

E-BOOK

— HOW TO GET YOUR —

# AGENTS UNSTUCK AND BACK INTO PRODUCTION

*3 PROVEN STRATEGIES TO BOOST YOUR  
TEAM'S PERFORMANCE*

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reside.  
PLATFORM

# INTRODUCTION

Hello!

My name is Mie Yamashita, and I have been a top-performing real estate Coach for over 5 years. I am passionate about partnering with real estate agents and have been fortunate to work with thousands of agents and team leaders across the United States. I love partnering with agents to enhance their businesses while improving their quality of life, igniting powerful and life-changing successes.

I have helped hundreds of real estate agents generate millions in GCI throughout my career and am known for my transformative coaching and training.

In addition to coaching, I am the Head of Team Productivity at Reside Platform, where I train and support over 40 Real Estate teams with over 400 agents.



# Overcoming Production Challenges: How to Get Your Agents Unstuck and Back on Track

The critical challenge that both team leaders and brokers are facing today is figuring out how to get our agents unstuck and back into production. It's frustrating when your team isn't performing the way you want or expect, but we're here to help you change that.

I've had my agents go through a training program we developed based on the strategies you're going to learn today. The response has been nothing short of incredible—agents are excited, implementing the strategies, and sharing their success stories with each other. To put it simply, I haven't received a single negative review from any agent or team leader who has taken this training or used these strategies. So, I can confidently say it works.

I'm going to explain three key strategies that you can start implementing immediately. These aren't just theories; they're practical tactics that we're actively using within our teams and across the Reside platform, where about 50 teams are seeing real results. There's no fluff or sales pitch here—just pure value. Our goal is to give back to the industry and help you get your agents back into production.

Training is the backbone of any successful team, but not all training programs are created equal. If your current programs aren't moving the needle, it's probably time to rethink your approach. Effective training is more than just sharing knowledge—it's about transforming how your agents operate day to day. The strategies I'll be sharing with you are designed to do just that. They're practical, simple to implement, and most importantly, they deliver proven results.

Our focus is to help your agents talk to more people, set and hold more appointments, and get more agreements signed, especially in today's challenging market. And it all starts with you. It starts with the kind of leader you are. There are three key elements I want to address. While I could spend hours diving deep into the personal work needed to become a great leader, I've narrowed it down to focusing on how to frame and restructure your training and get your agents back into production.

## Production and Purpose: Setting the Standard Beyond Pace

**Moving Beyond Pace-Setting:** Team leaders often emphasize setting the pace for production, sometimes being responsible for 50% to 80% of the overall output. While leading by example is important, pace-setting alone isn't enough. The real challenge is modeling a standard that others can realistically follow. Remember: what you model sets the tone for what you'll get in return.

**The Reality of High-Level Talents:** Every team has a few "unicorn" agents—those rare individuals who naturally align with your vision and mission. However, these exceptional agents are not representative of the average team member. Leaders must recognize that expecting every agent to perform at a high level without structured support is unrealistic.

**The Mindset Trap: "Why Can't You Just Do It?":** As a successful team owner, you're likely in the top 1% in terms of drive, resilience, and tenacity. It's easy to fall into the mindset of wondering why others can't replicate your success when you show them how it's done.

But the reality is that you're not just running faster—you're on a different track entirely. Expecting agents to immediately mirror your output ignores the nuanced development process they need to grow.

**Skill Development Takes Time:** Success isn't instant. Agents need time, practice, and refined skill-building to translate their efforts into measurable results like signed contracts and closed deals. Being the top producer on your team isn't an effective tutorial—skill-building requires structured guidance, regular feedback, and patient coaching.

**Balancing Inspiration with Realistic Expectations:** Agents join your team because they're inspired by your success and want to become better versions of themselves. However, it's crucial to accept that no one will care as much about your business as you do. While it's possible to foster a culture of ownership among your team, the onus is on you to build the environment that aligns with your goals.

**Avoiding Unrealistic Expectations:** Holding onto unrealistic expectations of how you wish your agents would behave can lead to frustration and stagnation. Instead, embrace the idea that, "Our expectations are our own suffering." By understanding human nature and the learning curve agents face, you can create a more joyful experience during the incubation phase of developing their production.

**Guiding with Purpose and Patience:** Purposeful leadership doesn't mean lowering standards; it means understanding where your agents are in their journey and guiding them accordingly. The key is to approach the process with patience, empathy, and a clear vision that motivates growth without being held hostage by idealized expectations.

## You Get What You Model

**The Power of Modeling Behavior:** The foundation of effective leadership lies in consistently modeling the behaviors and habits you expect from your team. Ask yourself: Are you practicing what you preach? Whether it's lead generation, punctuality, respecting your agents' time, or following up with leads, the consistency with which you demonstrate these behaviors sets the tone for your team.

**Reliability as the Cornerstone of Trust:** Reliability is a critical component of trust, and it's one of the most influential factors in a high-performing team. When you say something is important and then fail to follow through, your team won't prioritize it either. Your words only hold weight if they're consistently backed by action.

**Reflecting on Frustrations:** When you feel frustrated with your team's performance, take a moment to self-reflect. Often, frustration is a mirror, revealing areas where you might be falling short yourself. Are you consistently upholding your own standards, not just occasionally but over time? It's easy to assume that agents are avoiding work or neglecting their responsibilities, but there's often a deeper issue at play.

**The Role of Organizational Standards:** If your agents aren't performing at the level you expect, the problem might not be their lack of effort. It could be that the organization lacks clear and consistent standards. Over time, your agents unconsciously mirror the behaviors and attitudes you demonstrate. The belief that "if they really wanted to, they would" oversimplifies human behavior and ignores the influence of leadership.

**Adopting Generous Assumptions:** Approaching your team with generous assumptions about their intentions is key to building trust and fostering a positive culture. When you start from the belief that your agents want to succeed, you create an environment where they're more likely to meet the standards you set. This mindset shift encourages collaboration and drives better outcomes.

## Addressing Frustrations: Start with Yourself

**Reflect on Your Own Behavior :**When you're frustrated with your agents' actions or inactions, it's important to start by examining your own behavior. Consider whether your frustrations are reflecting challenges within yourself. For instance, if you're upset that your agents aren't showing up consistently, ask yourself: Am I consistently showing up and following through as I expect them to?

**The Impact of Internal Challenges:** Frustrations with your team can often stem from internal issues you may be facing. While these challenges aren't the sole cause of the problem, they can significantly impact your perception and response. Addressing your own behavior is a crucial first step in resolving team issues.

**Curiosity Over Ego:** Instead of assuming that agents who don't show up simply don't care, approach the situation with curiosity rather than ego. A more effective approach is to reach out with empathy. For example, if an agent misses a call, follow up with a message like, "Hey, is everything okay? I noticed you missed the call today." This approach fosters a supportive environment and opens a dialogue.

**Consistent Follow-Up and Genuine Care:** The key to ensuring your team shows up consistently is to demonstrate that you genuinely care about their presence. If you only express your expectations once and fail to follow up when they don't meet those expectations, they may perceive the expectations as less important. Continuous follow-up shows that you value their participation and reinforces the importance of their role.

**Subconscious Beliefs and Behavior:** Understanding that your agents' subconscious beliefs can influence their behavior is crucial. When you follow up consistently and show that you care, you help prevent the development of subconscious beliefs that may lead them to undervalue your expectations.

## Modeling Engagement and Fostering Collaboration

**The Power of Modeling** You get what you model. Your engagement levels directly influence your agents' engagement. If you're not staying actively involved, it will be challenging to keep your team motivated. You can't just make a statement and assume it will be remembered. The human brain can only retain 5 to 9 pieces of information at a time, so continuous reinforcement is necessary.

**The Importance of Repetition:** Recognize that repetition is essential for effective communication. Instead of viewing repetition as a burden, understand it as a necessary tool for reinforcing key points. Consistency in your messaging helps ensure that important ideas are remembered and integrated.

**Detaching from Frustration:** Avoid letting frustration impact your ability to lead effectively. If you find yourself irritated by having to repeat yourself, try to detach emotionally. This will help you remain calm and consistent, making it easier for your team to absorb and act on your guidance.

**Fostering Collaboration through Autonomy:** Encourage collaboration by promoting autonomy among your agents. Move away from rigid standards and focus on creating mutual commitments—agreements that acknowledge their role as business owners. Leading through collaboration, rather than dictating orders, can lead to more effective results.

**Leading by Example:** A real-life analogy is managing conflict with a partner: telling someone how to feel or behave can worsen the situation. Instead, guide through example. When you model the behavior you wish to see, your agents are more likely to follow suit. Leading by example is more effective than simply issuing directives.

## Agent Engagement: Driving Results Through Leadership

**The Role of Leadership in Agent Engagement:** The effectiveness of strategies for increasing agent productivity hinges on your role as a leader.

Your active involvement and engagement set the tone for the team. Leadership is not just about setting rules but about consistently demonstrating commitment and participation.

**Leading by Example:** Effective leadership requires you to show up consistently. Invest in your own growth and development—refill your tank, learn, and lead from the front. Expecting agents to adhere to rules without your active engagement is both unrealistic and ineffective.

**Setting Clear Expectations** For agents to talk to more people, secure more appointments, and sign more consults, you must set clear expectations. These should be framed as mutual agreements rather than rigid rules. By establishing what you expect and following up to ensure these expectations are met, you create a foundation for success.

**Creating a Foundation for Success** Driving connection is crucial for increasing agent activity. Clear communication and consistent involvement are key. By aligning expectations with clear agreements and providing ongoing support, you empower your agents to reach their potential.

**Active Support and Accountability** Leaning in as a leader means actively supporting your agents while holding them accountable to established standards. This approach not only helps agents achieve their goals but also fosters a culture of accountability and empowerment.

# Establishing and Reinforcing Standards

**Defining Organizational Standards:** Clearly defined standards are essential for effective leadership. While people generally resist being told what to do, they value understanding what is expected of them. Effective leadership involves setting clear boundaries and guidelines that provide structure without resorting to micromanagement.

**Simple and Recitable Standards:** Establish standards that are straightforward and easily repeatable. For instance, determine how many people each agent should speak to weekly, the number of consultations or appointments they should schedule, and how often they should report their numbers. Ensure these standards are simple enough for both you and your agents to remember and apply consistently.

**Importance of Reinforcement:** Setting standards is not a one-time task. Regular reinforcement is crucial as the human brain can only retain a limited amount of information at a time. Continuous repetition helps keep these standards fresh in everyone's mind.

**Regular Review and Reiteration** To maintain focus on standards, bring them up frequently in team meetings and one-on-one sessions. Use metrics to track progress and hold agents accountable. For example, review weekly goals, check if agents have met their consultation targets, and evaluate new database entries.

**Driving Performance through Consistency:** Consistent reinforcement of standards ensures they remain a central focus and drives performance. By regularly reviewing key metrics and expectations, you create a culture where standards are actively upheld and performance is continuously improved.

## Tracking and Measuring Progress

**Importance of Consistent Tracking:** Consistent tracking of performance metrics is crucial. I review these numbers daily and celebrate wins as they come. This ongoing evaluation helps maintain focus and motivates the team.

**Providing the Right Tools:** Ensure that your agents have access to effective tools for measuring their progress. This could include a CRM system, spreadsheets, leaderboards, or other tracking mechanisms that allow agents to easily assess their performance against set standards.

**Flexibility in Tracking Timing:** Recognize that daily tracking might not always be feasible for everyone due to personal schedules. Offer flexibility in when agents can log their numbers—some may prefer evening entries, while others might find mornings more suitable. This autonomy helps ensure consistent engagement with tracking activities.

**Understanding the Role of Lead Measures:** Acknowledge that activities like logging numbers or participating in role plays may not provide immediate gratification, unlike closing a deal or signing a contract. When discussing these lead measures with agents, emphasize their role as foundational habits that contribute to achieving larger successes.

By starting the day with a focus on positive achievements and shared appreciation, you foster an environment of support and encouragement.

**Maintaining Consistency:** Consistency in these daily and weekly practices is essential for sustained agent engagement. Regularly scheduling these activities helps maintain high levels of motivation and connection within the team.

## The Power of Gratitude and Affirmations in Morning Connections

**Benefits of Gratitude and Celebrating Wins:** Expressing gratitude and celebrating wins are powerful practices that can significantly impact mood and energy levels. Gratitude releases dopamine, which enhances mood, while celebrating wins also triggers dopamine release, boosting overall energy in the room. This positive atmosphere is crucial for encouraging team engagement from the start of the meeting.

**Structure of Effective Morning Connections:** Morning connections should be brief, interactive, and filled with value. The value provided doesn't always need to come directly from you as the leader. Empowering your team members to contribute value can be even more impactful. When team members feel they are adding value, they also feel valued themselves.

**Incorporating Affirmations:** Start your morning connections with wins and gratitudes, then follow with affirmations. While affirmations might seem unconventional to some, they can be highly effective. For instance, if an agent says, "I'm the type of agent who attracts business," echoing this statement back to them, such as "You are the type of agent who attracts business," reinforces

positive self-beliefs. This practice has been shown to positively influence team mindset and enhance the training experience.

**Impact on Team Dynamics:** The combination of gratitude, celebrating wins, and affirmations helps set a constructive and supportive tone for the meeting. This approach not only lifts the overall energy but also fosters a more engaged and motivated team. Consistently applying these practices can lead to a more dynamic and positive team environment.

**Optional Nature of Affirmations:** While affirmations are beneficial, they are not mandatory. You can choose to incorporate them based on what resonates with your team. The key is to find practices that enhance positivity and engagement during your morning connections.

## The Power of Gratitude and Affirmations in Morning Connections

**Structured One-on-One Role Plays:** Transition into skill-building with quick, focused one-on-one role plays. These sessions should be brief and targeted, aimed at helping agents refine specific skills. Structured role plays allow agents to practice and enhance their abilities in a controlled environment.

**Group Script "Inferno":** Introduce engaging activities like a group script "inferno," which can be turned into a friendly competition. For example, organize an objection battle where agents "face off" by reframing objections rather than just addressing them directly.

**Reframing Objections:** In these objection battles, challenge agents to respond to objections with better questions. For instance, if an objection is, “I’m going to use the same real estate agent,” agents should ask, “How important is it for you to continue using the same agent?” or “What’s most important to you about staying with that agent?” The goal is to train agents to guide conversations more effectively by asking insightful questions.

**Competitive and Engaging Environment:** Keep the energy high by turning the activity into a competition. The game continues until someone hesitates for more than three seconds or fails to provide a strong response. Those who falter are out, and a new round begins. This approach not only makes the practice fun but also fosters camaraderie and sharpens skills in an engaging way.

**Building Camaraderie and Energy:** The competitive element of the game helps build team spirit and keeps participants engaged. By incorporating fun and competition into skill development, you create an environment that enhances learning and fosters a strong team dynamic.

## Maximizing Agent Growth Through Effective Meetings and Training

**Incorporate Skill-Building Activities:** Integrate a variety of skill-building exercises to keep training engaging and provide real-life practice. These activities are impactful and will lead to noticeable improvements in your agents' skills over time.

**Prioritize and Share Essential Information:** After skill-building exercises, focus on discussing priorities and any pressing information. Ensure these updates are communicated clearly to keep your team informed and aligned.

**Start and Finish Meetings on Time:** Wrap up meetings promptly to respect your agents' time. Meetings that extend beyond their intended duration can diminish their value and give the impression of poor time management or a lack of organization.

**Maintain a Clear Agenda:** Always have a clear agenda or outline for your team meetings. This ensures that agents know what to expect and helps keep the meeting on track.

**Avoid Meeting Fatigue:** Prevent meeting fatigue by adhering to the scheduled times and maintaining a focused meeting structure. Prolonged sessions can lead to disengagement and resistance, even if the content is valuable.

**Foster Engagement Through Consistent Structure:** A consistent meeting structure and adherence to the time frame enhance agent engagement and participation. Keeping meetings organized and punctual helps build trust and keeps agents motivated to participate.

## Daily Routine and Positive Reinforcement

**Begin with Wins and Gratitudes:** Start each day by sharing wins and expressing gratitudes. This sets a positive tone and boosts morale, creating an upbeat atmosphere for the rest of the meeting.

**Incorporate Goals and Affirmations:** Follow the initial segment with goal-setting and affirmations. This helps align your team's focus and reinforces a positive mindset.

**Read and Reflect:** Include a reading segment from "Exactly What to Say for Real Estate Agents" to provide valuable insights and stimulate discussion. This adds depth to your daily routine and keeps the content fresh.

**Address Reporting and Agenda:** Move into reporting and discuss the day's agenda. This ensures that everyone is on the same page and aware of the day's priorities.

**Maintain a Consistent Structure:** Adhere to a predictable structure for each meeting. Consistency in the routine helps agents know what to expect, keeping them engaged and making the meeting time feel more efficient.

**Set Clear Goals and Standards:** Define simple, clear goals such as setting one appointment and talking to 20 people each week. Regularly reiterate these standards to keep them top of mind.

**Focus on Recognizing Success:** Highlight agents who meet or exceed their goals without emphasizing underperformance. This approach fosters a positive environment and motivates agents by celebrating their achievements rather than focusing on shortcomings.

**Avoid Spotighting Underperformance:** Refrain from drawing attention to zero performance, as it can create a culture of fear and demotivate agents. Instead, emphasize contributions and progress to maintain high morale and collaboration.

**Reinforce Positivity and Consistent Progress:** End meetings on time and maintain a structured, positive approach. This reinforces a culture of ongoing improvement and ensures that agents remain motivated and engaged.

## Building Team Culture and Community Engagement

**Create Community Through Client Events:** Organize or participate in client events that align with community involvement, such as back-to-school drives or charity initiatives. These events foster a sense of working towards a larger goal, which enhances team cohesion and deepens connections.

**Host or Attend Events Together:** Bring your team together for events like client gatherings or conferences. Consider incentivizing participation with rewards, such as production contests where top performers earn tickets to significant events. These activities serve both professional development and team bonding.

**Promote Internal Community Building:** Encourage peer support by empowering team leaders, such as your director of sales, pod leaders, or top producers, to provide guidance and answer questions. This approach strengthens the team and promotes collaboration and shared knowledge.

**Maintain Boundaries While Supporting Agents:** Redirect requests to appropriate team members while maintaining your support. For example, if an agent asks a question that another team member can handle, respond with, “Yes, I’ll get that answered, and here’s who can help.” This strategy protects your time and reinforces team engagement.

**Implement Small Groups or Pods When Appropriate:** Consider creating small groups or pods as your team grows, but only when the size justifies it. Ensure you have a solid structure in place before scaling back on direct engagement. Activities like book clubs or group workouts can foster personal growth and build camaraderie.

**Stay Consistently Engaged:** Maintain regular contact with your agents through text check-ins and by staying informed about their lives. While it’s important to set boundaries to preserve your quality of life, staying connected in a meaningful way makes a significant difference. When agents feel valued and cared for, they are more likely to perform better.

## Supporting Agents Who Struggle with Failure

**Understand the Root Cause of Struggles:** When agents face challenges or inconsistent performance, it's usually not due to a lack of care. Transitioning into real estate can be a significant risk and cultural shift, especially for those coming from traditional employment. Addressing these struggles involves identifying the underlying causes rather than assuming disengagement.

**Differentiate Between Helping and Supporting:** Recognize the difference between helping and supporting. Your role is to facilitate growth and offer support, not just to rescue agents. Approach each situation with generous assumptions and curiosity to understand their difficulties better.

**Approach with Curiosity:** If an agent has been absent or inactive, start with a compassionate inquiry rather than jumping to conclusions. For example, reach out with a message like, “Hey, I noticed I haven’t seen you around for a few days. Is everything okay?” This approach shows concern and opens a dialogue for further support.

**Reflect on Your Own Contributions:** Evaluate whether you might have contributed to the agent’s struggles by assessing your own support. Consider if you have been proactive with check-in texts, reminders, or guidance. Reflect on how you can address any gaps in the support provided.

**Normalize Life Challenges:** Acknowledge that life can present unexpected challenges and give agents permission to be human. Teach them how to communicate about personal issues that may affect their performance. By normalizing these challenges, you help agents feel supported and more comfortable addressing their difficulties.

**Assess and Adjust Support as Needed:** Once you’ve provided support and addressed potential gaps, assess whether the agent’s needs have been met. Adjust your support strategies based on their feedback and ongoing challenges, ensuring that they feel genuinely supported throughout their journey.

# Behavior and Unmet Needs

**Identify the Root of Behavior:** Behavior often reflects unmet needs. When agents exhibit what may seem like "bad behavior"—such as not showing up as expected—there is usually an unmet need at play. Begin by assessing your own role in the situation: Did you set the right precedents? Were standards communicated clearly?

**Start with Self-Reflection:** Reflect on whether you're setting a high standard. In meetings, for example, enforce presence by requiring cameras on and no participation from moving vehicles. Communicate the importance of these standards by saying, "I'm not judging you or disappointed. I care about you and want you to succeed. If you can't be fully present, it's okay—life happens. I'll kindly remove you from the call for now, and you're welcome to rejoin when you can be fully present."

**Balance High Standards with Flexibility:** Maintain high standards without being rigid. Rigidity is unsustainable and doesn't account for the role of failure in learning. Instead of teaching agents to avoid failure, focus on teaching them how to navigate failure and continue moving forward.

**Encourage Consistent Improvement:** Allow agents to continue showing up even when they're struggling. Avoid the trap of resetting progress when things don't go as planned. Consistency is more important than perfection; encourage agents to keep trying and improving over time.

**Differentiate Between Helping and Supporting:** Understand the difference between helping and supporting. Helping involves doing the work for them, while supporting means being present while they do the work. Use the analogy of a trainer doing bicep curls for the trainee: the trainee’s muscles won’t grow if the trainer does the work for them. Similarly, doing the work for agents impedes their growth.

**Promote Growth Through Struggle:** Allow agents to work through challenges themselves, even if it’s slower or less smooth than if you did it for them. This struggle is crucial for growth. Patience in letting them work through difficulties builds their confidence and competence.

**Set Boundaries with Compassion:** Establish clear boundaries and standards without being harsh. It's important to be firm in your expectations while remaining compassionate and supportive. Striking a balance between firmness and empathy helps guide agents towards meeting expectations while fostering a positive environment.

## Building Skills

Now that we’ve covered how to get our agents engaged and taking action, let’s dive into how we can actually build their skill set and turn them into appointment-setting machines.

**Make Your Agents Master Question Askers:** The foundation of a strong agent is mastering the art of asking questions. Encourage daily practice by gamifying this skill. You can create “question battles” and incorporate role plays into your routine. For one-on-one role plays, I recommend keeping them concise—

no longer than 15 minutes. Here's a structure that works:

- Each agent gets 6 to 7 minutes to role-play as the agent.
- Allow 1 minute for feedback.
- Repeat the process to stay within the 15-minute timeframe.

Keeping these sessions short ensures they remain focused, engaging, and valuable to your agents.

## **Inspect the Database and Identify Gaps**

To truly drive performance, you need to track key metrics. Focus on the dial-to-contact and contact-to-appointment set ratios. These are critical lead measures that directly impact your agents' goals. If an agent has a conversion rate of 0.5% to 1%, they're facing 100 to 200 "no's" just to get one "yes." This pace results in only one to two appointments a month and translates to roughly 0.33 to 0.66 closings annually—insufficient for a sustainable business.

The objective is to move their conversion rate from 1% to 2%, and eventually to 5%. At a 5% conversion, they'll be generating 36 to 40 units annually, which is where real growth happens.

### **Monitor Daily Conversations**

To track progress effectively, you need a tool that allows you to monitor their daily conversations. By having visibility into this data, you can pinpoint areas of improvement and coach them to higher performance levels.

# Mastering Questions

Your agents should be practicing the art of asking questions daily. You can incorporate this into your team meetings or make it part of their daily metrics. One exercise I use is the “3 Questions Challenge,” which involves sending them on real-world assignments to build this skill.

## **The 3 Questions Challenge**

In the next five conversations they have, agents must ask three questions before making any definitive statements. For example, if someone asks, “How are you?” they can respond, “I’m good,” but must immediately follow it with a question instead of a personal statement. For those looking for an even greater challenge, I encourage them to ask five questions before making a statement. This exercise alone significantly enhances their ability to convert consultations and set more appointments because it sharpens their questioning skills.

## **The Discount Exercise**

This is often the most hated exercise initially but later becomes a favorite. For the next three to five purchases they make—no matter how big or small—agents must simply ask, “Can I get a discount on that?” They can’t offer an explanation like, “My coach is making me do this,” or use excuses like, “I’m in the military.” They must straightforwardly ask for a discount. This exercise is designed to help them overcome the fear of rejection rather than avoid it. It’s a form of rejection therapy that conditions them to face discomfort head-on.

## **Question Battles**

As mentioned earlier in this eBook, objection battles and question battles are

effective drills. In this exercise, agents are presented with an objection and must respond with a question or only ask questions for the entire duration. If they take more than three seconds to answer or can't come up with a question, they're out. The round then restarts with the next group. The more your agents practice asking questions, the less they need to worry about exactly what to say. Often, they get stuck trying to remember the perfect script, but with enough competence in questioning, the need for memorization diminishes.

## Role Play Best Practices

For one-on-one role plays (not including group sessions), I highly recommend agents do them a minimum of three times a week and no more than five times per week. Role play is one of the most fundamental and effective tools they have for improving their skills. It rapidly increases their dollar-per-hour, but skipping sessions or burning out on it can be detrimental. That's why it's important to cap role-plays at five times a week and keep each session under 15 minutes. This prevents agents from devaluing the exercise, keeping it fresh and impactful.

### **Role Play Guidelines:**

**No Small Talk or Stories:** When role play begins, there's no room for chit-chat like, "How's your day going?" or "I'm just driving into the office." We jump straight into the role play. For example, you'll know ahead of time what scenario you're focusing on. You might start by saying, "I'm working on handling expired listings, and the objection I want you to give me today is, 'I'm going to stick with my current agent.'" The other person might say, "Okay, great. I'm working with online buyer leads, and I want you to tell me, 'I'm just looking.'" After that, one

person starts by saying, “I’ll go first,” followed by a “ring ring,” and you’re off to the role play. The key is to avoid any unnecessary chatter and get straight to the exercise.

**Feedback Structure:** After the role play, everyone receives feedback. The format should be straightforward: Start by highlighting what they did well, then move on to areas for improvement. For instance, say, “Here’s what you did well, and here’s what I want you to work on.” The only response from the agent should be, “Thank you.” This keeps them focused on absorbing the feedback instead of defending their performance.

**Avoid Defensiveness:** One common issue during feedback is agents wanting to explain or justify what went wrong: “Well, I was going to say that, but we ran out of time.” We want to avoid that entirely. Instead, we want their brain to marinate on the feedback so they can improve. Let them sit with it and focus on correcting it the next time. The simple response of “Thank you” allows the critique to sink in and helps them internalize what needs work.

## Inspecting the Database

It’s essential to spend about an hour a day inspecting the database and monitoring key performance indicators. For agent activity, I recommend aiming for 20 to 35 meaningful two-minute conversations per week. This is a best practice based on sustainable performance. While some approaches advocate for higher numbers, pushing agents to have 20 conversations a day is a fast track to burnout. It’s not a realistic long-term standard and can lead to peaks

and valleys in productivity, causing frustration for both you and your team as it impacts your bottom line.

Instead, focus on consistent, sustainable efforts. Your agents should be building manageable habits that allow for steady progress without the dramatic ups and downs.

### **Key Metrics to Monitor**

**Dials and Conversations:** When inspecting the database, track how many dials were made and how many meaningful two-minute conversations took place. Depending on your CRM's capabilities, you may be able to pull data specifically for two-minute conversations. If your CRM doesn't provide that level of detail, then aim for tracking 7 to 10 contacts per day where actual conversations happened, regardless of length.

**Consistency in Activity:** It's crucial to track how consistently agents are entering their activity numbers. A good standard is five days a week, but this can be adjusted depending on your team's needs. Three days might work for some teams, while pushing for seven days of consistent activity can often be unsustainable.

## **Agent Competency**

To increase the number of signed agreements and successful consultations, we need to focus on building agent competency through a structured approach. The process involves demonstrating the skills, having agents practice, and then providing targeted feedback. Here's how I approach it:

**Demonstration and Structure:** First, I show them how to handle the process, whether it's a buyer or seller consultation. It's crucial to have a clear and straightforward structure—anywhere from 3 to 10 steps—that they can easily anchor in their minds. Even if each step involves multiple tasks, the structure serves as a guide that ensures they're hitting the key points consistently.

**Agent Practice and Demonstration:** After explaining and demonstrating the process, I have the agents practice it back to me following that same structure. Initially, I'm not focused on their skill level or execution, but rather on whether they understand and can replicate the process itself. Skills develop with repetition, so the priority is making sure they can follow the steps correctly.

**Step-by-Step Reinforcement:** I break down the training into stages. For instance, when teaching the buyer consultation process, I'll first explain Step 1 and then have the agents repeat it. Once they've grasped it, I'll introduce Step 2, then ask them to recall both Step 1 and Step 2. This process continues until they've mastered the entire structure. Repetition and context are key, so I consistently reinforce each stage while explaining why we do things the way we do. Providing context helps with retention and gives agents a deeper understanding, which is far more effective than simply saying, "Do it this way because I said so."

**Focus on Competency Over Memorization:** Once the structure is understood, I shift the focus to competency. While it's beneficial for agents to eventually memorize scripts, it's more important at this stage that they can competently navigate each step of the process. We practice each step individually until they can execute it smoothly, and then we work on putting it all together.

Creating a checklist for each step can be helpful so they can track their progress and identify any gaps.

**Peer Practice and Feedback:** After agents have practiced with me, I encourage them to continue practicing with their teammates. They should eventually “test out” with me or another leader to demonstrate their proficiency. Throughout this process, feedback is crucial, but it must be constructive and delivered tactfully.

**Providing Effective Feedback:** When giving feedback, the goal is always to empower, not to criticize. Feedback should be filtered through the lens of, "How can I help this agent improve?" rather than focusing on personal judgment. Harsh honesty without tact can be damaging and ineffective. In the past, I made the mistake of giving blunt feedback under the guise of “just being honest,” but I’ve learned that this approach often prioritizes ego over development. Instead, feedback should be constructive, kind, and actionable, helping agents grow rather than leaving them discouraged.

**Coaching, Not Judging:** Remember, as a leader, you’re a coach, not a judge. Your role is to guide them through their growth, not to critique for the sake of critique. The goal is to create an environment where agents feel supported in improving their competency, and that requires a balance of structure, practice, and empowering feedback.

# Final Thoughts

While it's tempting to fully automate training with courses to save time, it's important to remember that human interaction is key to lasting retention and skill development. Yes, you can use courses to cover some material and leverage your time, but human interaction should remain the primary mode of training. People simply don't retain as much through purely digital methods. Incorporating live reinforcement, whether it's through role play, team meetings, or one-on-one sessions, is critical.

If your goal is to step out of production, ensure there's a leader in place who can effectively guide and coach your team. Don't leave it up to someone who you're "hoping" will figure it out. Leadership during this training and development phase requires both time and energy, and you need someone capable and committed to making that investment.

Encourage your agents to role play regularly, even after they've mastered the basics or completed a test-out session. Consider revisiting the consultation and appointment processes as a team once a quarter or twice a year to keep these skills sharp. Make it a routine part of your organization's culture so that the steps and standards are ingrained in your team.

A strong leader stays engaged and actively involved with their team, demonstrating what high standards combined with high compassion look like. Keep pushing your agents to practice consistently because skill development comes from repetition. The more opportunities they have to practice, the better they'll get.

By leading with both structure and empathy, you'll set your agents up for long-term success.