Conversation is of course the heart of the coaching process! It is where you ask questions in order to allow the Agent to share his or her perspective, listen effectively in order to ensure you understand what the Agent is conveying and most importantly provide direction, advice, counsel and feedback.

## **FOLLOW UP:**

The most effective coaching, that drives the most positive change, always includes proactive informal and formal follow up meetings and discussions. Following up is all about checking in on progress and providing appropriate additional direction, advice, counsel and feedback.

## **CELEBRATE:**

As goals are reached it is important to recognize the accomplishments of your Agents and staff. Celebrating success and reinforcing positive behavioral change must not be left out of the coaching process.

## GET READY:

First get the facts:

- Review the Agent's productivity statistics and business pipeline
- Visit the Agent's website and review any additional personalized marketing materials
- Review the Agent's record as it relates to certifications, attendance to events, and continuing education
- Review your notes on other information the Agent has shared about what is important to him/her

As you identify appropriate opportunities to coach, it is important to gauge your Agent's willingness to improve and their ability to improve. Taking stock of both those things will help you determine if the coaching opportunity is worth the investment of your time and energy. Coaching is only an appropriate tool when there is both a willingness and desire to improve, and the Agent has the necessary skills to do so.

### IT'S TIME TO COACH WHEN ...

You need to help someone improve performance.	You must address a problem or issue.	You'd like to assist your Agent in achieving better work/life balance.	You need to show someone the impact of their actions or inactions (positive or negative).	You want to motivate a strong Agent to even greater achievements.
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## ANSWER THESE QUESTIONS IN PREPARATION FOR A COACHING CONVERSATION:

Where and when will I conduct the coaching conversation?

What is this Agent's current place in the Career Cycle?

How will I open the conversation?

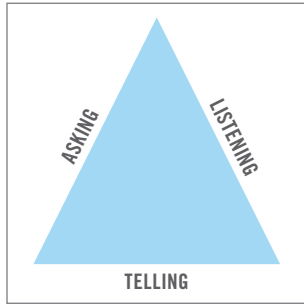
What is the outcome I want to achieve as a result of the coaching conversation?

What are the facts about this Agent's performance? What specific behaviors have I observed?

What additional information do I need?

What questions might this Agent ask?

# START COACHING: CONVERSATION SKILLS



## “Asking” Powerful Coaching Questions ...

- Should be open-ended and attitude-free
- Are a way to encourage your Agents to say more
- Allows you to create a two-way dialogue

## Listening and Reflecting ...

- Demonstrates you are listening
- Encourages your Agents to share thoughts and feelings
- Reduces misunderstandings
- Allows your Agents to feel understood

## “Telling” in a coaching conversation is all about ...

- Sharing expectations, feedback, direction and guidance
- Suggesting ways to improve
- Offering motivation, encouragement
- Proposing a specific plan of action
- Setting goals

## WRITE DOWN:

What are the powerful coaching questions that you will use in your next coaching conversation?

A large, empty light gray rectangular area intended for writing down powerful coaching questions.

## POWERFUL COACHING QUESTIONS:

What is most challenging?

What’s been happening?

How do you feel about this situation?

What have you already tried?

How do you think you should approach this situation?

What will you do differently next time?

What factors should you consider when deciding?

What could stop you from taking action?

How does this decision help you accomplish your goal?

What do you need from me?

When should I follow up?

## QUICK STOP ON FEEDBACK:

Feedback is a critical element of most coaching conversations. Feedback is focused on past behavior. It can be aimed at reinforcing effective behavior and changing ineffective behavior.

### THERE ARE 2 TYPES OF FEEDBACK:

REINFORCING FEEDBACK	CONSTRUCTIVE FEEDBACK
Telling someone what they did well and why it was effective and focusing on actions to continue.	Telling someone when they could have done something more effectively, differently, and focus on actions to change or improve.

When giving feedback, it is important to ensure you are always referring to the Agent's observable behaviors, not inferences or labels. Inferences or labels are vague and can be based upon your own personal opinions. Observable behaviors are based on fact and allow the Agent to understand exactly the behavior you are discussing.

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**Feedback provides employees with perspective on their behaviors and how those behaviors impact others, business results and even themselves.**

**Giving feedback to your Agents is the equivalent of holding a mirror up so he or she can see what impact a specific behavior is having on their performance.**

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#### INFERENCES:

You are a team player!

You appear frustrated.

You did a great job.

I heard you are assertive.

#### BEHAVIORS:

You personally attended all your closings this month.

You didn't attend our office meeting where the new policy was discussed.

You quickly completed your "just listed" postcard mailer.

You consistently make weekly check-in calls with all of your sellers.

You attended your local Chamber of Commerce meeting to network.

You submitted all required forms on your last transaction without any reminders.

You did not complete the required forms and documents on time.

You do not accept online leads in a timely manner.

## QUICK STOP ON FEEDBACK, CONTINUED.

Think of one of your Agents to whom you would like to provide some “reinforcing feedback”.  
What behavior did you observe? What was the positive impact of this behavior?

SCRIPT A REINFORCING FEEDBACK MESSAGE HERE:

Think of one of your Agents to whom you would like to provide some “constructive feedback”.  
What behavior did you observe? What was the impact of this behavior?

SCRIPT A CONSTRUCTIVE FEEDBACK MESSAGE HERE:

## FOLLOW UP:

As the coach, it is your responsibility to follow up and ensure mutual accountability.

THERE ARE 2 TYPES OF FOLLOW UP:

### FORMAL

A scheduled meeting that includes a review of the status of activities/goals that you agreed upon in your previous coaching conversation.

### INFORMAL

Examples of informal follow up include an email, a lunch, unscheduled conversations, an impromptu phone call, etc.

## DURING FOLLOW UP INTERACTIONS YOU SHOULD:

Discuss progress on goals

Decide what is working and what is not

Discuss obstacles or challenges to completing deliverables and reaching milestones

Determine if a goal should be reevaluated and changed

Confirm Coach and Agent are doing what each one said they would (accountability check)

Give feedback

Confirm next steps

Schedule next follow up or coaching opportunity



# CELEBRATE:

You don't have to wait for a goal to be reached to celebrate, and you don't need to schedule a meeting to recognize an accomplishment.

## THINK ABOUT YOUR AGENTS:

What have they each accomplished recently? What milestones have been reached?

What are some ways you can celebrate that success?

(Example: hand-written note, gift card to favorite coffee shop, movie tickets, etc.)

## BEST PRACTICES FOR CELEBRATING

Celebrate accomplishments – make a celebration meeting a big deal.	Prepare for the celebration meeting.	Compare today to a year ago.	Discuss what worked well and what could be done differently going forward.	Set up a follow up meeting to set future goals.
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## THE COACH FRAMEWORK

Get Ready	Start Coaching	Follow Up	Celebrate
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## YOUR STRENGTHS AND OPPORTUNITIES:

Which of the four steps in the Coaching Framework are you most comfortable with? Why?

Which step is most challenging for you? Why?

*You don't  
have to  
**Coach**  
your business  
alone.*

## MOVING FORWARD

Our RE/MAX Regional Services staff is excited and prepared to help you embrace your inner coach. We are so committed to this endeavor that we created a specific program called C.A.R.E.S. (Coaching Agents to Real Estate Success). Through C.A.R.E.S. you have access to a variety of training, templates and tools to assist you in every phase of the coaching process.

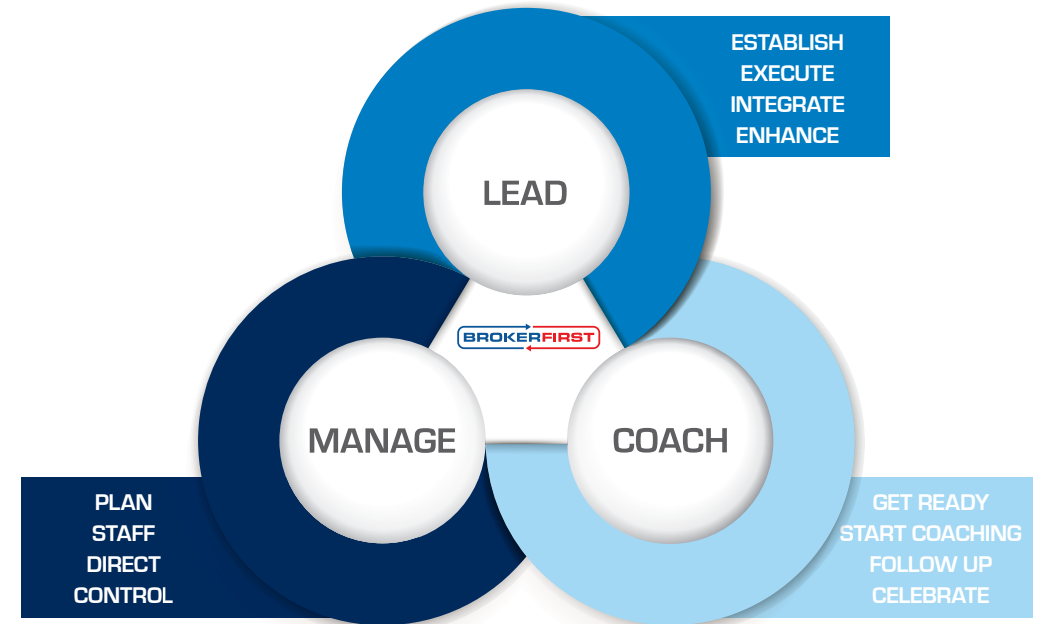
For Brokers who want to make coaching a part of their business or become more comfortable with coaching techniques, we offer a coaching certification program. The C.A.R.E.S. Coaching Certification Program is a two-part classroom workshop providing interactive opportunities to build and reinforce knowledge and skills you need to effectively coach and develop your RE/MAX Agents.

Effectively coaching your Agents is crucial to the long-term health and vitality of your business. Coaching allows your agents to reach their maximum potential and helps ensure an excellent overall customer experience. Coaching provides you with a truly unique value proposition to assist you in recruiting and retaining productive, committed and loyal Agents.

**LEADING** is setting a vision  
and influencing people.

**MANAGING** is taking your vision and making it  
a reality through tactical application.

**COACHING** is an interactive process  
of helping others reach their goals.



TAKE YOUR FUTURE INTO YOUR OWN HANDS ...

Be a LEADER.  
MANAGE your  
team & business.  
Embrace your  
inner COACH.

## *Final Thoughts*

Your vision paints a picture and inspires action. Your voice sets the tone. Your direction ignites movement and your execution is the example. But above all, your heart and energy fuel the hunger and motivation of your Agents.

Everyone at RE/MAX Regional Services is fully committed to helping you and we are invested in your success. We hold ourselves accountable to be there for you – to help resolve challenges, develop your team, and help your business thrive.

We are truly proud to call you a RE/MAX Broker, and we hope you give BrokerFirst the opportunity to help you on your journey!

Reach out! We are here for you.



**“Nobody can go back and start a new beginning, but anyone can start today and make a new ending.”**

Maria Robinson  
(President of Ireland, 1990 – 1997)

