



THE STRATEGIC
RESOURCE
FOR REAL ESTATE
PROFESSIONALS

HOW TO
MAKE IT
IN THE
NEW
REAL ESTATE
BUSINESS

An Operating System
For Real Estate Agents
& Brokers

Chris McAllister

How To Make It In The NEW Real Estate Business

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Real Estate Agents &
Brokers

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Three Ways To Get The Most Out Of This Book

Option 1:

Take less than an hour of your time to read this book and complete the mindset scorecard that starts on page 64 as you go.

Option 2:

Listen to the audio discussion of this book with Kristie Linebaugh of the 90MinuteBook.com team and Chris McAllister.
www.MakeItInRealEstateAudio.com

Option 3:

Head straight to the online version of The Collaboration Accelerator Scorecard at www.CollaborationAcceleratorScorecard.com and score yourself for where you are today and where you would like to be in the future.

Be sure to take your time and feel free to add comments. We value your feedback!

Preface

Enduring Truths

The NEW real estate business is not about what has changed in the last few years. It's really about what has stayed the same. Enduring truths about the real estate profession and those who practice it include:

- Successful real estate professionals always see themselves as business owners first. As entrepreneurs, they chose real estate as their professional practice.
- Successful real estate professionals never expect anyone to hand them their next career-making opportunity. They believe lead generation and market-making can never be outsourced. They create their own opportunities by making the invisible visible.

- Successful professionals build their businesses one relationship at a time. They know deep in their souls, relationships are infinitely more valuable than any single transaction.
- The most successful agents and brokers focus on what they do best and surround themselves with others *to do the rest*. Each of us has a unique ability, and the more time we spend working in that unique ability, the happier, healthier, and wealthier we will be.
- Successful real estate professionals are always looking for and learning new ways to improve their practice and expand their knowledge and personal capabilities.
- Successful agents take advantage of the internet's ability to simplify and accelerate collaboration on shared goals and objectives, allowing real estate professionals to zero in on the activities that add immediate value to their clients.

A Business Fact

Every licensed real estate agent needs to associate with a licensed real estate broker to legally conduct their business and practice their profession. This is a fact of life built into licensing laws originally designed to protect the public

from unknowingly working with unscrupulous charlatans, thieves, and con artists.

A Disconnect

I believe a disconnect has grown between real estate agents and the real estate brokers they choose to associate with. As an industry, we've lost sight of the fact that real estate brokers and agents have shared goals and objectives, and for both to succeed, *they must work together*.

They must collaborate.

This book is about the opportunity for a profitable collaboration between practicing real estate professionals and the brokers they choose to work with. It is an operating system for success in the new real estate business.

Introduction

The Eight Collaboration Accelerators

The Eight Collaboration Accelerators allow the practicing real estate professional to focus on what they do best, thanks to the defined and quantified support of their broker and company.

There are only three fundamental activities that the most successful agents working today focus on. Successful agents ***connect, practice, and track.***

There is a fourth activity agents do that is a direct outcome of one, two, and three. Agents ***grow.***

Coincidentally, there are only three activities the most successful real estate brokers focus on.

Successful real estate brokers **promote** their agents, **enhance** their agent's practices, and **support** their agent's individual businesses.

Successful brokers also **coach** agent growth.

These eight fundamental activities, synchronized as teamwork, form the Collaboration Accelerators. Throughout the years, we have found there is a *mutually beneficial relationship*-- between the broker activities and the agent activities.

The broker activities amplify the agent activities and vice versa. They are symbiotic, essentially inseparable, and-- form the firm foundation-- for a profitable collaboration.



www.MakeItInRealEstate.com

An agent's first activity is to connect, and a broker's first activity is to help agents promote their connections.

An agent's second activity is the actual practice of their profession, and a broker's second activity is enhancing their agents' professional practices.

Enhancement may take the form of ideas, culture, marketing, tools, meet and greets, social events, and a thousand other activities.

Over the last 20 years of working with successful real estate professionals, I have found the very best among us track their revenue and expenses, information about their clients, their business building habits, and where every new connection comes from. Tracking gives these agents insight and information other agents do not see.

Tracking is the secret ingredient that makes *invisible* opportunities *visible*.

Agents who become skilled at tracking learn to communicate exactly what kind of individual support they require from their broker. They don't wait for their broker or sales manager to read their minds. They articulate what they need based on their personal tracking systems.

Brokers whose agents track their business metrics know exactly what kind of support their agents need to grow *at every stage* of their careers.

Agents who focus on making **connections**, **practicing** their profession, and **tracking** their numbers naturally **grow** both personally and professionally. Their businesses thrive and multiply year after year regardless of current market conditions.

Before We Go On

Flip forward to **The Collaboration Accelerator Scorecard** on page 64 and read through the four stages of each mindset.

While looking at each of the mindsets, see which of the options resonate with you, then, within that option, pick a score that represents how developed you feel.

A 1,4,7,10 would indicate your weakest acknowledgement of this option, and a 3,6,9 would mean you are almost at the next stage, making it easy to see where you can make the transition.

The scorecard offers a subjective assessment of your development. If you are at point 12, you are completely focused on that mindset, whereas if you are at point 10, there is room to raise the score.

Collaboration Accelerator #1 Great Agents CONNECT with Current and Future Clients

You have always known that relationships are more valuable than transactions. You are always looking for reasons to connect.

Connecting With Clients and Future Clients - This is where all business starts.

If you don't have clients to work with, you don't have a business. You may have a craft, but you have no opportunity to practice it. You may know what you're going to do when you get to work with somebody, but at the moment, you've only got good intentions.

Real estate is belly to belly. It is one client at a time. It's about you and a client in the moment. It may be in-person, or it may be on Zoom, but it cannot be scaled. It is finite.

It is also where the magic happens.

Whether Introvert or Extrovert: Consistent Contact Is the Way

Great agents tend to be great people. They instinctively approach their clients with an attitude of care, giving, and a natural predilection toward collaborative relationships.

Just because this approach comes instinctively for some, doesn't mean the rest of us cannot cultivate these traits in ourselves.

Whether we are naturally warm and outgoing or analytical and reserved, we all can intentionally leverage our connections into new, satisfying, and sustained relationships.

Great agents maintain contact with their clients and future clients over time. They make phone calls, send text messages, send personal notes, and stop by from time to time with small gifts as tokens of appreciation.

Great agents also maintain and amplify their real-world connections on social media. They use Facebook as a tool to stay in touch with people they already know and have a connection with.

Facebook Is Not A Magic Bullet

There's a common misconception that Facebook, in particular, and social media in general, generates new connections and magically creates more business. Facebook does not work that way, no matter how much money you devote to boosting posts on a business page.

What Facebook does is allow you to efficiently and consistently stay in touch and top-of-mind with your database. And always remember, you can use Facebook, or Facebook can use you.

Facebook is a great marketing tool, but it can also lead you down a giant time and attention black hole. Mastering social media is a critical 21st-century skill for salespeople in any industry.

Keep A Gratitude List

Another tip for making connections is to keep a Gratitude List.

Once or twice a week, sit down and review your calendar for the past few days. Look for instances where you had contact with someone that you are thankful for and want to acknowledge. Then, send a quick text message, make a phone call, or write a personal note thanking them for their time, service, or just being there.

This is a great way to foster goodwill and make what could be a lasting connection.

You'd be surprised how many agents miss this opportunity to consistently stay in touch. If they only knew it gives you an unfair advantage, they'd probably try to connect a bit more often.

Relationships Vs. Transactions

People approach the real estate sales business in one of two ways.

- 1.) They see the business as a series of transactions that generate immediate income.
- 2.) Or they see the business as an interconnected set of relationships that continue to grow over time.

The folks with the transaction view tend to burn out quickly when the market gets tough, while the relationship agents tend to grow and thrive over time regardless of market conditions.

Take An Active Role In the Community You Practice In

Taking an active role, and being part of the fabric of your community, is one of the best – if not the best – way to make connections and ultimately establish and nurture relationships.

But here's the thing. You can't do this sitting alone in your office. You need to be out in the world with people, adding value and being of service.

But be careful.

Being visible is great, but it only helps your business if you learn to ask for referrals. If you don't ask for new business, you are essentially relying on word of mouth. Relying on word of mouth is not a scalable marketing strategy.

Set Personal and Professional Boundaries

Sometimes real estate agents get locked into a mindset of being visible for the sake of being visible.

Some agents want to become the next Celebrity Realtor star of an HGTV reality show. That could work for you, but it is simply not a marketing strategy available to many of us.

Available ALL the Time

Some agents advertise their 'availability.'

They want to let people know they can be reached 24/7. This can be problematic too. In my experience, 'always on-call agents' struggle with articulating their value beyond their ability to answer their phone on the first or second ring.

Like any professional, you must set boundaries to protect your personal brand, value, energy, and attention levels.

Your doctor or lawyer is not available to you 24/7. I believe our profession contributes as much value to society as theirs.

You will have a much longer and more rewarding career if you set appropriate expectations upfront with your clients about what it is like to have the privilege of working with you.

Here are some examples of
Great Agents CONNECT activities:

- You create, nurture, and leverage relationships by staying in touch.
- You focus on making calls, sending notes, or popping by with a gift to everyone in your database at least twice a year.
- Being active in the community that supports you.
- Amplifying connections on social media.
- Looking for a reason to thank someone for a job well done.

Collaboration Accelerator #2 Great Brokers PROMOTE Their Agents and Their Agents' Connections

Your broker's primary job is to promote you and help you generate referrals. Your broker works for your future.

If connecting with current and future clients is where business begins, then the most important function of a real estate broker is to *promote you*.

Promotion includes personal recognition and public celebrations of your success, but it also includes creating opportunities for you to make new connections and leverage your existing connections and forge new relationships.

Your relationships are your relationships. Nobody gave them to you. You created, developed, and nurtured them. Great brokers never take that for granted.

Promotion Takes Many Forms

Broker promotion involves a lot of different things. The most important is keeping the real estate brand you work for fresh so that your personal brand never gets stale.

Here's the thing...The brand you associate with needs to resonate positively in the minds of the public, and with the client base you've already worked so hard to assemble.

Great brokers create opportunities for community involvement. They sponsor social and community events.

In our offices, we sponsor two to three client appreciation events a year. Our agents invite their clients, and the office pays for the event.

For instance, in the Springfield-Dayton area, we host a Pumpkin Patch event. All our agents greet their clients with apple cider, snacks, and free pumpkins to take home.

We've also hosted ice cream socials and summer afternoon hot dog stands. The goal is to do something as a company that gives the agents a reason to make a personal connection with their

clients and invite them over for something quick and easy, with a gift to take home.

Personal Promotion

Broker promotion doesn't always have to be a big shindig. Some broker promotion is more personal.

We believe every agent should have a personal landing page or a personal website that's theirs within the larger company website. It should prominently feature the agent and their contact information.

Some brokers allow their agents to add a personal IDX search bar on their personal landing pages. Any leads that are generated by that landing page go straight to that agent.

Facebook is another place where brokers can actively promote agent connection. For instance, at our brokerage, we have our marketing partners work with new agents to help them set up their new Facebook business pages.

Our marketing partners create a brand identity for the agent within the larger company brand. Brokerage involvement helps ensure that our social media advertising aligns with licensing and fair housing laws as well, thus limiting legal liability.

Another way we promote agent connection is by creating a monthly personalized marketing piece

for each agent. We have done this every month since we started the company. Thousands of personalized ROOST Ramblings™ postcards go out to our agents' top 150+ clients every month without fail.

Why does this matter? Because even agents with the best intentions and habits get busy. Our method ensures that our agents never feel like they must sacrifice the immediate needs of a client to get their monthly marketing out. No matter what, each agent's very best clients are going to hear from them every month. I see this as the least we can do for our agents as a brokerage.

The Competing Broker

I'm just going to say this, and there's really no way to say it nicely. So here goes. Some real estate brokers should not be brokers at all.

Many would be happier and wealthier if they focused on their own practice and stopped dabbling in the brokerage business. This may sound harsh, but if they don't have a burning desire to work with agents, they should probably stop pretending.

Having said that, in smaller markets and in smaller offices, it may be necessary for the broker owner to continue to practice and cultivate their personal book of business to prosper.

Nevertheless, brokers and managers have to guard against the perception of being a “competing broker.” A broker who’s competing for the same pool of clients as their agents will find it hard to recruit and retain great talent.

Sales Vs. Marketing

Most agents don’t have time to create a comprehensive marketing plan for their businesses. Or, once they’ve created it, it becomes nearly impossible to execute.

In a perfect world, it would be your broker’s responsibility to ensure the firm is able to offer and *implement* more and more effective marketing strategies tailored to each agent’s individual goals, year after year.

Every brokerage needs a comprehensive marketing plan. Without a comprehensive plan, multiple agents spend their hard-earned income on different strategies with little to no support or coordination.

This is a waste of everyone’s focus and money. Without a coordinated marketing strategy, it is easy for agents to lose focus on making one on one connections and succumb to the ‘The Shiny Object Syndrome’.

We all know how this happens.

You’re going along, and you happen to see an unsolicited email or a Facebook message show

up in your inbox. The message is advertising the latest and greatest way to change your business overnight.

Agents suffering from shiny object syndrome often feel frustrated and overwhelmed when it comes to growing their businesses. They are far more likely to fall for a too-good-to-be-true sales pitch in a random email than those who know their brokerage has their backs.

Here are some examples of what it looks like when ***Great Brokers PROMOTE*** their agents:

- Keep the real estate brand fresh so your personal brand never gets stale.
- Create opportunities for community involvement.
- Agent landing pages that are all about you with personal IDX-based lead generation.
- Broker sponsored client appreciation events and open houses for you and your clients.
- Provide a personalized Facebook business page template with a steady stream of base content for you to build on.
- Mail an Item of Value from you to your database of relationships every month.

Collaboration Accelerator #3 Great Agents PRACTICE Their Profession

You are constantly looking for new and innovative ways to delight your clients and create raving fans.

Great agents see their work as a practice.

Practice refers to the conduct of the person, the work performed, and the craft created by someone in a particular occupation.

As a licensed real estate agent and an accredited Realtor®, you are an active member of the real estate profession. Never lose sight of the fact helping people buy and sell houses is a great and noble pursuit.

Great real estate agents practice and find new and novel ways to improve over time, just like great artists and athletes.

How you choose to see yourself and how you choose to practice your profession, are the same choices doctors, lawyers, and other professionals make. So always be intentional with your choices.

What Practice Looks Like

Practice is something you intentionally work at and get better at over time. Practice is doing the work. It's the performance. It's the actual listing, writing contracts, educating, negotiating, wrangling the title company, and managing expectations. It's the billion things agents do that go into the conscious practicing and improvement of the craft.

Great agents have prepared presentations. Whether they created them or adapted them from somebody else, they use them every single time they meet a new buyer or seller. Over time, great agents learn what works, and they learn to tailor what works to the individual they're working with in the moment.

Great agents rehearse. They rehearse their presentations before their performance, and they review and look for ways to improve afterward. It's not unlike a football team

watching game tapes after the game to see what went wrong and where they can get better.

Great agents practicing their craft leave nothing to chance. They treat every client with the same high level of skill and dedication. It doesn't matter to them if they are facilitating a \$500,000 transaction or a \$50,000 transaction. They are professionals. Their motivation is to be the best practicing professional they can be.

If you're focused on the relationship, it's going to be easier for you to approach a \$50,000 transaction the same way you do a \$500,000 transaction because it's about the person and the relationship for you, not the dollar sign.

The Experience Is Just As Important As The Outcome

I once met a mortgage broker who said, "We don't close late. We don't close ugly." To her, closing ugly meant last-minute scrambles and a stressful experience that could have been avoided.

Professionals who continuously hone their practice will hardly ever close ugly. Sure, there are things that happen that might put a kink in the process, but they work through it. More often than not, they make it all look effortless because they are constantly learning from past experiences and improving their process.

Great agents understand that the means to the closing are just as important as the closing itself. I think we can all agree that it is easier for our clients to refer us after a stress-free closing than it is after an ugly closing.

Competition Vs. Collaboration

Many real estate brokerages foster a culture of competition. Other brokerages foster cultures of collaboration. There's seldom a middle ground.

It's either every agent for themselves and they're competing against each other, and they don't want to share, or the agents are working together because they know that succeeding together is going to be better for everybody in the long run.

This really comes down to a scarcity mindset versus an abundance mindset. Scarcity and competition go hand in hand, just as abundance and collaboration go hand in hand.

Everybody has to go out and make a living. Everybody has to do their job. Still, the best offices out there are filled with mutually supportive professionals with more business opportunities than they can handle.

It's that attitude of abundance that says, "There's more than enough business for all of us. There's no reason for me to try to tear you down so I can get mine."

The really great brokers out there thrive on seeing their agents succeed and get better over time. That's what's most satisfying to them about their jobs.

The Danger Of Success

Success can breed complacency, and that is something every professional who is doing well has to guard against.

The world of real estate is changing as fast or faster than the big world around us. The changes in the market and the way we practice in the age of covid are too numerous to get into here.

Suffice it to say, if you do not face the business with a clear eye and an open attitude, you run the risk of being left behind.

It is not uncommon for successful professionals to become more focused on holding on to what they have, than on new possibilities for personal and business growth and development.

Many of us start playing 'not to lose' as we get older instead of playing to win. I think we all need to guard against that.

Great agents remain alert to new opportunities to expand their capabilities and never lose sight of the fact that to add value in the marketplace three, five, or ten years down the road, one has to look forward.

In many instances, we must leave what worked in the past behind – even if it is something that got us here.

Here are some examples of
what ***Great Agents PRACTICE***
looks like:

- Helping others buy and sell houses is a craft. Great agents continuously work to improve how they practice their craft. It is no different than how a great artist or athlete intentionally gets better over time.
- Practice is in and of the moment. It is the doing, the work, the performance. It is listing, educating, negotiating, writing contracts, wrangling affiliates, managing expectations, and the millions of other things you do to get the job done.
- Great agents have prepared presentations that they use without fail every time they meet a new buyer or seller. They rehearse their presentations before their performance, and they review and look for ways to improve afterward.
- Great agents leave nothing to chance. They treat all clients with the same high level of skill and dedication - regardless of the size of the transaction.

Collaboration Accelerator #4 Great Brokers ENHANCE the Professional Practice of Their Agents

Your broker is constantly looking for ways to raise the level of professionalism of every realtor in their office.

We have the responsibility as Realtors® to continuously enhance the profession of real estate in the eyes of the public. That is essentially the mission of the National Association of Realtors®.

In this regard, I believe we should have even greater expectations for our broker owners and managers.

Our profession is being devalued daily by less than professional, and in some instances, unscrupulous licensees. All of us must work diligently *together* to combat this scourge.

Zillow Isn't Helping

Zillow's business model requires the public to see all real estate agents as being the same and interchangeable.

Unfortunately, Zillow is succeeding in this objective. And because of this business model, we've lost way too many agents who decided to prematurely end their real estate careers.

One way to fight this very real threat is for real estate brokers to consciously and continuously find ways to enhance their agents' professional practice. We all must get better at what we do. What was acceptable yesterday will not keep us successful tomorrow.

Brokers Have To Lead

On a basic level, brokers and managers need to model the way for their agents. They also need to take an active interest in the individual businesses of the agents they serve.

Every great agent has at least one market niche that they've identified and cultivated over time.

Brokers need to be aware of these niches and help their agents go deep and mine them for more and expanded opportunities.

Brokers need to be able to add value to every agent they serve regardless of the agent's experience or skill level.

A great broker adds value to new licensees, seasoned top producers, and super goal-oriented team leaders who want to build a brokerage within a brokerage.

Great Brokers Empower Their Agents

Obviously, agents are independent contractors. However, great brokers balance targeted support with empowerment. They understand how to stay out of the way and let their agents run their businesses within the larger business.

Having said that, empowerment does not equal abandonment. It's the collaboration that creates results.

Great brokers provide practical enhancements to the practice of real estate as well. These may be in the form of personalized buyer and seller presentations and brochures, or something as simple as a branded home enhancement checklist.

Being In Business For Yourself – Just Not By Yourself.

What you expect from your broker when it comes to their ability to enhance and add value to your practice says a lot about your relationship.

Yes, Realtors are independent contractors and get paid by commission, but that does not mean they should be on their own – unless that is truly what they want and signed up for.

There are a lot of 100% commission companies in the market these days. The broker makes money on monthly or annual fees, transaction levies, or ancillary income generated when their agents refer their in-house title or mortgage company.

In every case I am aware of, these companies take a hands-off approach to the agents, and the agents are generally OK with that. They know what they signed up for.

Agents who ‘dabble’ in the business often gravitate to these brokerages because they want to maximize their income on the few transactions they close a year.

On the other hand, these firms can sometimes be fine homes for real estate teams that operate as brokerages within a brokerage.

There are some good-sized teams out there where the team leaders do everything that great brokers do. Since the broker is not involved, they

are free to build and expand their business the way they want.

From the broker owner's viewpoint, I don't see this as a viable model. In a situation like this, the broker owner is taking on a tremendous amount of responsibility and legal liability for very limited upside. To each his or her own, however. There is enough business out there to keep a great many business models afloat.

Sometimes It's Not the Broker - It's The Franchise Relationship

I cannot speak for all franchises, but I can speak for my time as a franchisee for a well know legacy real estate brand.

As a franchisee, I negotiated a headcount goal for each of the 5 years of my franchise agreement. At the time, I was responsible for paying \$241 per month for each agent on my broker license to my franchisor.

My franchisor had the option, per the franchise agreement, to bill their franchisees to the negotiated quota whether they had recruited additional agents that year or not. As a result, maintaining headcount became the primary business objective of many franchisees.

Consequently, when the market got tough, some brokers in the system were forced to lower their standards and bring on licensees they normally

would not have in an effort to make quota and cover at least some of their monthly costs.

Always Learning

I learned a tremendous amount about the real estate brokerage business during my time as a franchisee. The most enduring lesson for me was if a broker is in a bad franchise situation, it is incredibly hard for them to focus on their agents and their agents' goals and opportunities.

Great Brokers Enhance the Practices Of Every Agent Affiliated With Their Brokerage

Forgive me for repeating myself, but I feel very strongly about this. A great real estate broker must be able to enhance the practice of every agent they work with, whether they be new licensees, experienced practitioners, or sales team leaders.

A real estate brokerage should not have a revolving door through which new licensees pass routinely in and out at the expense of the established agents in the office committed to their business, their practice, and their clients.

Amen.

Here's what it looks like when
Great Brokers ENHANCE
their agents' practices:

- On a basic level, brokers and managers need to model the way for all agents. They also need to take an active interest in the businesses of the agents they serve.
- Brokers need to be able to add value to agents of every skill level. Brokers should be able to add value to the new licensee, the seasoned producer, and the goal-oriented team leader.
- Brokers need to empower their independent contractors *and* stay out of their way. However, empowerment does not equal abandonment.
- Practical enhancements to an agent's practice can include personalized buyer and listing presentations, brochures, and tools like the Home Enhancement Checklist.

Collaboration Accelerator #5 Great Agents TRACK Their Numbers and Activities

You track everything you do, including your lead generation activities, your relationships, your transactions, your productivity, and your profitability.

Peter Drucker taught us that what gets measured gets improved. To measure, one must first identify and track what is important about their business. Great agents track their transactions, income, and expenses, so they know if they are profitable or not.

Return On Relationship

Great agents also track what Dean Jackson, one of my favorite real estate coaches, calls their *Return on Relationship*. They know the percentage of their business that comes directly from the relationships in their database. They know where every transaction comes from.

Listing Multiplier Index

Great agents also track something else I learned from Dean, their *listing multiplier index*, or LMI.

Every listing you take has the potential to generate opportunities for new CONNECTIONS. Being intentional about leveraging those CONNECTIONS results in new relationships in your database and additional transactions down the road.

Tracking this number helps great agents stay focused and keep score. The LMI is a great way to challenge yourself to see business opportunities others miss.

Client Information

Great agents also record a multitude of information about their clients in their databases. They know when their clients' birthdays are, the names of their kids, their interests, details about the house they currently

live in, and details about the next house they aspire to.

Personal Business Standard

The really big difference between great and average agents is that great agents set a personal business standard for themselves.

This means that they set a weekly goal for how many calls, personal notes, and pop-by's they will make to members of their database each week. They also set a personal goal for how many new relationships they will add to their database every week.

Finally, they document their daily progress toward their personal business standard and record the information in their customer relationship manager or CRM.

A Few Words On CRM's

There are hundreds of Customer Relationship Managers or CRMs out there. Some, like Salesforce, are all things to all people and industries and are incredibly complicated. I recommend you invest in something real estate-specific.

Top Producer is a great one. It's actually the platform I started with as a new agent 21 years ago. GoGo Agent is another great one, as is Referral Maker by Buffini & Company. All three

of these products offer outstanding built-in training and support as part of their packages.

What We Use

At our company, we provide all our agents with a subscription to Referral Maker by Buffini & Company at no charge.

That's how much we believe in tracking. Every agent gets their own subscription, and our Market Leaders and Agent Success Coordinators coach them on how to use it.

If you don't have a CRM in place now, get one. If you don't have the cash to invest in a subscription today, a simple notebook or an Excel spreadsheet will do the trick. Just start recording your information. You will thank me for this tip in the years to come.

Tracking Makes The Invisible Visible

Tracking really is next-level stuff, and I get that some agents reading this will refuse to believe the benefits are worth the effort. If this is you, you are going to have to trust me on this one.

Tracking your progress and keeping score is fundamental to your future growth and development.

The act of tracking your activity allows you to see patterns that will naturally lead to new

conclusions, ideas, goals, and ultimately improvement over time. It makes the invisible visible.

Tracking Helps You Cut Your Losses – And Shows You Where To Double Down

You can learn a lot from a losing business strategy. We often learn more from things that don't work than we do from things that do work.

If you are not tracking your activity, you run the risk of executing a losing strategy for so long that it harms your business.

If you sense you are employing a losing strategy, your data will convince you to cut your losses promptly and move on to the next idea.

Conversely, good data will confirm when a strategy is working and give you the confidence to invest more in a winning plan or idea.

Track everything you do. Be open-minded when looking back, reflecting on, and analyzing the data. What worked and what did not will become crystal clear. Your data will teach you to work smarter, not harder.

A Transformational Fundamental Activity

Tracking your numbers is the single fundamental activity that has the power to transform and sustain your business and your career.

The agents who track their key business metrics, numbers, and activities are the agents who make this business look easy. They are also the agents that are continuously growing both professionally and personally.

Here are some examples of what ***Great Agents TRACK*** looks like:

- Subscribe to a Customer Relationship Manager (CRM) designed for real estate professionals.
- Top Producer, GoGo Agent, and Referral Maker by Buffini and Company are three outstanding systems. All of these have great training and support built in as part of their packages.
- At our company, we provide each of our agents with a subscription to **Referral Maker** by Buffini and Company at no charge. The brokerage pays for it because that's how much we believe in TRACKING. **Referral Maker** allows our agents to track their relationships, business building activities, and transactions.
- If you don't have a CRM in place right now, a simple notebook or an excel spreadsheet will also get you started.

Collaboration Accelerator #6 Great Brokers SUPPORT Their Agents' Individual Businesses

Your broker knows how to actively support you at every stage of your career.

We all want to be heroes to the people we serve. To be the hero you want to be day after day, you must operate as a business owner first and foremost.

On a basic level, your broker helps you do this by taking on the overhead of operating a real estate office and distributing the expense among multiple agents, not just you.

Sometimes heroes need help, advice, or just an experienced professional to talk things through

with. These, too, are examples of how brokers should support their agents.

Your Broker Cannot Read Your Mind

I'm fortunate to have Realtors who have been with me for a long time and who have become great at tracking their numbers and their referral generating activities.

They are at the point where they are asking me for specific support that's tailored to where they are.

Sometimes, as an agent, you have to figure out what support you need to take your business to the next level. You must learn to communicate the support you need to your broker because he or she cannot read your mind.

The most successful agents among us have very specific expectations for their brokers that they work through together on a regular basis.

It Takes A Team

Great brokers have an agent support team in place. The team is ready to assist agents as needed with everyday tasks and help them work through daily challenges.

The office team should be able to train and coach the use of the various marketing and operational resources the broker provides. These resources

may include dedicated agent office phone numbers, Microsoft Office 365 or Google Productivity Suite accounts, forwarding emails, CRM's, Dotloop or DocuSign accounts, and showing services.

Real Estate Offices Today

Agent expectations for physical offices are changing. More and more agents do their business wherever they happen to be in the moment. Technology has freed us from our previous ties to physical space.

Nevertheless, every agent should be able to count on their broker to provide an office they are proud to visit, work as needed, and invite clients to. And of course, the WIFI, copiers, scanners, and coffee makers should always be fully loaded and ready to work.

A Shout Out To The Old School

RE/MAX started the 100% commission concept back in the '70s. The original business plan was to run a real estate office just like doctors and lawyers do. A group of real estate professionals would get together to work on their personal books of business while sharing overhead. If the cost of overhead was \$10,000 a month and there were ten agents in the group, then each agent would be billed for 1/10th of the total overhead or \$1,000 a month each.

This arrangement allowed agents to truly own their business as they were responsible for their actual share of costs. They were responsible for both sides of the ledger. RE/MAX was known for only inviting the best of the best to join because they were the only ones with the financial strength and consistent cash flow to make the business model work. This idea was radical for its time but is almost unrecognizable today.

The Support Agents Need At Different Income Levels Is Very Different

What does it mean to be a 'Million Dollar Producer?'

Realtors put that on their business cards and billboards all the time. The way the Realtors do math, it equates to an average of \$40k a year or so in net commission income before subtracting business expenses.

Business expenses include MLS fees, car and phone expenses, equipment, continuing education, and of course, the list goes on.

I'm sorry, but I think there are far easier ways to earn \$30k a year. I personally want to see every agent gross at least \$100k a year. \$100k is real money even today.

The needs of an agent going from \$0k to \$40k a year are very different from the needs of a \$40k to \$100k agent or a \$100k to \$500k agent. It's important those needs are recognized and met in a consistent and beneficial way by the brokerage.

Here's what
Great Broker SUPPORT
looks like:

- If you are tracking your business and referral generating activities - you likely know exactly how your broker can help you.
- Great brokers have a team in place to mentor new agents, assist with everyday tasks, and provide leadership to all agents regardless of experience.
- Great Brokers provide each agent a CRM, cloud-based phone service, Microsoft Office 365 or Google productivity suite, showing service subscription, and electronic contract system like Dotloop.
- Great Brokers offer an office you are proud to bring your clients to, with working WIFI, copiers and scanners that work when you need them, and great coffee!

Collaboration Accelerator #7 Great Agents GROW and Thrive

You know that connecting, practicing, and tracking your activity over time is the best path to personal growth and achieving your goals.

Any agent, *yes, any agent*, focused on the three fundamental activities **Connect, Practice, and Track**, will create a business for themselves that is both scalable and sustainable.

They will enjoy a business that gets stronger and more profitable over time. Their business will give them the space they need to achieve both their professional and personal goals.

They will GROW and thrive. It's inevitable. It's a law of nature. It's an undeniable truth.

Intentions Actions & Habits

Growth allows you to imagine, look forward to, and realize a bigger future for yourself and those you care about. Growth insinuates itself into all areas of your life. Growth makes the impossible possible.

When you intentionally focus every day on connecting, practicing, and tracking, your intentions become actions. Your actions become habits, and it's those daily habits that naturally result in growth.

We All Like Food With Our Meals

No question, to some degree, any work we choose to do has to be about the money we earn. The fact is, as real estate coach Brian Buffini likes to say, "We all like having food with our meals".

To pretend otherwise is not realistic.

However, the real magic happens when your means of making a living is also your life's purpose. My purpose is to help real estate agents and brokers realize bigger futures for themselves and their loved ones. I feel very privileged that I have been able to make a living acting out my purpose.

I want this for you as well.

It's OK To Want More

It's not an easy moment in time to be a realtor, but then again, this business has never been easy. As I write this, there are far more buyers than sellers in the market. In fact, there are more licensed Realtors in many markets than there are houses for sale.

Agents are dealing with multiple offers, escalation clauses, and buyers who – contrary to the advice of counsel – are waiving inspection contingencies.

It's tough.

However, you can thrive where others struggle by adopting the mindsets, attitudes, and strategies outlined in this book. This may very well be the better way you are looking for.

Be intentional about making the changes and forming the collaborations you need to create the bigger future you want and deserve.

Be A Hero To Yourself First

Being a hero to others is its own reward. There is no greater satisfaction.

Being a hero to others requires that you be a hero to yourself first. If you can't take care of yourself financially and otherwise, you will be of little use to your clients. Be a hero to others from a position of personal strength.

Why Growth Matters

Connecting, practicing, and tracking results in GROWTH.

Growth is the fuel that fires your desire for a bigger future.

Growth keeps things interesting. It is entertaining, satisfying, and confidence-building.

Growth is the secret sauce that makes a long, profitable, and useful career possible.

Growth is how you lead a life of significance and ultimately leave a legacy.

Great Agents GROW

Here Are A Few Things Great Agents Who Grow Enjoy

- You can look forward to owning a successful business that gives you the space to achieve both your personal and professional goals.
- You'll enjoy business and personal life satisfaction others can barely imagine.
- GROWTH allows you to always be able to *envision* and *realize* a Bigger Future.
- When you intentionally focus every day on connecting, practicing, and tracking, ***your intentions become actions, your actions become habits, and your habits result in growth.***

Collaboration Accelerator #8 Great Brokers COACH Agent Growth and Development

Your broker coaches and encourages you to imagine and realize a bigger future for yourself and your family.

What you expect from your broker when it comes to **COACHING** you towards your bigger future says everything about your attitude toward a healthy and profitable collaboration.

Great brokers are partners in their agents' success. The most successful broker/agent relationships are collaborations in shared success.

Great brokers are invested in their agents' personal growth and development. They coach their agents to higher and higher performance over time. Everything they do is designed to help their agents see and achieve a bigger future for themselves.

World Class Resources

In our company, our local *Market Leaders* and our *Agent Success Coordinators* are all Buffini & Company certified mentors. They sponsor and mentor the Buffini Pathway to Mastery and 100 Days to Greatness programs multiple times a year. This is coaching and training at its most fundamental level.

There is no reason for me as a real estate broker to ever pretend that I could create a training program as good as what Brian Buffini and his company have created. It's simply the best in the business. That is why we make that available to all our agents.

Agent Coach Thyself!

We also have a coaching tool that's called **Agent, Coach Thyself™**. We use this tool to help our realtors stay focused throughout the changing seasons of our business.

The Rhythm Of Our Business

Speaking of seasonality, we have an idea called **The Rhythm Of Our Business**. It's a philosophy that guides us through the seasons of the year.

Spring and summer is **The All-In Season** when it seems everyone is thinking about a new home. This is when great agents focus on execution and taking care of their clients. There is an abundance of opportunities to capture and good work to be done.

August is a great time for a **Mid-Year Recovery**. There is still business to be had in August, but in reality, it is one of the slowest months of the year for placing houses under contract and securing new business.

Fall is **The On-The-Business** season when things are less frenzied, and we start to slow down a bit. This is when we have a chance to catch our breath and think about what worked and did not during the past All-In season. Then, we take that knowledge and begin to create our business plans for next year.

Finally, we move into **The Gratitude Season**. The gratitude season starts just after Halloween and runs through the first of the new year. This is where we focus on connecting, saying thank you, and showing appreciation and gratitude. It is where we plant the seeds that will sprout into new relationships and future opportunities.

If You Are Not Busy Growing - You're Busy Dying

Our business is changing almost daily. To thrive in this environment, you must look ahead, and you must figure out how to improve your capabilities now, so you can continue to serve your clients well in the future. If you don't commit to continued growth, you will stagnate, and your career will suffer.

Getting better at anything is a challenge. There is a certain degree of discomfort involved because you have to learn to honestly and objectively assess your own performance. You must analyze and acknowledge the good and the bad decisions you've made.

We Need To Be Appropriately Challenged

Great coaches know how to motivate their agents by challenging them to improve in specific ways. This is what it means to be appropriately challenged.

Some of us challenge ourselves more than any broker ever could. This is not always healthy either. A great coach helps us stay on a middle path where we remain aware of our opportunities to improve - while maintaining a healthy gratitude for how far we have come.

Let's face it - if you don't feel challenged, especially in this business environment, you are not sufficiently engaged.

Michael Jordan Had A Coach

A great coach inspires us. They lay out a path, and they light the way. They help us become the best versions of ourselves. I like to remind myself that even Michael Jordan had a coach.

I think we can all agree that the best among us hate being managed. That's why we became Realtors and independent contractors.

While we don't like being managed, we do respect consistent leadership. Where we really thrive, however, is through coaching tailored to our unique abilities.

This is why I believe coaching is the most important fundamental activity a great broker can engage in, and work to become better at, over the course of their career.

Great Brokers COACH

Here Are A Few Ways Great Brokers Who Coach Walk The Walk And Talk The Talk

- At our company, our Local Market Leaders and Agent Success Coordinators are **Buffini and Company Certified Mentors for The Pathway To Mastery program.**
- We use a tool called **Agent Coach Thyself!** to help our professionals stay focused throughout the changing seasons of our business.
- Speaking of seasonality, we use **The Rhythm Of Our Business** to guide us for when it's time to be all-in the business and when it's time to be working on the business.
- Everything a great broker does is designed to help the agents create a Bigger Future for themselves.
- Your success is their success.
- Great brokers strive to be heroes first and foremost to their agents every day.

Conclusion

The biggest concern I hear from agents who want to make a change to a new brokerage is dealing with the emotional distress involved in telling their current broker or manager they are leaving.

For many of us, there is nothing harder than telling someone you are moving on regardless of how good a business decision you know it is. Even if you are angry at, or disappointed in the company you are leaving, the act of resigning causes anxiety for many of us.

I wish I had an easy solution for this, but I don't. The best suggestion I can make is that you write a formal resignation letter and ask for a one-on-one meeting to deliver it. There is little reason to get into the details at this point, as chances are your manager already senses something is amiss.

Be the professional you are and stay clear on the fact that you owe it to yourself and your future to

make a clean break and allow yourself to get
excited about this new chapter in your life.

All the best to you and your Bigger Future!

What To Do Next

Now that you are clear on the Eight Collaboration Accelerators, you have a choice to make. You can choose to stay on the path you're on, or you can explore a new way forward.

If you are an agent reading this book, ROOST Real Estate Co. could be your new way forward. If you are a broker owner, or a successful agent interested in taking the next step to ownership, a franchise or partnership relationship with us may be an option for you.

Whenever you're ready, here are five ways we can help you:

1. **Be a guest on the “Connect Practice Track & Grow” podcast**

My favorite thing to do is uncover invisible opportunities and apply the Eight Collaboration Accelerators to all kinds of real estate practices. New agents, veteran

agents, team leaders, managers, and brokers are all welcome to join me.
www.ConnectPracticeTrackGrow.com

2. **Try the new Collaboration Accelerator Scorecard**

Everything we talk about on the “Connect Practice Track & Grow” podcast is based on the Eight Collaboration Accelerators. Find out how they are growing or slowing your practice at
www.CollaborationAcceleratorScorecard.com

3. Download a copy of the **Am I Due For An Upgrade?** worksheet. Filling out this worksheet will help you evaluate your current relationship with your broker and define what you really want and aspire to.
www.Due4Upgrade.com

4. **Work with me One on One**

If you would like to work directly with me to uncover new opportunities in your practice, email me at
Chris@TheStrategicResource.com and tell me a little about what you’d like to work on together, and I’ll get you the details!

5. **Check us out at**
www.ROOSTRealEstateCo.com

Scoring Your Mindsets

Now it's your turn to complete your scorecard.

The guidance below reinforces the descriptions within each chapter.

While looking at each of the mindsets, see which of the options resonates with you, then, within that option, pick a score that represents how developed you feel.

A 1,4,7,10 would indicate your weakest acknowledgement of this option, and a 3,6,9 would mean you are almost at the next stage, and it is easy to see where you can make the transition.

The scorecard offers a subjective assessment of your development. If you are at point 12, you are completely focused on that mindset, whereas if you are at point 10, there is room for improvement.

By scoring yourself on a quarterly basis, you can make improvements in the quarter. You can assess your position, and then set your objectives and focus for the next quarter.

If you have any questions about your scorecard, our process, or the ways we can help you, please call Chris at **844-806-6577** or email **Chris@TheStrategicResource.com**.

Collaboration Accelerator #1: Great Agents CONNECT With Clients

Your closings drive income, and that's why you go to work in the morning. Transactions are where it's at for you.	1
	2
	3
You long to get to a point in your career where customers seek you out, and you no longer have to pound the pavement.	4
	5
	6
You love being out in the community and being seen. Being visible and available has been your keys to success.	7
	8
	9
You have always known that relationships are more valuable than transactions. You are always looking for new reasons and ways to connect.	10
	11
	12
Score:	
Goal:	

Collaboration Accelerator #2: Great Brokers PROMOTE Their Agents

Your broker has their own book of business to worry about. They don't have time to promote you.	1
	2
	3
You are personally investing in new training and technology, but you struggle with putting the ideas into practice.	4
	5
	6
Your broker is a top producer, and you feel grateful to be associated with her. That's all the promotion you need.	7
	8
	9
Your broker's primary job is to promote you and help you generate referrals. Your broker works for your future.	10
	11
	12
Score:	
Goal:	

Collaboration Accelerator #3: Great Agents PRACTICE Their Profession

Your clients don't care how you get the job done as long as they get to the closing table.	1
	2
	3
You look to successful agents in your office to model the way, but they see you as competition.	4
	5
	6
You've been doing things your way and have been successful for a long time. You don't see the need to change things now.	7
	8
	9
You are constantly looking for new and innovative ways to delight your clients and create raving fans.	10
	11
	12
Score:	
Goal:	

Collaboration Accelerator #4: Great Brokers ENHANCE Agent Practice

Your broker believes that Realtors are independent contractors and, therefore, on their own in the industry.	1
	2
	3
You are a top producer in your office, but your broker has little time for you because she is constantly recruiting to make her quota.	4
	5
	6
Your broker is a great example of how a professional practices their craft. Your broker is a terrific Realtor.	7
	8
	9
Your broker is constantly looking for ways to raise the level of professionalism of every Realtor in the office.	10
	11
	12
Score:	
Goal:	

Collaboration Accelerator #5: Great Agents TRACK Their Numbers

You don't believe tracking the key metrics of your business is worth the effort. It changes nothing.	1
	2
	3
You are keeping track of everything you do. You're just not sure you're doing the right things.	4
	5
	6
You have a great feel for your business and know instinctively when you need to work harder.	7
	8
	9
You track everything you do, including your lead generation activities, your relationships, your transactions, and your profitability.	10
	11
	12
Score:	
Goal:	

Collaboration Accelerator #6: Great Brokers SUPPORT Their Agents

You expect very little from your broker, but that's fair because your broker expects very little from you.	1
	2
	3
Your brokerage has a revolving door through which a parade of new licensees goes in out every month.	4
	5
	6
You're proud of your sales, but once you max out on your split, your broker loses interest in you.	7
	8
	9
Your broker knows how to actively support you at every stage of your career.	10
	11
	12
Score:	
Goal:	

Collaboration Accelerator #7: Great Agents GROW And Thrive

You are in the real estate business for the money. You see it as an easy way to make a living.	1
	2
	3
You want more out of life than you are experiencing today. There has to be a better way.	4
	5
	6
You feel that helping others is its own reward. The work is your purpose.	7
	8
	9
You know that connecting, practicing, and tracking your activity over time is the best path to personal growth and achieving your goals.	10
	11
	12
Score:	
Goal:	

Collaboration Accelerator #8: Great Brokers COACH Agent Growth

Your broker is consumed with getting through the month. He has no time for what might be possible.	1
	2
	3
Your broker is a wonderful human being but lacks the vision required for a bigger future for themselves, much less yours.	4
	5
	6
You are appropriately challenged and happy with your business and your current status in the community. You don't need anything else from your broker.	7
	8
	9
Your broker coaches and encourages you to imagine and realize a bigger future for yourself and your family.	10
	11
	12
Score:	
Goal:	

The Collaboration Accelerator Scorecard

	Score	Goal
Connect		
Promote		
Practice		
Enhance		
Track		
Support		
Grow		
Develop		

Total:		
Date:		

Real Estate Brands LTD Home of ROOST Real Estate Co. and Lucky Town Real Estate Co.

The Eight Collaboration Accelerators make up the foundation of our approach to the real estate profession at ROOST Real Estate Co. and Lucky Town Real Estate Co. Productive, profitable, and enduring collaborations with our Realtors® is our primary goal. We strive to keep the business simple, easy, and fun for everyone in the organization.

Real Estate Brands Ltd is the franchising entity for ROOST Real Estate Co. and Lucky Town Real Estate Co.



A NEW Kind of Real Estate Brokerage

Our goal at Real Estate Brands Ltd is to redefine the real estate brokerage business model by ensuring superior support and services for our clients whether they are renting their first apartment, buying their first home, their second home, investment property, or an empty-nest condominium. We want to be our clients' real estate brokerage for life.

We provide our Broker Owners, Partners, and Realtors® with the tools and marketing muscle to create new streams of income from all facets of the real estate industry. These streams of income include listing and selling residential property, selling, leasing, or managing commercial property, or working closely with the owners of residential investment property to ensure their properties are working for them - and not the other way around.

As we continuously expand our client base, whether they are renting or buying, we expand the opportunities for our licensed real estate professionals to grow their businesses in a thoughtful and intentional manner. At ROOST™ and Lucky Town™, our licensed professionals are

the best in the business and are all dedicated to continuously adding value, expanding their capabilities, and deepening long-term relationships with their clients.

The Self-Managing Real Estate Brokerage™

Dan Sullivan, the creator of the Strategic Coach (www.StrategicCoach.com) business coaching program for successful entrepreneurs, trademarked the term 'self-managing company' several years ago. This idea, supported by some of the very best coaching tools, ideas, and concepts ever created, was a stroke of marketing genius. After all, what business owner doesn't want a self-managing company?

My question is, what real estate broker owner wouldn't want a self-managing real estate brokerage? I know I do. I've been able to create a self-managing brokerage that supports my personal and business goals, and I want the same for you.

Almost by design, a self-managing real estate brokerage is always a work in progress. A 21st-century brokerage must adapt to changing economics, client needs, and market conditions in real-time. To do that, one needs a set of timeless principles, entrepreneurial mindsets, and a rock-solid foundation to build on.

Our job is to create and coach business opportunities and strategies that support and add value to the lives of real estate professionals and their clients.

To Learn More...

About joining us as a Realtor®, forming a partnership or collaboration, or opening your own Self-Managing Real Estate Brokerage, call **844-806-6577** or email us at **Chris@RealEstateBrandsLtd.com**.

Author Biography

Chris was first licensed as a real estate agent in 2001. He became a broker in 2003 and founded ROOST Real Estate Co. in early 2014.

Chris's passion is creating and coaching business opportunities and strategies that support and add value to real estate professionals and their clients.

He is the author of several books on real estate, including his latest, **The Landlord Profitability Playbook - The Eight Profitability Plays You Need To Automate Property Management And Get On With Your Life**. All are available on his Amazon author page at **www.CMcAllisterAmazon.com**.

Chris has been married to his wife Kelly for over 30 years and has two adult daughters and three granddaughters who know him as 'Granddude'.

Chris enjoys endurance training while listening to audiobooks and podcasts, cooking, movies, and spending time with his family.

How To Make It In The NEW Real Estate Business

The System You Need In Today's Market

The NEW Real Estate Business calls for a NEW kind of real estate professional. Specifically, *entrepreneurial-minded individuals* who have chosen real estate as their personal way forward in work and life.

The NEW real estate professional doesn't grind. They don't show up at an office from 9 to 5. Their 'office' is where they are at the moment they choose to go to work.

The NEW real estate professional surrounds themselves with people who support their business, goals, and ambitions. They focus on providing value and making their clients' dreams come true.

The NEW real estate professional comes from all walks of life.

Many are new agents, just starting out on their own, digital natives with no pre-conceived ideas or agendas for what their businesses might become.

Some NEW professionals have full-time jobs, in and outside the home, for whom real estate is the side-hustle that will become their new career.

Others are empty nesters pursuing a delayed dream and excited about the opportunity to build something uniquely their own.

For those who have been real estate agents for some time, the NEW real estate business presents an opportunity to fine-tune and adapt their current business practices to see and seize possibilities that didn't exist a few short years ago.

The NEW real estate professional doesn't follow old rules; they MAKE new rules.

This book is about making the NEW real estate business real for you by showing you how to generate more leads, book more appointments, write more contracts, close more deals, earn more referrals, and make more money.



THE STRATEGIC
RESOURCE
FOR REAL ESTATE
PROFESSIONALS



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