



Exclusively for Real Estate Developers  
and Top Sales Executives.

# SALES MANAGER'S PLAYBOOK

NO MATTER HOW HOT OR COLD YOUR SALES REPS  
ARE NOW, THIS PLAN WILL MAKE THEM SELL BETTER.  
BE SKEPTICAL. WE ARE GOING TO PROVE IT TO YOU.



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# INTRODUCTION TO THE *SALES MANAGER'S PLAYBOOK*

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In March of 2020, the world of real estate sales collapsed! Buyers disappeared and developers prepared for the worst. Four months later however, things are better than ever as record sales are being made despite the ongoing pandemic. The same phenomenon occurred after the stock market collapse in 2008.

We have experienced four real estate recessions since 1975. With more than four billion dollars worth of residential sales under our belt, we've learned what to do during times like these, which is stick with the basics! There are no magic bullets. The problem is you can't stick with or get back to the basics if you never installed them.

As the person responsible for sales, you may be searching for new ideas, but making sales isn't about new ideas. It's a matter of teaching your sales team basic sales strategies and sticking with them. Do your salespeople know the basics? If not, this current disruption may be a timely wake-up call.

If you keep doing things as you've always done them, nothing will change. This Playbook lays out the basics and exposes some myths about the following concepts:

- Leadership
- Team Building
- Empowerment
- Goal Setting
- Carrot-and-Stick Motivation
- Long-Term Success

All the above concepts are helpful to know, but they have little to do with understanding and using basic sales strategies. None of the above ideas are imperative to teach your salespeople until they master the basics.

Making sales in a tough market is always challenging, and there will always be tough markets. The untrained, weak, and timid salesperson will not survive even in a normal market. As the sales manager, you are the key to their success, and their success is the key to yours. It is vital to have the right people on your team, appeal to their needs instead of setting goals, and hold them accountable.

This Playbook gives you the tools to make sales in any market. The mystery is why salespeople don't do what they say they'll do, and that is where *HPA Academy* comes in. We have the solution to the problem, and we can prove it!

## LET'S BEGIN WITH A FEW UNCOMFORTABLE TRUTHS:

- *Very few people can succeed in sales*
- *Goal setting seldom motivates sales agents*
- *Most sales agents don't keep their commitments*
- *The majority of sales agents don't have a strong "need" to succeed*
- *Sales agents typically live paycheck to paycheck*

For more than four decades, we've worked directly with sales managers and sales associates. Here's what we've learned:

*If you believe the average salesperson will self-monitor themselves to do the right things over the long term, you will be greatly disappointed.*

Given a choice, even supervised sales associates generally don't stick to the hard choices and commitments necessary to make sales. Without daily supervision, most salespeople avoid the tasks that require self-control and discipline.

The **HPA System** was created to provide above-average salespeople a path to double their sales. For the first time, all the necessary guidance, templates, and coaching are provided in one easily implemented "playbook."

As the person responsible for managing a sales team, you have an extremely difficult and challenging job. We can help you increase sales in a major way starting almost immediately.

Recent breakthroughs in neuroscience have created proven techniques for the average real estate salesperson to double their sales. **HPA Academy** has adapted these transformational breakthroughs into our **HPA System**. It's the spaced repetition that instills new sales habits.

With our **Performance and Projection Accountability Report**, you will measure the increased results as your sales team achieves and surpasses corporate goals. You will benefit by:

1. increased sales
2. reduced marketing costs, and
3. less turnover



# YOUR TEAM = YOUR SUCCESS

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Solving mediocre sales production doesn't start with teaching sales scripts or closing techniques. Instead, you must start with the right people, the six inches between their ears, and their attitude.

Not everyone can make it in sales; therefore, you must have the psychologically right people on your team. Don't focus just on experience, looks, or eloquence. Instead, hire only those who instinctively want to be helpful and render service.

Secondarily, look for individuals who need to earn money, the ones who know the real value of making the kind of money possible from selling real estate!

Making mistakes in selecting agents is 400% more costly than their potential annual compensation, even if your agents work on commission. Refer to Appendix B for our complete tutorial on recruiting and hiring the right team.

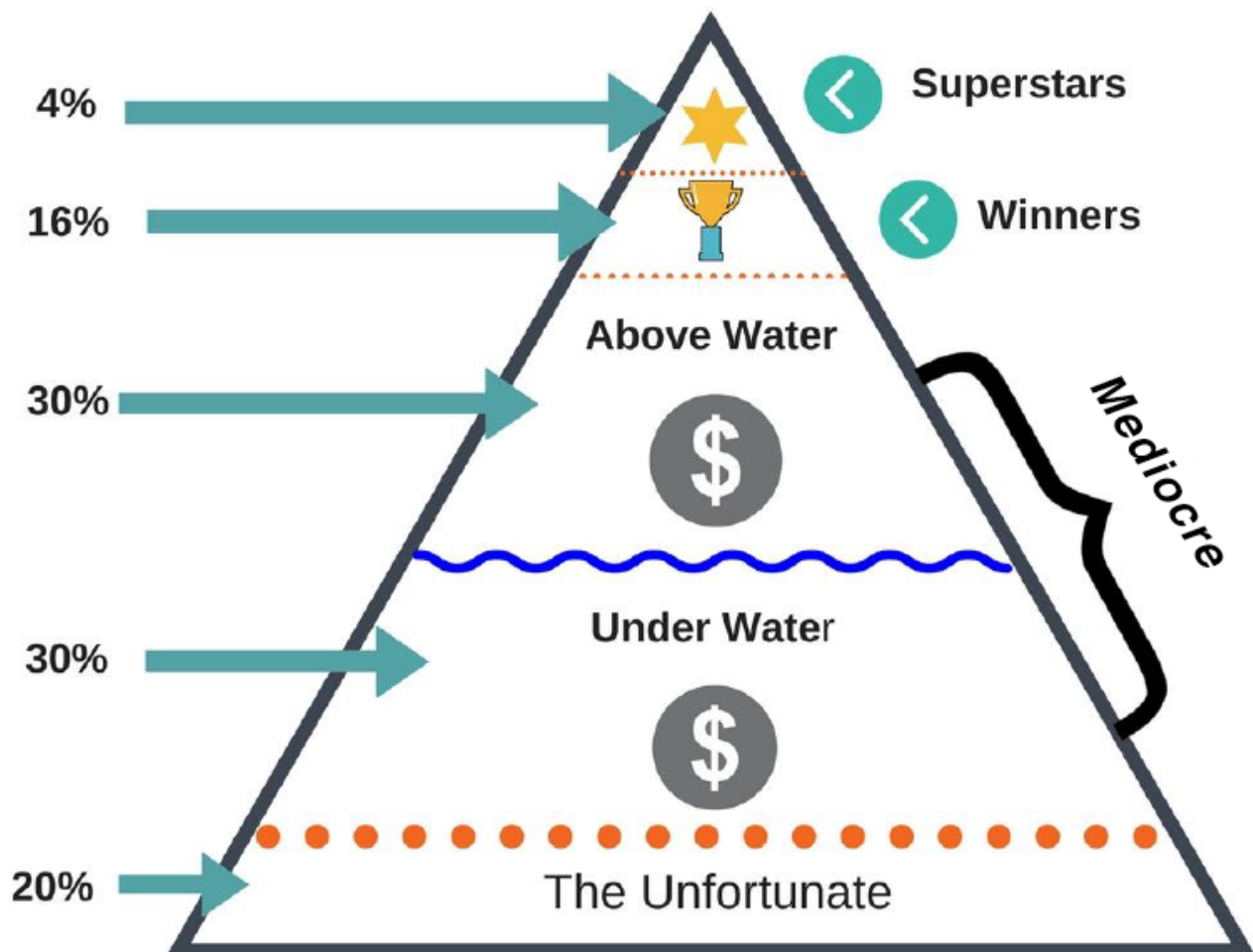
Once you determine a baseline production for your team, it is time to begin developing them into respectable earners. Even the most mediocre sales associate can double their income when held accountable and working with the *HPA System*.

Most people are stuck in their comfort zones and refuse to fight their way out of it. For the *HPA System* to work, you have to encourage your associates to get comfortable with being uncomfortable! The system has been proven to work for optimistic, open-minded, above-average sales agents who are hungry for more and know "why" they're hungry. Their needs and strong "why" give them the motivation to make the hard choices!

Too often, sales managers focus on the high-performers on their sales team, but long-term success will come from selecting the slightly above-average associates and focusing on them. The *HPA System* helps you differentiate the average associates from the marginal ones in 30 days. Our goal is to help you increase sales by developing average associates into above-average sales professionals who are consistent, steady producers who are loyal and have a long-term commitment to your company.

*It is vital you evaluate your current team so you know what you have to work with.*

**Place the names of individual associates in the categories on the following page:**



## SUPERSTARS

Superstars create needed sales volume, which makes them extremely valuable to your company. However, their value also makes you vulnerable.

Often these prima donnas are difficult to manage. They create management nightmares, and you may discover you are educating your competition since they are also difficult to retain. They can be disruptive and may passively undermine your leadership.

There is no room on a team for superstars who aren't team players, but there is room for leaders who are committed to achieving corporate goals as a member of your team. You want to encourage the more experienced and successful associates to help newer people and those who are struggling.

## **WINNERS**

These are the folks who, when properly trained, have the potential to earn a six-figure income. Behavioral profiling shows that some sales associates “get it,” and do a better job of organizing themselves. Others in this category have a lot of natural talent or charisma. A smaller percentage of them are internally driven with a strong will to win. The *HPA System* will help you bring out the best in each type of winner.

## **MEDIOCRE** (Above and Under Water)

This is the much larger group, making up 60% of the salesforce. We suggest you focus your efforts in recruiting, training, and building a strong, sustainable sales team within this group. Mediocre associates appreciate your mentoring and express that appreciation with loyalty.

Unfortunately, many in the underwater group are forced out of the business by economic necessity. They just don’t earn enough money to stay in the business long enough to learn it and survive. When they run out of money, sadly, they also run out of enthusiasm and optimism and then leave.

*Be aware that poor performance may be due to lack of experience. If they are following the system and show a desire to improve, you might want to assign the poor performer to a top closer, especially if the closer is interested in doing some mentoring for a 50% split on sales initiated by the poor performer.*

(Non-performers usually eliminate themselves within the first 30 days of implementing the *HPA System*.)