



momentumSM
MAXIMUM RESULTS

AGENT TRAINING
Activities Management

THE PURPOSE OF THE MOMENTUM PROGRAM

As a RE/MAX Affiliate, you're a member of the most professional, most productive real estate network in the world.

There are many decisions you must make each and every day to run a successful business. The Momentum program provides basic information to help you. Please note: The Momentum program and materials are designed as a resource to reference. The suggestions made within are not mandatory.

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Every day in Africa, a gazelle wakes up. It knows it must run faster than the fastest lion or it will be killed.

Every morning a lion wakes up. It knows it must outrun the slowest gazelle or it will starve to death.

It doesn't matter whether you are a lion or a gazelle ...

**When the sun comes up,
you better be running!**

ACTIVITIES MANAGEMENT (REACHING YOUR POTENTIAL)

Typical behavior reaps typical results!

**“People assume everyone wants to reach their potential and be the best they can be. I’ve concluded most only want to be average and do just enough to get by!”
- Nick Saban**

truth

Realizing your **potential** has nothing to do with how you **compare** to others.

Don’t get offended by the word “average.” We are not implying that you are average when compared to others in the industry. We are suggesting that you may be average when compared to **your potential**.

Similarly, just enough to get by doesn’t mean you do just enough to eek out a living, but instead it equates to **staying** inside your comfort zone and **avoiding** the discomfort that comes with **growth and progress**.

The danger in comparing yourself to others is that it typically **lulls** you into a false sense of reality, causing complacency. You mistakenly believe that because you excel over others, you have reached your potential. In reality, reaching your potential has nothing to do with how you compare to **others**.

truth

Realizing your potential revolves around the **use** of hours dedicated to your career.

Think of the hours currently dedicated to your career.

Are you getting the most out of them? **Y N IDK**

Are you **consistently** operating at your highest and best use? **Y N IDK**

Do you know your highest and best use of time? **Y N**

LET'S GET CLEAR

Regardless of the number of hours dedicated, your goal is the same!

Potential - Having or showing the **capacity** to become

Capacity - The ability to receive or contain

The **capacity** of any role is **limited** by the amount of **time** invested in that role.

Thus, your **potential** as a Realtor is **restricted** to the **number of hours** you and others are willing to dedicate to your business.

THINK OF IT THIS WAY

The capacity of a 16-ounce glass is 16 ounces. Likewise, your capacity as a real estate agent is limited to the amount of **time** you (and others) are willing to dedicate to your career role.

Since time is limited, the goal should be to get the most out of **each** hour dedicated to the day.

Whether it's 1, 5, 10 or 24 hours per day, the goal is the same – maximize output!

NOTE: Maximizing output has more to do with what you put in the glass than the capacity of the glass. With a 16-ounce glass, you can choose to fill it with water or gold. Sixteen ounces of gold is far more valuable than 16 ounces of water. Thus, realizing your potential is not only about number of hours dedicated, but also about how those hours are used.

**YOUR GLASS CAN BE FULL OR IT CAN BE FULFILLING.
IT'S IN YOUR HANDS!**

So, are you really a \$25M producer disguised as a \$5M producer?

BOTTOM LINE:

As long as you are **willing** to dedicate the time, you might as well get the best possible return by being as **effective** and **efficient** as you can possibly be.

TIME IS YOUR ONLY LIMIT

Money is not the key asset in life; time is! – Gordon Gecko

Your daily focus should revolve around making as much money as you can with the hours you are dedicating to your career. Understanding this concept and **behaving** accordingly is the first step toward creating and funding the life you aspire to.

Since time is indeed your **ONLY** limit in life, it should be viewed as a precious resource and never squandered.

TIME LIMITS

Day: 24 Hours Week: 168 Hours Month: 730 Hours Year: 8,760 Hours
Life: ????????????????

TIME SHOULD BE VIEWED AS YOUR MOST PRECIOUS RESOURCE!

You are not guaranteed another day on Earth, so you must make each and every one **relevant** by viewing it as an opportunity to **progress!**

Time doesn't care whether you "spend" or "invest" it. Life has no pause button, and it's not extended to make up for the time you waste.

To keep from wasting time, you must approach each day with a **time budget**. That means you must specifically define the number of hours you plan to "invest" (not "spend"). Once you have a budget, focus on making sure the activities you invest in matter.

Most people simply react to the day as the day appears. Remember, spontaneous and reactive behavior leads to wasted time. Thus, to avoid waste, you must be deliberate.

truth

Inefficient behavior always takes more time. While many agents willingly dedicate ten hours per day to their careers, most only benefit from six (they waste 40% of their day). Those same agents would be better served to reduce their workdays to six hours and be totally deliberate.

THE COST OF WASTING TIME

**You can't control time or results.
You can only control (manage) activities!**

"I don't have enough time" is a **limited belief** that is often used by overwhelmed people. Truth is, you have all the time you are going to get. Every day offers you 24 hours. It's up to you whether those hours are "spent" or "invested."

Overwhelmed people typically "spend" large portions of their time on irrelevant activities. They follow no plan, and as a result, waste most of their time. Since time is limited to 24 hours per day, you must "invest" wisely by choosing only activities that support your **know, do and have** for the day.

REMEMBER:

There is always an **opportunity cost** associated with wasted time, so it's vital that you **budget and invest your time** as you would your money.

"SPENDING" TIME ON IRRELEVANT ACTIVITIES HAS DEVASTATING EFFECTS!

1 hour/day x 5 days/week x 48 weeks/year = 240 hours/year
240 x 30 dials/hour = 7,200 additional dials to sellers
7,200 x 15% talk/dial conversion rate = 1,080 additional talks
1,080 x 10% appointment/talk conversion rate = 108 additional listing appointments
108 x 67% taken/appointment conversion rate = 72 additional listings taken
72 x 67% sold/taken conversion rate = 48 additional transactions
48 x \$5,000 average GCI/closing = \$240,000 additional income per year (\$180,000 after taxes)
\$180,000/year invested for 10 years at 10% = **\$2,400,000** (A "real," dependable retirement plan!)

ANY A-HA'S?

truth

Escaping that overwhelmed feeling and becoming more productive is the result of moving from spontaneous and reactive to intentional and proactive.

CHOOSING A CAREER PATH

Your path determines your potential!

Full-time Realtors fall into one of four categories:

1. Typical Salesperson (remains in Phase 1)
2. Thriving Salesperson (progresses from Phase 1 to Phase 2)
3. Typical Entrepreneur (jumps from Phase 1 to Phase 3, bypassing Phase 2)
4. Thriving Entrepreneur (progresses from Phase 2 to Phase 3)

First you must establish your approach ...

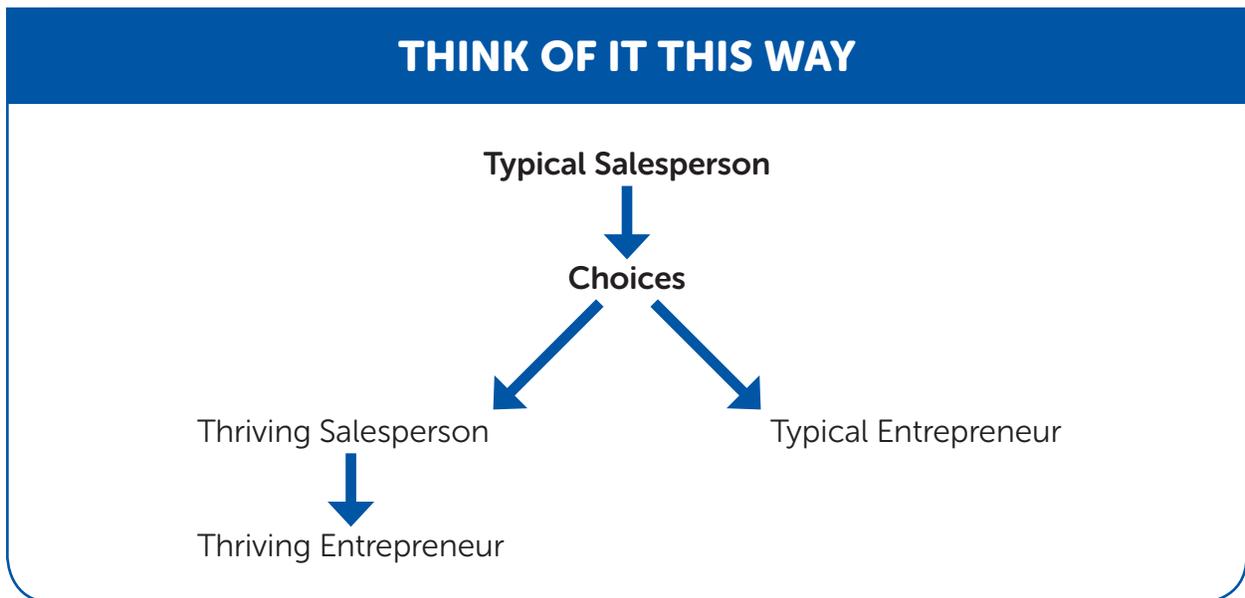
1. Typical (stays in comfort zone - spontaneous and reactive - easy and convenient)
2. Thriving (seeks potential - intentional and proactive - challenging and rewarding)

... then you must determine your role:

1. Salesperson (focuses on job - all about "me" - gets rich)
2. Entrepreneur (focuses on business - leverage is the key - gets wealthy)

truth

Everyone begins as a **Typical Salesperson**



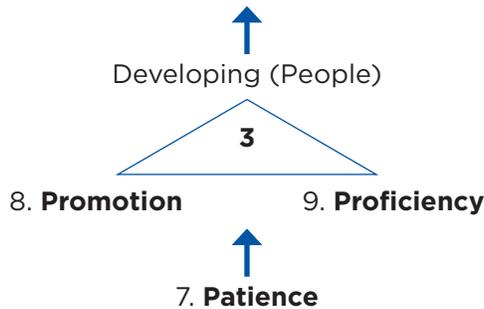
THE JOURNEY TO ABUNDANCE

Success is a journey, not a destination!

For **each** role you choose, you have the opportunity to progress through three phases: 1. **Comfort** Phase, 2. **Mastery** Phase, and 3. **Freedom** Phase. Each phase is unique and requires you to establish and maintain specific, productive **behavioral habits** before moving to the next. During the journey, you have the opportunity to accumulate three and one-third “**components**” per phase. The goal, and the sales “game,” is to **behaviorally internalize** the components of each phase, then progress to the next phase (provided you want to go).

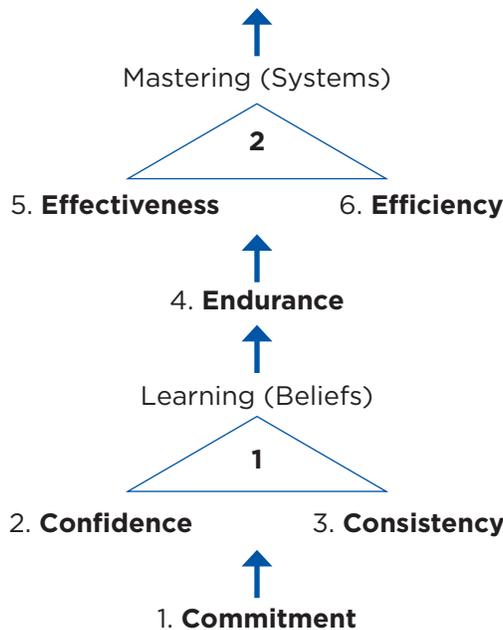
THERE ARE 3 1/3 COMPONENTS ASSOCIATED WITH EACH PHASE

10. **Leverage** = Beliefs (1/3) + Systems (1/3) + People (1/3)



Salesperson

Entrepreneur



10 STEPS TO BECOMING FULLY LEVERAGED

IS YOUR CURRENT PRODUCTION BY DESIGN OR COINCIDENCE?

Operational Model – Maximum Output:

- **Step 1:** Analyze operational model to determine the sources and strategies used to achieve current results or needed to achieve desired results.
- **Step 2:** Record ALL current career activities. (This will take at least two weeks. Account for every minute.)
- **Step 3:** Distinguish between vital and irrelevant activities. (Challenge each activity to make sure it's absolutely necessary for progressing from find to close and increasing profitability.)
- **Step 4:** Create two progressive “vital activities only” checklists. (One for sellers and another for buyers.)

NOTE:

Steps 5-10 are mandatory only if you intend to ascend beyond Phase-1 status.

- **Step 5:** Establish detailed (step-by-step) instructional procedures for each activity on the checklist. (These can be created by trainee if nonexistent.)

WARNING:

Before proceeding to Step 6, make sure you:

- Are as effective and efficient as you can be at Phase-1 (100% Vital)
- Can proactively generate (cause) more business with the time created via delegation

Organizational Model – Minimum Input:

- **Step 6:** Create an organizational chart of desired positions.
- **Step 7:** Assign duties to each position on the chart from checklists created in Step 4. (This ensures you delegate only vital activities.)
- **Step 8:** Find and attract talent. (Hire someone who is a superb match for the job description.)
- **Step 9:** Use the procedures manual created in Step 5 to train recently hired talent.
- **Step 10:** Hold talent accountable to appropriate performance standards.

THE 5 TOOLS OF INTENT

A thriving business results from knowing the answers to five important questions!

Q: Why do some real estate agents **maximize** their daily output?

A: _____

Thriving comes as the result of knowing:

1. WHY?
2. WHAT?
3. HOW?
4. WHO?
5. WHEN?



Thus



THRIVING AGENTS CONSIDER THE FOLLOWING 5 TOOLS ESSENTIAL

1. **Entrepreneur's Mantra** – Reflects **why** you do it.
2. **Economic Model** – Identifies **what** must be done.
3. **Operational Model** – Identifies **how** it will be done.
4. **Organizational Model** – Identifies **who** will get it done.
5. **Activities Management System** – Identifies **when** it will be done.

GETTING IN THE RIGHT BLOCK

“Time Management” is an oxymoron!

There is no such thing as time management, as you **can't** “manage” or “control” time. Time is what it is. There are 24 hours in a day, 168 hours in a week, 730 hours in a month and 8,760 hours in a year.

You are not going to change time, and you are not getting any more or less of it. Time passes second-by-second, minute-by-minute and hour-by-hour **regardless** of what YOU do or don't do. Therefore, it is **impossible** to “manage” time.

You can however, manage or control the **activities** you implement during the time allotted to your career. Thus, focusing on “activities management” as opposed to “time management” should be your goal.

It is crucial that you create a **time budget** by defining the number of hours you will dedicate to your career (daily, weekly, monthly and yearly). Once established, simply allocate each day's worth of time to one of four key categories. This approach will keep you on the right side of **momentum** and greatly support you in your efforts to be proactive.

YOU MUST USE “THE TIME” AS PARAMETERS FOR “YOUR TIME”

All of “your time” should be blocked in one of **four categories**:

1. Lead Generation (Prospecting and Marketing; Study and Practice)
2. Lead Conversion (Seller Meetings and Buyer Meetings; Study and Practice)
3. Client Care (Sign-to-Close and Contract-to-Close)
4. Personal Development (Consulting, Training, Accountability and Mastermind)

These are the **only** four categories that lead to real estate sales revenues.

TAKING CONTROL OF YOUR ACTIVITIES

Most people get ahead during the time others waste!

Staying **intentional and proactive** is the ultimate key to your success. The best way to break unproductive “role habits” and become vital on a daily basis is to be accountable for **every hour** invested in your career. (As you learned, wasting one hour per day can be financially disastrous.) To help, you should incorporate an **Activities Management System** (A.M.S.).

Implementing the A.M.S. begins by establishing specific **time parameters**. This means you must define the length of time you are willing to “invest” in your business each week and day. Taking this approach forces you to view time as limited, which increases the likelihood you will **prioritize activities** and **stay proactive!**

CAREER A.M.S. PROCEDURES

Steps to Follow:

1. Define total **career** hours for week (Time Budget)
2. Define total **career** hours for day
3. Identify **vital blocks** (LG, LC, CC, PD) in day planner
4. Record initial specific **vital activity**
5. Stay **engaged** for entire block
6. Refer to vital activities **checklists** as needed
7. **Assess** progression at day’s end (Reflect-Revise-Release)
8. **Repeat** steps 2 through 7 daily

THIS REPRESENTS YOUR DAILY PLAN

NOTE:

The mistake most people make is attempting to **manage time** and not activities. (How can you “manage time?”)

AN INTENTIONAL & PROACTIVE EXAMPLE

The goal is to maximize output by making 100% of your workday vital!

Based on your “personal” and “family” time requirements, what does your work schedule need to look like? Remember, you don’t live to work; you work to live.

DATE: ANY GIVEN WORKDAY	DAILY TIME GOAL: 9 HOURS
5:00	2:00
5:30	2:30
6:00	3:00 CC
6:30	3:30
7:00	4:00
7:30	4:30 Other Admin/Follow up
8:00 LG	5:00
8:30	5:30
9:00	6:00
9:30	6:30
10:00 CC	7:00
10:30	7:30
11:00	8:00
11:30	8:30
12:00 Other Admin/Follow up	9:00
12:30 Lunch/Rejuvenate	9:30
1:00 LC/LG	10:00
1:30	10:30

NOTE:

Focus is the key to success! Once in a specific block, stay there and focus on just the activities associated with that block. As activities appear during the day, they must be evaluated against your vital activities lists and either ignored or delegated to the appropriate block. (Cell phones and email compromise momentum.)

FOCUSING ON THE RIGHT ACTIVITIES

Time blocking is worthless unless you are implementing the right activities!

Saying “yes” to an activity always involves saying “no” to others.

As long as you are breathing, you are doing something. So the key question becomes, are you doing the **right** things?

truth

You won't know for sure until you **fully** account for each hour.

If you feel overwhelmed or not as productive as you can be, you should fully account for your time.

To do this you must **track** each hour and document the activities purchased within that time block. This will allow you to quickly identify the unproductive activities that should be eliminated and **replaced** with vital activities. Tracking and analyzing also results in a vital activities checklist for **both** your listing and buyer departments.

NOTE:

This is **mandatory** for agents on the entrepreneurial path.

Operating from a **vital activities checklist** is the only way to ensure you remain focused on just the activities that result in success.

REMEMBER:

Yearly output is a result of quarterly output, which is a result of monthly output, which is a result of weekly output, which is a result of daily output, which is a result of hourly output. Thus, to assure **maximum output**, you must manage vital activities within hourly time blocks.

Time blocking with vital activities ensures an **uninterrupted flow**, which allows you to maintain positive momentum throughout the day.

BOTTOM LINE:

Effective time blocking always results in a productive day.

47 VITAL LISTING ACTIVITIES

LEAD GENERATION

- 1. Finding Sellers (face-to-face, phone calls, mail, email)**
 - a. FSBOs
 - b. Expired and terminated listings
 - c. Traditional and social networks
 - d. Just-sold notifications
 - e. Farming

LEAD CONVERSION

- 2. Ask Pre-Listing Questions**
- 3. Assemble Pricing Tools**
- 4. Confirm Appointment**
- 5. Prepare Listing Agreement**
- 6. Get on the Listing Channel**
- 7. Arrive on Time**
- 8. Have Listing Conversation**
 - a. Set tone
 - b. Uncover needs
 - c. Prioritize needs
 - d. Transition to pricing tools
 - e. Review pricing information
 - f. Agree on appropriate price entry point
 - g. Transition to roles and expectations
 - Review my role
 - Review your role
 - h. Agree on roles and expectations
 - i. Close in on listing agreement
 - j. Explain listing agreement and notices
 - k. Review staging plan
- 9. Sign Listing Agreement**

47 VITAL LISTING ACTIVITIES (continued)

ADMINISTRATIVE PREPARATION

10. Measure Rooms and Complete MLS Input Sheet
11. Take Interior/Exterior Pictures
12. Place Sign and Lockbox
13. Mail Thank-You Letter
14. Create Listing File
15. Contact Showing Service
16. Deliver Listing Agreement, MLS Sheet and Notices to Office
17. Place Client in Database Management/Touch Program
18. Obtain Loan Payoff

MARKETING & EXPOSURE

19. Place in MLS and on Other Websites
20. Look up Just-Listed Phone Numbers and Addresses
21. Order Just-Listed Cards
22. Request/Create Home Fliers
23. Door Knock 25 Closest Neighbors
24. Call 50 Neighbors
25. Mail 200 Just-Listed Cards
26. Email Home Flier to Area Agents
27. Solicit Feedback from Showing Agents
28. Prepare Weekly Update Sheet
29. Call Seller with Weekly Update(s)

PRESENTING & NEGOTIATING

30. Proactively Solicit Multiple Offers
31. Present Offer(s)/Counteroffer(s)
32. Change Status in MLS and on Other Websites
33. Deliver Accepted Contract to Office
34. Negotiate Repairs
35. Copy Repair Invoices

47 VITAL LISTING ACTIVITIES (continued)

CLOSING PREPARATION

36. Schedule Closing
37. Communicate with Seller
38. Communicate with Selling Agent
39. Review Title Commitment
40. Review HUD Statement
41. Attend Closing

POST-CLOSING ACTIVITIES

42. Mail Customer Survey
43. Change Status in MLS and Remove from Websites
44. Order Just-Sold Cards
45. Door Knock 50 Closest Neighbors
46. Call 100 Neighbors
47. Mail 300 Just-Sold Cards

REMEMBER:

Any vital activity performed out of progression immediately becomes irrelevant.

47 VITAL BUYER ACTIVITIES

LEAD GENERATION

- 1. Finding Buyers (face-to-face, phone calls, mail, email)**
 - a. Network & Farming
 - b. Open Houses
 - c. Yard Signs & Home Ads
 - d. Internet (website, Craigslist, social marketing, LeadStreet)
 - e. Just-Listeds

LEAD CONVERSION

- 2. Meet in Office (meeting #1)**
- 3. Move to Conference Room**
- 4. Get on the Selling Channel**
- 5. Have Buyer Conversation**
 - a. Build rapport
 - b. Set the tone
 - c. Uncover needs and wants
 - d. Prioritize wants
 - e. Verify motivation
 - f. Check financial ability
 - g. Transition to roles and expectations
 - Review my role
 - Review your role
 - h. Agree on roles and expectations
 - i. Close in on a working relationship
 - Review Buyer Representation Agreement
 - Give buyers guide and contract
 - Set date for a second meeting
- 6. Sign Buyer Representation Agreement**

47 VITAL BUYER ACTIVITIES (continued)

ADMINISTRATIVE PREPARATION

7. Mail Thank-You Letter
8. Create Buyer File
9. Verify Price Range with Lender
10. Verify Price Ceiling with Buyer
11. Place Client in Database Management/Touch Program
12. Search MLS and FSBO Inventories
13. Call Listing Agent to Verify Availability
14. Prepare Showing Packages
15. Book Showings

SHOWING

16. Meet in the Office (meeting #2)
17. Review Buyer Needs
18. Explain Showing Packages
19. Answer Questions
20. Get in the Car
21. Tour Homes
22. Finalize an Offer

WRITING & NEGOTIATING

23. Send Offer to Listing Agent
24. Negotiate Offer to Acceptance
25. Open Title/Deliver Earnest Money
26. Deliver Signed Contract to Office
27. Schedule Home Inspections
28. Check Home Insurability
29. Communicate with Buyer
30. Communicate with Listing Agent
31. Review Inspection Report with Buyer
32. Send Amended Contract to Listing Agent
33. Negotiate Repairs

47 VITAL BUYER ACTIVITIES (continued)

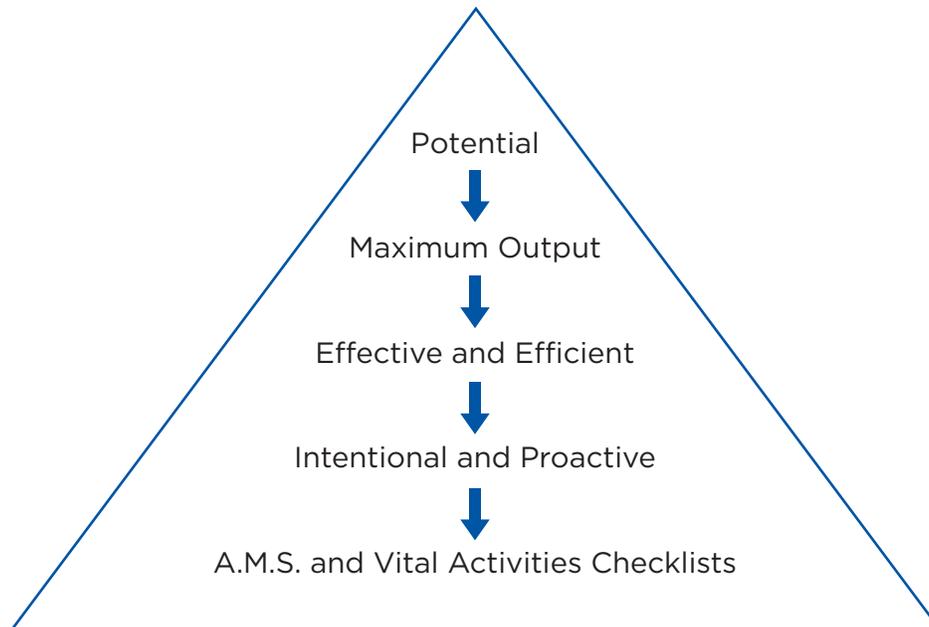
CLOSING PREPARATION

34. Schedule Closing
35. Communicate with Buyer
36. Communicate with Lender
37. Review Title Policy
38. Review HUD Statement
39. Attend Closing

POST-CLOSING ACTIVITIES

40. Mail Customer Survey
41. Look up Just-Sold Phone Numbers and Addresses
42. Order Just-Sold Cards
43. Door Knock 50 Closest Neighbors
44. Call 100 Neighbors
45. Mail 300 Just-Sold Cards
46. Make 7-Day Follow-Up Call to Buyer
47. Make 30-Day Follow-Up Call to Buyer

SUMMARY



ONWARD IN YOUR QUEST TO REACH YOUR POTENTIAL!