

# 10 STEPS TO A FAST-GROWING BROKERAGE OR TEAM



**T3 Fellows**



# BACKGROUND

## WHY WE CREATED T3 FELLOWS



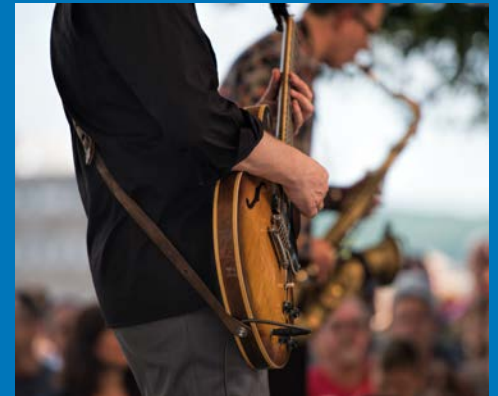
This is a highly varied industry, and not everyone starts in the same place



There is no true industry standard education for brokers



Brokers have enormous costs and risks in developing their business



Multiple skills and business disciplines are required to be successful

# THE OPPORTUNITY

Grow revenue and profitability  
Position for the changing market  
Build your company as an asset  
Express your unique company in  
a clear, concise and compelling way

Build operations, recruiting, marketing  
and other key business drivers  
Get everything working and efficient  
Grow and develop others

# 1. Discover Yourself

- People
- Systems
- Profit/Loss
- Marketing and brand
- Recruiting
- Churn/Retention
- Retained company dollar
- Expense categories
- Profitability/ROI

# 1. Discover Yourself

1. Business Overview	Business Overview		Last 12 months	Previous 12 months	% Change	Difference (absolute)
<p>Note from the advisors:</p> <p>This first page in the worksheet captures fundamental metrics about your business from the last twelve months and the prior period.</p>	Agent growth					
	Agents at beginning of the year	75	50	50.0%	25	
	Number of agents added (in)	30	30	0.0%	0	
	Number of agents removed (out)	5	5	0.0%	0	
	Net Agent Growth	25	25	0.0%	0	
	Churn	5%	7%	-25.0%	-2%	
	% Gain	33%	50%	-33.3%	-17%	
	Agent Count at Year End	100	75	33.3%	25	
	Staff and offices					
	Full Time Employees at Year End	5	3	66.7%	2	
	Part Time Employees at Year End	2	1	100.0%	1	
	Number of Offices at Year End	2	1	100.0%	1	
	Total Square Footage Owned/Leased	10000	5000	100.0%	5000	
	End Agent Count)	100	67	50.0%	33	
	Number of agents per staff member	17	21	-22.2%	-4.8	
	Cost per desk (100 sq ft)	\$20,000	\$30,000	-33.3%	-10000	
	Effective Desk Occupancy (EDO)	100.0%	150.0%	-33.3%	-0.5	



*“T3 has been instrumental in our business. Looking at numbers feels like a lot of work, but it is worth it. Through the last 2 years, we had a 7-figure profit, and we were able to double that 7-figure profit in 2020.”*

Matt Curtis  
Matt Curtis Real Estate

# 2. Define Your Outcome

Develop your *strategic intent*

- Nature of goal(s)
- Specific milestones
- Projects
- Challenges to overcome



# 2. Define Your Outcome

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## Strategic Intent Worksheet

### 1. Setting Your Strategic Intent

a. Describe your ultimate strategic intent for your business. This should be a description of the "end state" of your work on your business, and could include outcomes related to founder exit (sale of company), description of the company at its end state, such as # of agents, company sales volume and revenue, market position, and company identity and reputation.

b. What category of intent is your strategy?

**Financial:** Financial intent is an intent primarily concerned with making more money.  
**Game Changer:** Game changer is an intent primarily concerned with changing the way business works in your market.  
**Legacy Builder:** Legacy builder is an intent primarily concerned with leaving a legacy to others  
**Independent:** Independent is an intent primarily concerned with being independent by owning a business vs. having a job or role in an organization.

Why do you say this? What will you personally receive from this strategic intent?

c. What is your time frame for your strategic intent?

d. Why is this time frame important and necessary?

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Define the outcome

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### 2. Roadmap Design

Take your strategic intent and break it into three or four major milestones. Describe each milestone in terms of # of agents, staff, company sales volume and revenue, marketing, systems, accomplishments, and reputation. Describe this in as much detail as needed so that you will know when you have accomplished the milestone. Your milestones should span the length of time to accomplish your strategic intent.

**Milestone #1**

What is your approximate timeframe for this milestone?

**Milestone #2**

What is your approximate timeframe for this milestone?

**Milestone #3**

What is your approximate timeframe for this milestone?

**Milestone #4**

What is your approximate timeframe for this milestone?

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Break it into milestones

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### 4. Implementation Plan

For your first milestone, describe the projects that will be necessary to reach the milestone. Include details such as what the project will accomplish, who will be needed for the project, the steps in the project (how), and why you believe the project is necessary to reach your milestone.

**Project #1**

Project Name	
What will the project accomplish? (results)	
Who will lead the project?	
What resources are needed for the project (capital, people, tools)?	
What are the significant steps in the project?	
Why is this project necessary to reach your milestone?	

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Develop a project to get to the next milestone

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*“Clearly defining my strategic intent and setting a path for future business growth were some of the most valuable components of the course.”*

Lani Kahn Drody  
Lowell International Realty

# 3. Know Your Competition

## Develop or design

- Competitive market assessment
- Compensation plans
- Service offerings for agents
- Differentiation



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# 3. Know Your Competition

Competitive Analysis Comparison Worksheet		Your company	General Market	Competitor 1
Company Information and Statistics				
Company	Example: Kelly Millions Realty			
Website	http://kellymillions.web			
Annual Sales Volume	\$400M			
Annual Units	800			
Average sales price	500k			
Company Size	130 agents			
Per agent production (Units)	6			
Per agent production (Volume)	3.3M			
Average Days on Market (Listings)	45			
List Price/Sales Price %	93%			
Listing market share	12%			
All unit market share	15%			
Listing % (vs. buyers) of total units	42%			
Incoming recruits past 12 months	# of recruits joined from each competitor, if any			
Reason for joining	List reason(s) recruits gave for joining your company			
Outgoing agents past 12 months	# of agents you have lost to each competitor, if any			
Reason for leaving	List reasons agents gave for going to competitor			

# 3. Know Your Competition

Present it to your peers





*“One of the key things that we took away from this was, when you do the assessment and look at how you are going to recruit in comparison to the competitor, it allows you to sell your strengths.”*

Paul Barron  
Century 21 Leading Edge

# 4. Define Specific Financial Results

- Scenario planning (“What if”)
- Your financial planning for growth
- How you will track and measure success
- Additional revenue streams
- Affiliated businesses revenue



# 4. Define Specific Financial Results

## Tools - “What if” worksheet/Goal setting

	Current	Scenario A Increase units	Scenario B Add agents	Scenario C Increase average price	Scenario D Increase commission %	Scenario E Increase retained %	Scenario F Increase Referral Units	Scenario G Increase Transaction Fee	Scenario H Increase Technology Fee	Scenario I Adjust expenses	Scenario J All of the scenarios
Units	1000	1100	1143	1000	1000	1000	1000	1000	1000	1000	1243
Sales People	70	70	80	70	70	70	70	70	70	70	80
Units per Sales Person	14.3	15.7	14.3	14.3	14.3	14.3	14.3	14.3	14.3	14.3	15.5
Average Price	\$450,000	\$450,000	\$450,000	\$500,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$500,000
Commission	2.50%	2.50%	2.50%	2.50%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.75%
Retained %	9.00%	9.00%	9.00%	9.00%	9.00%	12.00%	9.00%	9.00%	9.00%	9.00%	12.00%
Company Referral Units	10	10	10	10	10	10	20	10	10	10	20
Transaction Fee	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 249	\$ 200	\$ 200	\$ 249
Transaction Fee Income	\$200,000	\$ 220,000	\$ 228,571	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 249,000	\$ 200,000	\$ 200,000	\$ 309,471
Technology Fee (monthly)	\$ 15.00	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15	\$ 20	\$ 15	\$ 20
Technology Fee Income	\$12,600	\$ 12,600	\$ 14,400	\$ 12,600	\$ 12,600	\$ 12,600	\$ 12,600	\$ 12,600	\$ 16,800	\$ 12,600	\$ 19,200
Gross Commissions	\$11,250,000	\$12,375,000	\$12,857,143	\$12,500,000	\$12,375,000	\$11,250,000	\$11,250,000	\$11,250,000	\$11,250,000	\$11,250,000	\$17,089,286
Referral Revenue	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$33,750	\$67,500	\$33,750	\$67,500	\$33,750	\$67,500
Company Dollar	\$1,258,850	\$1,380,100	\$1,433,864	\$1,371,350	\$1,360,100	\$1,596,350	\$1,292,600	\$1,307,850	\$1,296,800	\$1,258,850	\$2,446,886
Expenses	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$950,000	\$950,000
Net Profit	\$258,850	\$380,100	\$433,864	\$371,350	\$360,100	\$596,350	\$292,600	\$307,850	\$296,800	\$308,850	\$1,496,886





*“We have already accomplished 4 major goals since joining the program, including evaluating and installing a new lead gen program and simplifying our commission plan.”*

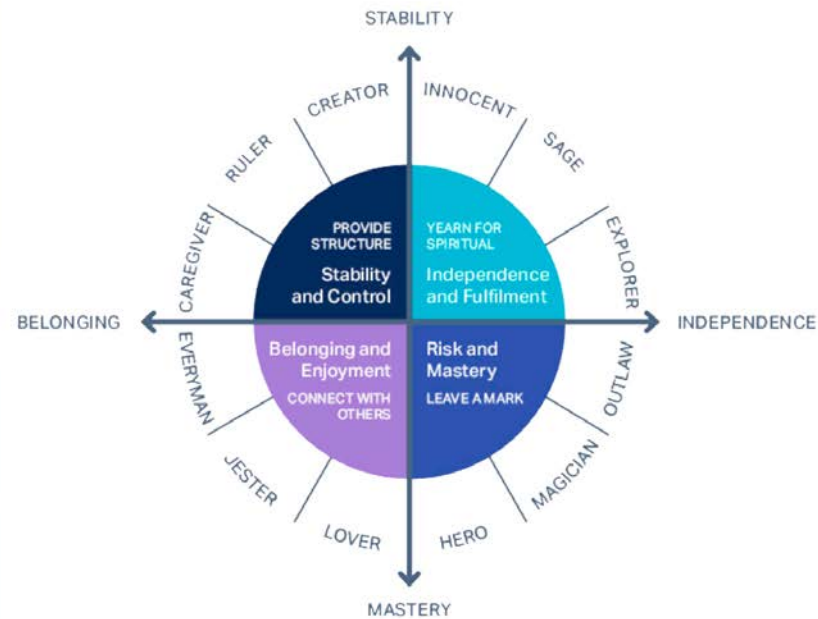
Howard Chappell  
NextHome Cape Fear



# 5. Craft Your Unique Pitch

- What is different about what you do
- How you tell your story
- Marketing and brand
- Use of fun and fundamental concept - Jungian archetypes
- Review materials and brand

# 5. Craft Your Unique Pitch



Brand Story

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# 5. Craft Your Unique Pitch

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**T3 FELLOWS BRAND ARCHETYPE WORKSHEET**

<b>STEP A: THE ARCHETYPE</b>	My brand persona is: The persona's motto is: The persona's core desire is: The persona's goal is: The persona's greatest fear is: The persona's strategy is: The persona's weakness is: The persona's talent is:																																					
<b>STEP B: THE TAGLINE</b>	What words describe your business (keep it simple) What are your strengths and weaknesses? What are your benefits? Taglines: Five 3-5 word phrases that express your essence:	1) 2) 3) 4) 5)																																				
<b>STEP C: EMBODY THE ARCHETYPE</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #f2f2f2;">Category/Medium</th> </tr> </thead> <tbody> <tr><td><b>Branded materials</b></td></tr> <tr><td>Logo and brand colors</td></tr> <tr><td>Listing/buyer presentation</td></tr> <tr><td>Property flyers</td></tr> <tr><td>Property signage</td></tr> <tr><td>Website experience</td></tr> <tr><td>Outbound marketing: postcards, advertising, etc.</td></tr> <tr><td><b>Company culture</b></td></tr> <tr><td>What's the vibe?</td></tr> <tr><td>Agent standards and training</td></tr> <tr><td>Office meetings</td></tr> <tr><td>Building community inside the company (events, parties, what do you celebrate?)</td></tr> <tr><td>Helping those outside the company (charitable activities)</td></tr> </tbody> </table>	Category/Medium	<b>Branded materials</b>	Logo and brand colors	Listing/buyer presentation	Property flyers	Property signage	Website experience	Outbound marketing: postcards, advertising, etc.	<b>Company culture</b>	What's the vibe?	Agent standards and training	Office meetings	Building community inside the company (events, parties, what do you celebrate?)	Helping those outside the company (charitable activities)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #f2f2f2;">How should this communicate your persona?</th> <th style="background-color: #f2f2f2;">Prioritize changes (1-5, 1=highest)</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>	How should this communicate your persona?	Prioritize changes (1-5, 1=highest)																				
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*“With T3 Sixty, we were able to create such a strong foundation. It’s been a great process. The branding has been one of my favorites. We have learned how to restructure our brokerage, and it has grown to be much more powerful.”*

Tammi Pierce  
NextHome Seekers

# 6. Know Your Recruits

Develop and write


- Targeted personas for your recruits
- Plans for engaging potential agents



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# 6. Know Your Recruits




**New Nicole**

*"I'm ready to work, and I need help knowing what to do."*

**Challenges**

- Lack of business experience and life skills
- Require lots of development

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**Second Career Sam**

*"I've always loved real estate, and I have a lot of friends that I believe I can sell to."*

**Challenges**

- Not known by his network as a real estate professional
- Managing his time and commitments
- Confusing friends with customers

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**Maturing Michelle**

*"Business is great and I want my life back. If you are going to help me, great! If not, NEXT!"*

**[ Persona ]**

43+	Seasoned pro	Established	Same or more money with less hustle
Moving to excellence			

**Challenges**

- Feeling like she has to "do it all" to satisfy her clients
- Delegating some of her less-valuable activities
- Figuring out what sort of help she needs, finding it, hiring, training, and managing that help
- Tired of generating business via personal effort
- Learning how to move from a great solo agent to a team player

**Most Needs**

- Getting help with admin work
- Tools and systems to streamline her work
- Support in developing her team
- Transitioning from prospecting to marketing

**Resource Map**

Resource	Level (0-80)
Time	80
Money	80
Network	80
Leads	40
Systems	40
Client Skills	80
Sales Skills	80
Tech Skills	80

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*"I really liked the personas. I had never seen anything like it before. It was unique, fascinating, and very spot on. It's a great tool for recruiters, and it really helped me sharpen my pencil."*

Brad Platt  
Century 21 Northland

# 7. Build a Recruiting System

## Standardize and implement

- Recruiting process
- Step-by-step candidate sourcing
- Recruiting meetings and appointments





# 7. Build a Recruiting System

- Steps
- Scripts
- Templates

[ 1 ] Sourcing and Prospecting

[ 2 ] The Call

[ 3 ] Compatibility Meeting

[ 4 ] Following Up

[ 5 ] Business Meeting

[ 6 ] Crafting Your Offer

[ 7 ] Presenting Your Offer

[ 8 ] Closing

[ 9 ] Handling Objections

[ 10 ] On-Boarding



*“Recruiting agents created a lot of new challenges for the brokerage that we hadn’t really witnessed before, not on this scale at least. We recruited 20 agents, and this was the most successful recruitment drive ever at the brokerage.”*

Victor Ahdieh  
Savvy & Co. Real Estate

# 8. Implement Sphere Marketing

Establish a core program

- Sphere marketing program
- Cost effective, scalable programs
- Print, email, social, events

# 8. Implement Sphere Marketing





*“With T3’s guidance and ideas, we put together a sphere marketing program that’s simple and to the point. It was accepted widely within our company, and it’s building so we can create more touch points.”*

Kemper Funkhouser  
Funkhouser Real Estate Group

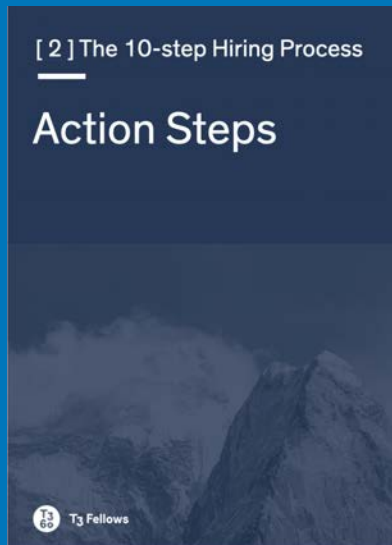
# 9. Hire Great People

Have a plan for hiring and development

- Job description
- Interview process
- First 90 days (new hires and resets)



# 9. Hire Great People



[ 1 ] Complete Job Description

[ 2 ] Complete Talent Profile

[ 3 ] Find Candidates

[ 4 ] Pre-screen

[ 5 ] Interview

[ 6 ] Behavioral

[ 7 ] Experience

[ 8 ] Due Diligence

[ 9 ] Decision

[ 10 ] First 90 Days

[ 2 ] The 10-step Hiring Process

## First 90 Days

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## Talent 'N' Training (TNT) Form

TNT RESULTS FORM	
PRIORITY:	
REQUIREMENTS:	
CONDITIONS OF SATISFACTION:	
Standards of Performance:	
Results Rating:	<input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Fair <input type="radio"/> Need Improvement <input type="radio"/> Poor
Standards of Performance:	
Results Rating:	<input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Fair <input type="radio"/> Need Improvement <input type="radio"/> Poor
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Standards of Performance:	
Results Rating:	<input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Fair <input type="radio"/> Need Improvement <input type="radio"/> Poor
ADDITIONAL TRAINING RESOURCES:	





*“The Fellows program provided me the structure by which to analyze and the guidance to improve where we were underperforming. I highly recommend the T3 Fellows program for owners.”*

Karlyn Ellis  
Realty ONE Group Prosper



# 10. Tell Your Story

Plan for

- Awards and recognition
- Company stats and position
- Public relations and media




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# 10. Tell Your Story

[2] Awards

Examples



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[4] Data

Statistics


- Do you sell more units than your top 10 competitors
- Higher sales volume?
- Higher median sales price?
- Average original list vs. sales price

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Client Testimonial Videos



[https://youtu.be/lp9RwDh\\_9o](https://youtu.be/lp9RwDh_9o)



<https://youtu.be/S2hg6c54004>

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*"Portside would not be the company it is today without T3 Fellows. We learned how to be more strategic in every aspect of what we do, understanding that every piece of public marketing, every move we make, has an underlying impact."*

Dava Davin  
Portside RE Group

# T3 FELLOWS MISSION



TO PRODUCE  
LEADERS WHO  
CAN FULFILL THEIR  
VISION

# How T3 Fellows Works

1. Monthly Program
  - Live, online module presentation
  - Individual work, materials supplied
  - Small group/1-1 meeting end of the month
2. Individual consulting and support available throughout the program
3. Semi-annual retreats
4. Access to other T3 Sixty team members; optional pay-for projects if needed



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# Requirements

- Must be committed to growth
- Must have stable sales and revenue - this isn't sales coaching



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# Next Steps

- Learning Lab material downloads available at [t360.com/inman2021/](https://t360.com/inman2021/)
- Visit [t3fellows.com](https://t3fellows.com) to learn more
- Schedule a confidential discussion at <https://bit.ly/deant3consult>



# 10 STEPS TO A FAST-GROWING BROKERAGE OR TEAM



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