

GOOD TO GREAT IN 6 STEPS

BY
MARIE WILLIAMS, MA, JD
FOREWORD BY JACK STUDNICKY



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The HPA Academy:

Our mission is straightforward: Fast track the development of salespeople so they can earn enough income to reduce the massive turnover in the real estate industry.

The art of selling is based on hundreds of strategies. Other coaches or trainers may be better at teaching how to get listings or which social media platforms to use, but we own the area that makes the big difference in selling—the salespersons' attitude and their state of mind with a focus on financial freedom.

We excel at helping sales team leaders maximize the "six inches between salespeople's ears," so they can make more sales faster with lower marketing expenses.

FOREWORD

by Jack Studnický

Most sales executives are doing a good job, but unfortunately, their “good job” makes them a prisoner by keeping them trapped in their comfort zone...

...BECAUSE GOOD IS THE ENEMY OF GREAT!

How do I know? Well, I walked that walk and talked that talk. Early in my real estate career, I rose to sales superstar status. I became a sales trainer for the National Association of Home Builders (NAHB), and my real estate accomplishments have been written about in a hundred or so major news publications. I also appeared on national television and testified before the US Congress on housing issues as a spokesperson for the NAHB.

*I'm not telling you this to brag,
but to point out how you can benefit by knowing what I did wrong.*

It was a beautiful morning in San Francisco. The “who's who” of real estate were gathered at the Moscone Center for the Pacific Coast Builders Conference.

I was scheduled to be the first speaker, and my subject was “Building an Onsite Sales Team.” I had worked through the night preparing my speech, and yet I was still nervous! The event organizers said they wanted to open the conference with a big bang, and that challenge made me even more stressed!

At exactly 9:02 AM, National Association of Home Builders legend, Bob Schultz, walked onto the stage and introduced Jack Studnický as:

“The sales manager’s sales manager”

I heard the introduction, but it took me a second or two to realize that Bob was talking about me. He then explained that I wasn’t a public speaker, but that I was in the field, creating the successful sales teams most of the other speakers could only talk about.

Bob had followed my career over the years, and was a part of the audience when I appeared at the inaugural NAHB Super Bowl Sales Rally in Las Vegas.

Bob was accurate; I had guided many salespeople to become top producers and earn mid-six-figure incomes. However, what Bob and I didn't know at the time, *and what I'm confessing to you today*, is that I wasn't all that good. I worked hard and thought I was doing a good job, but I was wrong!

My biggest regret:

I could have helped thousands of salespeople become financially independent, not just a few hundred.

Years later, while collaborating with my partner, Marie Williams, in writing our ***Sales Managers Playbook***, I realized how many things I had done wrong!

Marie is a lawyer, a real estate broker, and a mortgage broker who has over three hundred million dollars in closed real estate contracts under her belt. In addition, her master's degree in Clinical Psychology gives her a unique view of what it takes to be a salesperson. Marie has finally convinced me that only a tiny percentage of the population possesses the psychological profile required to succeed at selling real estate. Thus the reason 88% of real estate agents don't earn a decent income, and are forced out of the business for economic reasons.

Few career paths are as stressful as the life of a salesperson:

- The endless rejections
- Emotional stress
- Being on call 24/7
- Sleepless nights waiting for a signature
- The disappointment of contract cancellation
- Living in debt from paycheck to paycheck
- Not having a system to follow and nobody to ask

If you don't have the right "behavior profile," a career in sales is pure hell!

Several years ago, we sold our interest in the brokerage company we founded, and we finally had some extra time. Marie went to our storage room and pulled out a beat-up old box of notes outlining the speeches and training sessions I had done over the years.

She then stared me straight in the eyes, and said, "Jack, I've watched what you did with your 'Jack Magic' concepts for years. We don't need the money, and we have the time now to put your ideas into a book. The ideas in this box and your head could help a lot of people have better lives."

She took a long pause and said, "It's time to give back. Let's put your Jack Magic ideas into a book, and I'll help you do it."

We started digging through the box. I enjoyed reflecting on the success I had experienced with so many of my clients, such as Comcast, Denny's Restaurants, and Toyota SE. I also worked with the Westinghouse Corporation, many major financial institutions, and numerous real estate communities over the years.

Marie made me think as she explained breakthroughs in neuropsychology from the last decade. I began to realize what I could have done differently to help more people succeed in sales. However, it was humbling because I had missed so much of what I could have done!

My most significant mistake was my lack of empathy. I didn't put myself in the other person's shoes. I didn't appreciate nor understand the anxiety they lived with. I didn't know their struggles nor feel their pain. I could have done more to help those who needed more.

In a Nutshell:

1. I lacked empathy and compassion for my sales agents. I had forgotten how stressful their job was.
 - They often feel abandoned and alone.
 - They have the most challenging job on the planet.
2. I hired people who "talked a good game."
 - I didn't appreciate the value of behavior testing. My crystal ball proved disappointing more often than not.
 - I didn't seek out conscientious, money-motivated people who see selling as a way to be of service.
3. I didn't have an accountability system or training program. We had training meetings, but they deteriorated into administrative meetings and bitch sessions.

Learn from my mistakes:

- Select conscientious, money-motivated people who view selling as a way to be of service.

- Plug them into a revolving 90-day training program to learn some tried and tested sales skills.
- Put conscientious people on a success path, and then hold them accountable.

The rest is up to the salespeople since their success depends on their commitment. When all of this is in place, it becomes a Win/Win situation as you build a successful team!

Are you ready to learn what I've learned, and avoid all the many years I wasted? If so, continue reading. Marie will share with you the specific steps it takes to go from being a *GOOD* sales team leader to a *GREAT* sales team leader.

STEP 1: HAVE A NEED TO GO FROM GOOD TO GREAT

Success is different for everyone, so this email may not be right for you, but if you do not ***need*** to go from Good to Great, you won't. Needs motivate; good intentions don't.

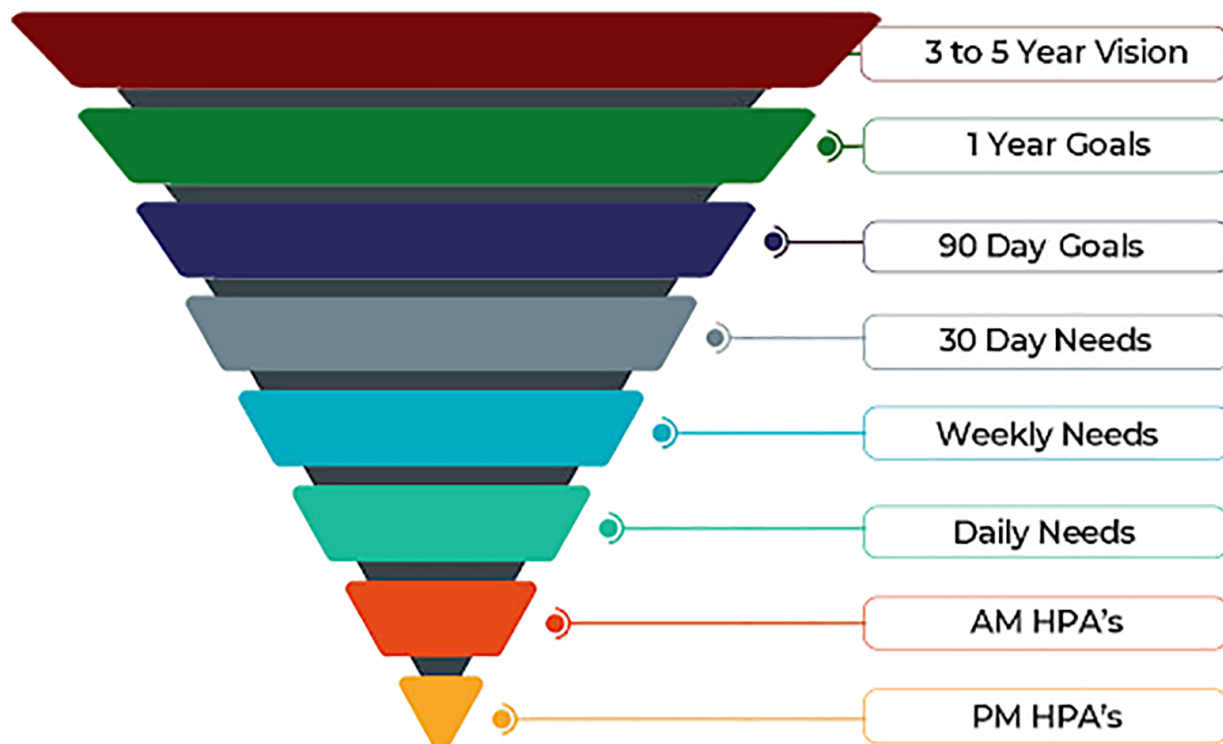
This is because **Good is the enemy of Great**. The comfort of being *Good* often destroys the *need* to move to the next level. So ask yourself...

Is GOOD good enough for me?

No doubt you've been frustrated by all the goal-setting techniques out there. You've noticed that most goals are abandoned within a week or two. Perhaps you realized goal setting doesn't work for 98% of the population.

However, the goal-setting process works like magic when you understand the below progression and notice when the goals become **30-day needs**:

HPA VISION FUNNEL



Abraham Maslow had it right with his Hierarchy of Needs. Instead of procrastinating on tasks that may help you reach our goals, it's much more effective to focus on your immediate needs.

NEEDS MOTIVATE

All the superstars you've read about or seen on TV became who they are because of their needs: Oprah, Michael Jordan, Tom Bradey, Lady Gaga, Jeff Bezos, Mark Cuban. Even ultra-conservative Warren Buffett was driven to become who he became by focusing on his need.

And millions of highly successful people you've never heard of were driven by their deep-seated personal **need** to become successful. And they focused on their needs.

You've achieved a high level of success, but you're reading this because something inside of you is saying you can be even more successful. *If you need more success, keep reading.*

Your past success is just the beginning of what you may achieve in the future. Your quest to achieve more starts with you being specific about what you want most in life.¹

Lots of people want more money, **but this isn't about making more money**, as lovely as that may be. Instead, this is about using neuroscience to trigger your deep-seated inner need to become the person you **need to become**. Having a strong need to become more, or the need to prove something to someone, is what makes it happen.

**Your current results, good or bad, are proof
of your true desire to satisfy your inner needs.**

So, ask yourself, "Am I satisfied with my results?" Repeat that question at the end of each day for one week. You'll be happily surprised by your evolving mindset.

However, all progress results from change. Be aware that we only change when the pain of staying where we are becomes greater than the need to change. Without a strong need to motivate you, you won't.

¹ If you'd like to explore what is most important in your life, email marie@HPA8020.com and request our *Vision Project* form.

The bottom line is, you are where you are and what you are because ***you always do what you'd rather do than not do.*** So, nothing will change if you don't make a few changes! Your mind works like magic, once you realize you are the magician!

Capture Another Chance at a New Beginning

The nice thing about your wonderful life is that you have many choices and multiple chances at "new beginnings." Your greatest gift is that you can choose. First, you make your choices, and then your choices make you! Which do you choose:

HARD CHOICES + HIGH PAYOFF ACTIVITIES = AN EASY LIFE

or

EASY CHOICES + LOW PAYOFF ACTIVITIES = A HARD LIFE

Yesterday is gone forever, so focus on your new beginnings.

THE CRITICAL ELEMENTS FOR GOING TO THE NEXT LEVEL OF SUCCESS ARE:

1. Your deep inner need for more success
2. Eliminate daily distractions that keep you from focusing on what's important
3. A realization that can't get to where you want to go with the mindset that brought you to where you are now

The journey of a thousand miles starts with the first step

STEP 2: SELECT THE RIGHT PEOPLE FOR YOUR TEAM

Selling isn't for everyone; it is one of the most demanding careers on the planet. The turnover among salespeople is far more than double the rate of any other career path.

Ask yourself the following questions:

- Is each sales team member making sales based on their weekly *needs*?
- Are your people earning income while they're learning sales skills?
- Are they being held accountable for their daily and weekly activities?
- Are your salespeople loyal to you, your company, and their teammates?
- Is each salesperson worthy of being hired back next week based on their performance this week?

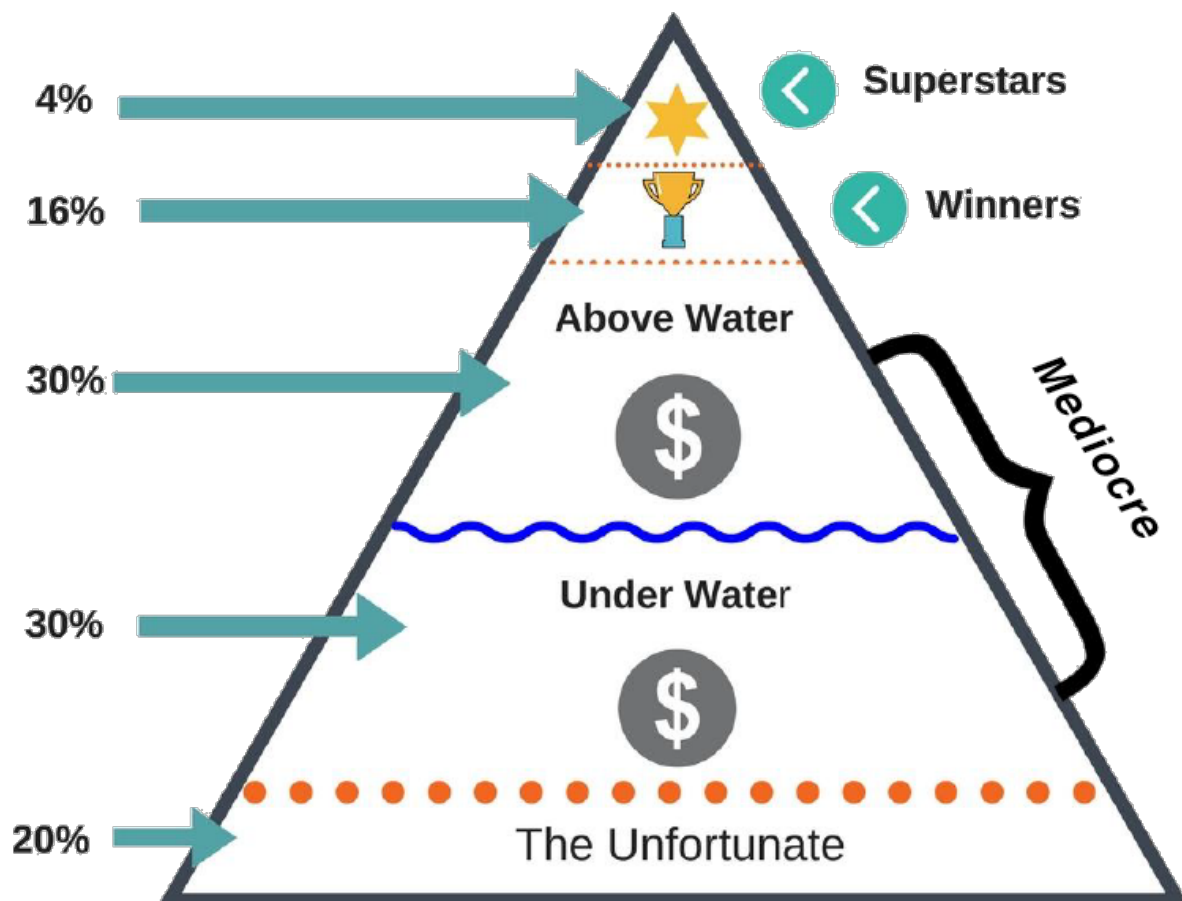
Don't hire a salesperson; instead, select the psychologically right person who's a good fit for you and your team.

Hiring the wrong person is extremely expensive. The financial loss incurred by turnover is estimated to be four hundred percent of an employee's potential annual income. In addition, turnover introduces the fear factor to the remaining loyal employees, which cripples their performance.

For an investment of under a hundred dollars, you can get a Behavior Assessment to help you screen potential team members. (After making many mistakes, HPA Academy wouldn't hire anyone without a DISC assessment.) You are searching for people with a high level of conscientiousness who are also stable. The glibbest and the best talker is often best left at the party.

Too often, sales team leaders focus on the high-performers, but long-term success will come from selecting and concentrating on the slightly above-average associates. Our goal is to help you increase sales by developing average associates into above-average sales professionals who are loyal to you and your company, and who want to be on a team.

Before you begin recruiting, **evaluate your existing team so you know what you have to work with and who should be replaced.** When you look at the pyramid below, consider each of your sales associates with a long-term mindset.



SUPERSTARS

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

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

There is no room on a team of superstars who aren't team players, but there is room for leaders who are committed to achieving corporate goals and eager to build a team under your branded umbrella.

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.

MEDIOCRE (ABOVE AND UNDERWATER)

Mediocre is a much larger group, making up 60% of the salesforce. We suggest you focus your efforts on recruiting, training, and building a solid and sustainable sales team within this group. Mediocre associates appreciate your mentoring and express that appreciation with loyalty. They are also much easier to manage.

Unfortunately, many in the underwater group are forced out of business by economic necessity. They don't earn enough money to stay in business with you long enough to learn and survive. Sadly, when they run out of money, they also run out of enthusiasm and optimism, and you may have to help them leave, which is often best for them.

Be aware that poor performance may be due to a lack of experience. Therefore, if a poor performer is following the system and shows a strong desire to improve, keep them. Assigning the poor performer to a team headed by a top closer for a 50% split on sales initiated by the poor performer may be worth the risk.

FAVORITISM KILLS

Save your time when it comes to recruiting. If you are the top sales executive for your company, don't get caught in the trap of doing the initial interviews for new applicants. This is particularly true if the applicant has been referred to you by a friend or business associate. It's much more difficult to be objective when there are personalities or favors involved. Favoritism will kill the morale.

To be objective, you want to have some distance between you and prospective salespeople. Professional recruiters may be able to help you with this challenge. Their fee is insignificant if they bring you the right person.

When it comes to recruiting, you can't know too much about someone you are inviting to live a third of their life with you. Responding to the tyranny of the urgent and selecting the wrong person because you're in a hurry is far more costly than taking the time to choose the right person. Remember, you are "selecting," not hiring!

Only recruit people who want to be of service. It doesn't matter if they're good-looking, tall, short, skinny, or fat. The only thing that matters is that they are eager to be of service and are financially hungry!

Select individuals who need to earn money and appreciate the value of making a six-figure income! Don't select anyone who is deeply in debt or who has been foolish with their money and is financially "underwater." Select people who have proven that they have developed healthy financial habits. Don't hope; look at the stats, and do the right thing.

No matter how careful you may be in the selection process, each person will bring mental and emotional baggage to work. And for that reason, you want to choose the ones with the fewest "moving parts."

Go slow and select the right people who have been vetted by several people you trust. You aren't hiring anyone, you are interviewing applicants, and from the many, you select one. Never hire in a hurry, but fire in a hurry once you know the person isn't going to work out.

STEP 3: DEVELOP THEIR NEED TO MAKE A LOT OF MONEY?

Are your salespeople **financially hungry**? Sure, everybody “wants” to make more money, and claim they want to be big producers, but do they really see themselves as top producers? The key is do they **need** to make a lot of money to get out of debt possibly for the first time in their adult life?

According to the *US Department of Commerce*, the average 40-year-old person has only a few thousand dollars in savings. Few have an emergency fund to protect themselves from accidents. *The Federal Reserve* reports that 39% of Americans don’t even have enough money on hand to cover a \$400 emergency.

According to the *National Association of Realtors*, before the pandemic, only 10% of realtors earned a six-figure income. Not a very pleasant picture for an industry.

The statistics are clear. The majority of your salespeople will end up with little to show at the end of their lives. They are in debt now and will leave this world in debt. Why do so few people find success and financial freedom in selling real estate? After all, everybody has to live somewhere, and there are millions of prospects.

Well, it’s not their fault.

Whose fault is it? It’s cultural. We have been conditioned to accept debt as a part of our culture! And getting credit is easy as companies suck people into a system that is void of financial prudence.

When your salespeople first started out, it felt natural to take on debt to cover basic needs until commissions started coming in. When the commissions did begin to come in, they were excited by their new success, and they began to expand their lifestyles to match their new prosperity. They upgraded their car and clothing without considering their growing debt. Instead, they bury their head in the sand and fail to create a plan to pay off their credit cards and begin the path to financial freedom.

The long-term financial situation of your salespeople impacts you and your company. When there are hiccups in the economy, there will be months when your sales team will experience fewer commissions. Also, accidents and

emergencies will come up for your salespeople. If your salespeople aren't able to cover their bills when either of these happens, many will have to quit most will quit the business to get a job.

The greatest gift the GREAT sales team leaders give to their salespeople is the path to Financial Freedom!

For years you've been told the key to a sales agent's success comes from empowering them to achieve their goals. As an experienced sales team leader, you know first hand how difficult achieving goals are, and you know very few salespeople understand the goal-setting process.

For instance, they'll tell you their goal is to make six figures, but that is aspirational and just an expression they've heard. 98% of salespeople don't have a clear picture of what they must do to achieve a six-figure income.

How many times have you asked yourself, "*How can I motivate my sales team to hit our goals?*"

While you, as the sales team leader, have to focus on your company's monthly or quarterly goals, your salespeople are more concerned, and in many cases overwhelmed by, their daily lives; they don't even think about achieving your corporate goals. In fact, they seldom think about their own goals, if they have any.

Goal-Setting Seldom Works – Their Needs Will Motivate Them

- Having lunch at noon may be a nice goal, but it becomes a **great need** for a person who has not eaten in two days.
- Saving money for a family vacation is an admirable goal, but getting the money to have a doctor perform a timely operation on your child is a more **potent need**.
- Making four sales a month is a worthy goal, but having money at the end of the month to prevent eviction from your home is a **demanding need**.

A need is a must-do-now because it is:

- Personal and urgent
- Irritating and nagging
- Immediate and in your face
- Screaming for attention
- Something you're compelled to do

A goal causes procrastination because it is:

- Imaginary, theoretical, and out there
- Something that requires planning and deep thinking
- Something that requires a conscious commitment
- Hard to visualize
- Easy to put on the "back burner" to think about tomorrow

Knowing your sales associates' needs and having a plan to satisfy their needs starts with answering the question, "Why do you work?" This is a difficult question for most people. Most people will say something like, "Well, I need to pay my bills," or, "I want to provide for my family." But they don't usually go deeper than that. And their families tragically live with less!

As their sales team leader, your greatest contribution to them and, more importantly, their families is to help your salespeople identify their personal financial needs for the next 30 days. Forget about those long-term goals; 30 days is a lifetime of planning for most of them. They rarely plan for tomorrow.

Show them the money! Show them, on paper, with numbers and dollars relevant to them, how their financial needs are satisfied when they focus on High Payoff Activities. Then work with them to create a plan for what they are going to do to fulfill their exact financial needs for next week. Once you have the plan, your job is to keep them focused on a daily and weekly basis until the process becomes a habitual part of them.²

Unfortunately, while trying to learn this process, life happens, and your agents become distracted or overwhelmed the minute they feel stress. They will revert to their old habits and retreat into their Comfort Zone.

Once you, the sales team leader, learn how to trigger your salespeople's financial needs, they'll begin to refocus on getting money to satisfy their needs for the week. Your day-to-day awareness of their financial needs will motivate them as you keep them focused on living a financially free life.

By focusing your salespeople on their financial needs, they unconsciously feel the pressure from those needs to make more sales. As those sales occur, you celebrate their victories with them,. Winning becomes contagious when celebrated with enthusiasm.

^{2 2} If you'd like a copy of our Financial Freedom form to help them identify their needs, email Marie at marie@HPA8020.com.

THE HPA COMPASS

Your sales associates need a focusing tool, a guide that reminds them of their daily needs. We created such a guide for Comcast Cable years ago, and have since improved upon it for successful leaders and salespeople.³

The *HPA Compass* was created to help people discover the reasons why they want to be successful. As a good sales team leader, it enables you to sort out the dominant “needs” in their lives.

The magic of the *HPA Compass* is its focus on needs and not goals—and only on their needs for the next 30 days. Traditional goal-setting fails because of a lack of laser focus on High Payoff Activities (HPAs) and short-term needs.

You now have the ammunition you need to get them focused and committed to their 30-day needs!

Over time, you will help them convert their 30-day needs into short-term, 90-day goals. As they learn the goal-setting process, the motivation occurs automatically and swells up from within them. This moves your sales team toward your corporate goals and creates a Win/Win/Win situation.

Your responsibility, as their leader, is to put your agents on the right path with a system that will slowly create a desire to make more sales. Be aware they will stumble and fall many times, and it is your responsibility to put them back on the right path. All that is necessary is the right system and your leadership!

Show them how they will be paid more by simply doing what they are now doing “slightly better,” each day. Success is the daily progression at satisfying their needs.



"There was little debate about the power of HPA 80/20's message and the fact that Comcast cable sales began to skyrocket after agents began to learn about how to focus on activities that yielded better results not just for our company, but for them as well. Your message was solid, as were **the results, as many regions began to double their cable sales.**"

Mike Bruce

District Manager, ComCast

³ Email Marie at marie@HPA8020.com for you copy of the HPA Compass. We're glad to contribute to your success, and there is no charge for qualified sales leaders.

STEP 4: PROVIDE TRAINING THAT SHOWS THEM A CLEAR PATH TO THE MONEY

Many sales managers view their role as:

- Making more sales
- Getting people to work harder
- Building a team
- Generating more corporate profit

Not enough sales team leaders think in terms of teaching their team *how* to sell. This single role positively impacts the sales volume and profits, and it's the difference between a **good** sales team leader and a **great** sales team leader.

A career in selling real estate requires a tremendous amount of discipline. Savvy sales team leaders know only a small percentage of people have the fortitude to suffer through the learning curve.

If selling real estate was easy, everybody would do it, and the industry wouldn't have an 87% turnover rate.

Salespeople live with constant fear. Fear of what you ask? The fear of REJECTION. This is why your sales associates:

- Don't call leads fast enough
- Don't follow up on leads
- Drop leads too soon
- Search only for the "low hanging fruit"
- Burns leads

Here's a secret I'm embarrassed to admit: Even top producers are reluctant to make cold calls. Our subconscious mind protects us from our natural fear of rejection. It takes a lot of grit to make those uncomfortable calls. As soon as top producers have a large enough client list, they work exclusively on referrals.

Save your marketing dollars. Instead of paying for more leads, train your sales team to close more sales from the leads they already have. For example, take a sales associate closing one sale out of every 20 presentations and show them

how to focus on getting one more deal out of the 19 potential sales that are now getting away.

When this happens, they will double their sales, double their commissions, and you double corporate profits.

The criteria to judge your salespeople isn't how many sales they *CLOSE*, but by how many new conversations they have each day to make appointments.

CALLS + APPOINTMENTS = SALES

Since most commission salespeople are in debt, show them the path to Financial Freedom is through making *new* calls. By doubling the time they spend setting appointments, they will double their income.

Show your salespeople a direct path to the money. Salespeople must see a significant financial reward for doing the hard work required.

Often, management tends to blame their associates for the lack of sustained success. The truth is everyone is doing the best they can at any given moment based on their level of awareness. If your salespeople knew better, they would do better! They need training on how to use scripts to qualify leads and to set appointments.

You probably have sales training for your team, and you may notice a slight uptick in attitude and effort after the training, but shortly thereafter, they fall back into their Comfort Zone. This is normal!

Typical sales training programs involve a day or so of instruction, and then sales associates are sent back to work. The problem is 62% of the absorption of a new idea happens after the sixth exposure to that idea. An effective sales training program gives associates daily exposure to the new information and involves procedures to help the information stick.

When we first hear a new idea or are asked to do something differently, our first impulse is to reject it. But the more we hear the new idea, the more our resistance lessens. Eventually, we concede that maybe this is something we should pay attention to. And then, with repeated exposure, we accept it.



We learn new habits through spaced repetition. The *HPA System* has spaced repetition built into it. It is easy to implement to ensure that, over time, your team develops success habits that result in increased sales.

For instance, we recommend sales associates spend ten minutes a day reading through *Say This, Not That* and role-playing our qualifying questions script. Just doing this simple activity will result in a rise in sales. Not only does this practice cause associates to focus on scripts, but eventually they will also adopt the language in their planned presentations.

Your salespeople will learn what to say, how to say it, when to speak and when to listen. 75% of their time should be spent listening to the prospect.

We can show you how to get your salespeople to focus on doubling their commissions. If you have a sales associate who is closing 1 sale for every 20 presentations, they'll become more efficient about getting 1 more sale out of the 19 potential sales that are now getting away. When this happens, they will **double their sales**, thus increasing corporate profits.

STEP 5: TEACH THEM TO PRIORITIZE THEIR TIME AND VALUES

Time is money. And salespeople must know how to prioritize their time to earn more money. Salespeople who don't know how to prioritize their time to earn more money, will fail or never be more than marginal producers.

Most sales organizations evaluate their salespeople based on the number of sales made. A better way to evaluate the value of a them is to **measure the amount of time they are engaged in High Payoff Activities** (HPAs).

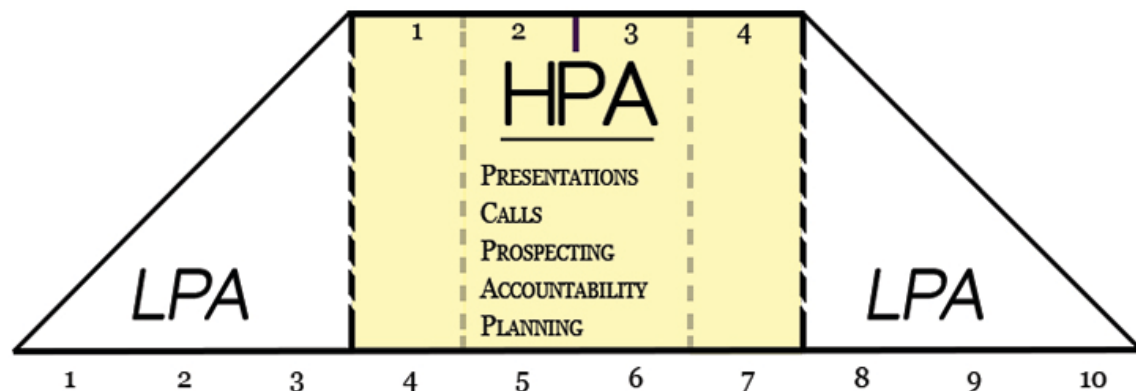
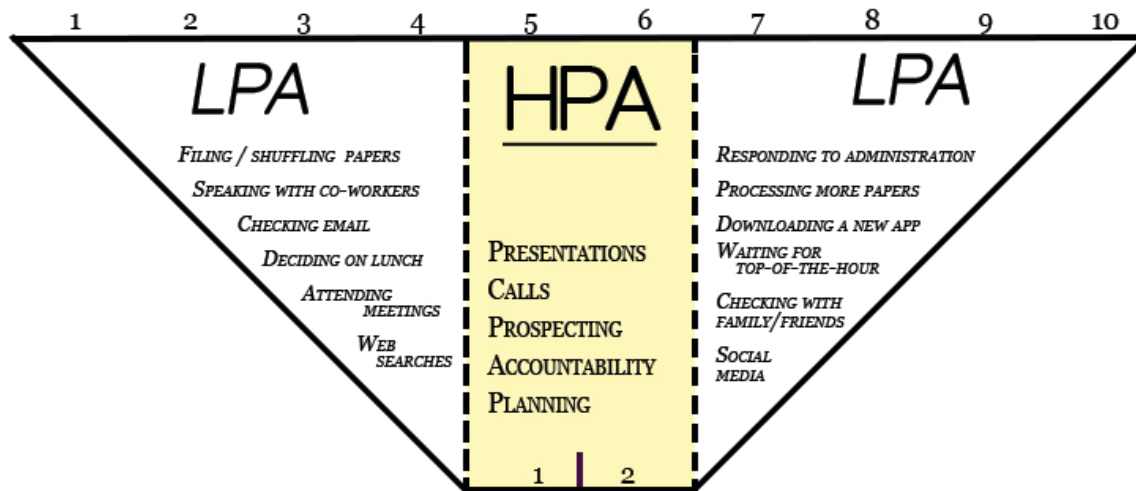
A *High Payoff Activity* is defined as an activity or action that results in making a sale. Sales increase proportionately as your sales associates increase the amount of time they dedicate to HPAs.

Unfortunately, most sales associates don't know how to focus and aren't efficient. They waste time and spend their days caught up in endless distractions and tasks that do not lead to sales. We call these *Low Payoff Activities* (LPAs).

The 5 High Payoff Activities for Real Estate Professionals

1. **Presentations:** Make planned presentations to two or three qualified prospects who have expressed interest in what you are selling.
2. **Calls/Contact:** Reach out by whatever means appropriate to qualified prospects to make appointments for presentations.
3. **Prospecting:** Qualify "suspects" for interest in your product and make appointments with those who qualify (thus converting them from suspects to prospects).
4. **Accountability:** Daily check-ins with your Accountability Partner and create weekly Performance and Projection Report for your Accountability Meeting with your team leader.
5. **Plan:** Block time on your calendar to work exclusively on High Payoff Activities.

We discovered the average sales associate spends **only two hours a day** focused on and engaged in High Payoff Activities. Typical real estate agents are unaware of how much time they invest in HPAs. Instead, they spend their careers spinning their wheels and allowing busy work or Low Payoff Activities to rob them of their time and ultimately their commissions. Their day looks like the top triangle:



Note the time invested in the yellow graph goes from 2 hours to 4 hours and doubles the salesperson's effectiveness.

As your salespeople double the amount of time engaged in HPAs, you can expect them to close twice as many sales. It's not a matter of *if* they'll double their sales; it's a matter of *when*. And we've got the track record to prove it. Many salespeople have multiplied their commissionable income by five to ten times.

The *High Payoff Activities Guide* focuses associates' attention on their daily and weekly accomplishments and then holds them accountable to you, their sales team leader. The program also keeps them, and you, focused on sales and the activities that generate them. This way you will know on a daily and weekly basis how much time they spend on High Payoff Activities.⁴

Good sales team leaders become **great** by understanding the value of an HPA hour. Most real estate salespeople value their time at about \$30 an hour. When they understand how to use the *HPAG*, they begin to realize their time during an HPA hour is now worth \$2,000 to \$3,000. This is a major eye-opener. For the first time in their lives, they truly understand that time is money.

We encourage you and your associates to think in terms of a one-day contract. Based on their performance today, should the sales associates be rehired for the job tomorrow or be fired today? There is no literal hiring or firing, but it's worth asking the question to see if the sales associates believe they earned their spot on the team that week.

⁴ If you would like a copy of the *High Payoff Activities Guide*, email Marie at marie@HPA8020.com

STEP 6: HOLD THEM ACCOUNTABLE

Young children become conditioned to please their parents, teachers, babysitters, and whoever is in charge. Most of us have learned to follow the leader. Your job is to be that leader! As a sales team leader, you are now the person they want to please. This gives you the responsibility to be in charge.

Sales agents want to make sales, they want to keep their jobs, and they want to please the boss. Studies show they also wish for more supervision. Unfortunately, most business owners and sales team leaders don't have the time, the tools, or the know-how to provide adequate guidance. The good news is that supervising them with a proven system requires less time than you think.

Your success as a sales team leader is based on the degree to which you hold your sales team accountable. Nothing will make more of a difference in an associate's performance than knowing they will be closely monitored on a daily and weekly basis.

After years of developing successful sales teams, we can tell you unequivocally and without hesitation that when you hold your sales team accountable and they focus on their High Payoff Activities, they will make more sales. As they succeed, you succeed, and your company will thrive!

With the tools in the **HPA System**, you'll have first-hand knowledge of what your team is doing. If a problem occurs, you can step in quickly. You will also have clear numbers and a dashboard showing who is doing what and by how much. The "mystery" is over, and you will be able to make sales decisions and projections based on what is in the pipeline. Plus, you'll sleep better.

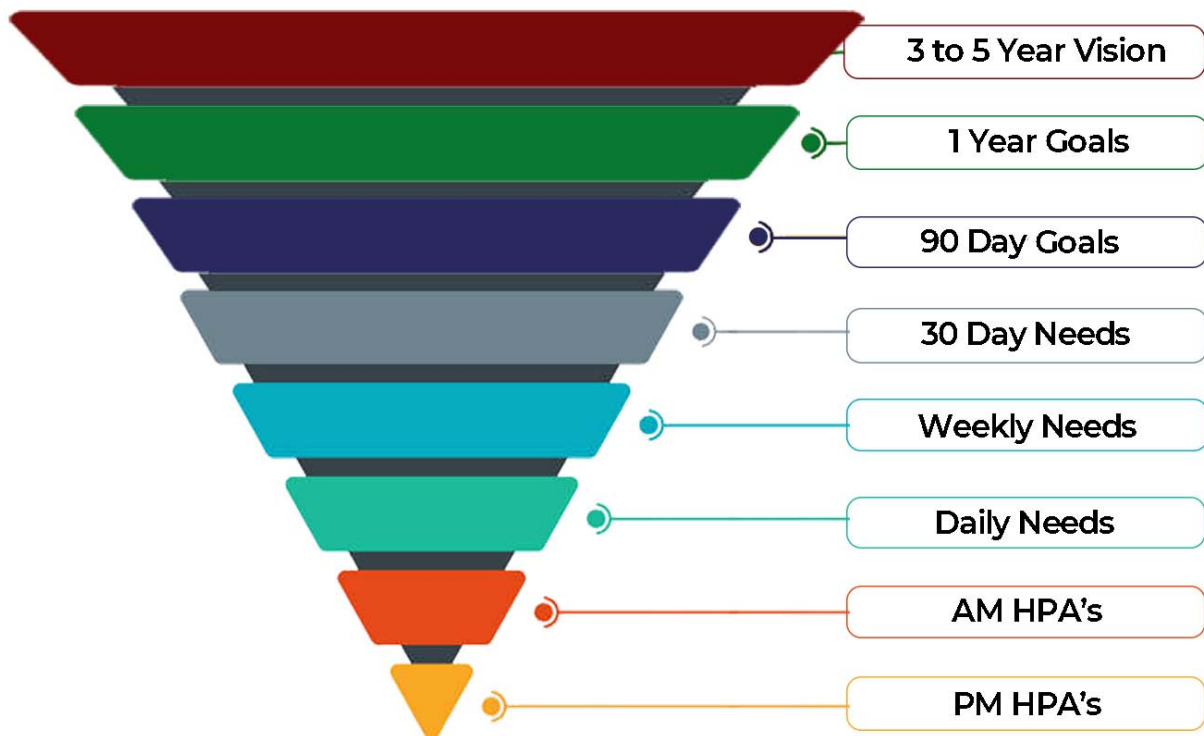
First, You have to get their attention, or you are wasting your time.

In Step 3 you created a *need* to make more money; now it is your responsibility to hold them accountable for doing the High Payoff Activities that will result in satisfying that need.

Set their goals by focusing on their **needs**:

1. For 30 days
2. For each week of the month
3. For the next week
4. For each day of the week

THE HPA VISION FUNNEL



Note the change from the word GOALS to NEEDS at 30 days!

Once they see their financial needs in black and white, they become motivated to focus on High Payoff Activities. Have them then figure out how many:

1. Daily new calls for appointments they need to make
2. Daily follow-up call for appointments they need to make
3. Appointments confirmed booked each day
4. Daily tours they need to give
5. Weekly reservations they need
6. Weekly contracts they need to achieve their new financial goals

From here, it's a matter of "holding their feet to the fire."

The key is holding them accountable for daily and weekly goals. Daily, they communicate with their accountability partner/teammate. And then weekly, you have your accountability meeting with them where they provide you a report describing their activities for the past week so you can celebrate their wins and analyze their losses. (Celebrations are key!)

As their leader, you must make your expectations clear. Starting with their financial needs, what are the High Payoff Activities each associate must accomplish for the coming week? For example, what do you want each agent to accomplish in the next week as it relates to calls, appointments, and tours. The reservations and contracts will come in time.

During your accountability meetings, stick to the basic results and eliminate the noise, useless conversation, and excuses. Numbers don't lie! Your sales associates will figure out what they need to do within a few weeks. They will all learn the system as you hold them accountable for their results.

This sounds like a lot of work, but it isn't, and the return on your investment of time will be well worth it. Nothing equals the ROI of this one-on-one meeting. They'll soon begin satisfying their financial needs and achieving your corporate goals because you focused them on their High Payoff Activities.

Unfortunately, few of your agents will be self-motivated or disciplined enough to follow the system on their own. The success of your job demands that you "hold their feet to the fire" to follow the system for three to four weeks. What you are looking for are slightly above-average people who have the desire and work ethic to follow a system proven to help them become big producers. Within a few weeks, it becomes quite obvious to the sales agents what they are doing right or wrong, and they will thank you for being their boss.

We guarantee that holding your salespeople accountable will pay higher dividends than any other use of your time

Additionally, it's your job to stimulate their thought processes and guide them to do the specific activities that will result in making more sales and thus earning more money. You set their goals for how much money they make until they learn the goal-setting process and demonstrate they can do it on their own. This process eliminates the time-consuming, emotional drain of trying to manage salespeople, or what some sales team leaders refer to as "herding cats."

Micromanaging intelligent people is demeaning and will cause resentment. Accordingly, you have to be upfront with your salespeople because they need to understand you will be micromanaging them and giving them the goals you want to be accomplished for at least six months to one year. It is important for them to understand this and buy into your leadership and this concept. They may push back initially...

...But they will appreciate you once the money begins coming in, and they will thank you.

There are no silver bullets or shortcuts to success. But, please trust me, holding your salespeople accountable will pay higher dividends than anything else you do!

IN CONCLUSION

Congratulations!

You've proven to me that you are different.

Unfortunately, most people want instant gratification, and they aren't willing to read about nor work on the required success principles. They don't have the discipline that is the foundation for success.

But by reading the six principles laid out in this book and taking action on each Step, you have shown that you are a qualified senior sales executive building a sales team.

But life is about more than a successful career; it's more about **Peace of Mind**. As a reward for reading and implementing the Six Steps, I'd like to offer you our **Vision Project Form**. From the Vision Project, you'll learn:

- How your mind works
- Why attitude is everything
- How to trigger the Law of Reciprocity
- How to double your income
- How to improve your health (mentally and physically)

Also, I referred to several *HPA Academy* forms, templates, and tools throughout this eBook. If you feel any of them would be helpful, please email me at marie@HPA8020.com, and I'll send them to you. I am sensitive about overloading your inbox, so I will only respond to your requests.

I look forward to hearing from you.

Marie Williams, MA, JD,

