

# Team Mastery™

Session 2

Organizing Your Team Growth



To your Achievement of Excellence in Life

TABLE OF CONTENTS

**OBJECTIVES..... 2**

**ESTABLISHING YOUR ORGANIZATIONAL GROWTH – STAGES PYRAMID..... 3**

**STAGES OF ORGANIZATIONAL GROWTH ..... 4**

**ORGANIZATIONAL CHART ..... 5**

**FINANCES..... 6**

**RECRUITING ADMINISTRATION TEAM MEMBERS..... 7**

    AD EXAMPLES ..... 7

    STEP 1 - RESUMES ..... 7

    STEP 2 – PHONE INTERVIEW ..... 8

    PHONE INTERVIEW QUESTIONS ..... 8

    STEP 3 – FIRST IN-PERSON INTERVIEW..... 9

    DISC INFORMATION..... 10

    INTERVIEW QUESTIONS..... 12

    STEP 4 - REFERENCES..... 15

    STEP 5 – SECOND IN-PERSON INTERVIEW..... 15

    STEP 6 – NARROWING DOWN TO SHORT LIST ..... 15

    STEP 7 – FINAL INTERVIEW ..... 15

**BREAKOUT SESSION ..... 15**

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**ACTION PLANS – WEEK 2..... 15**

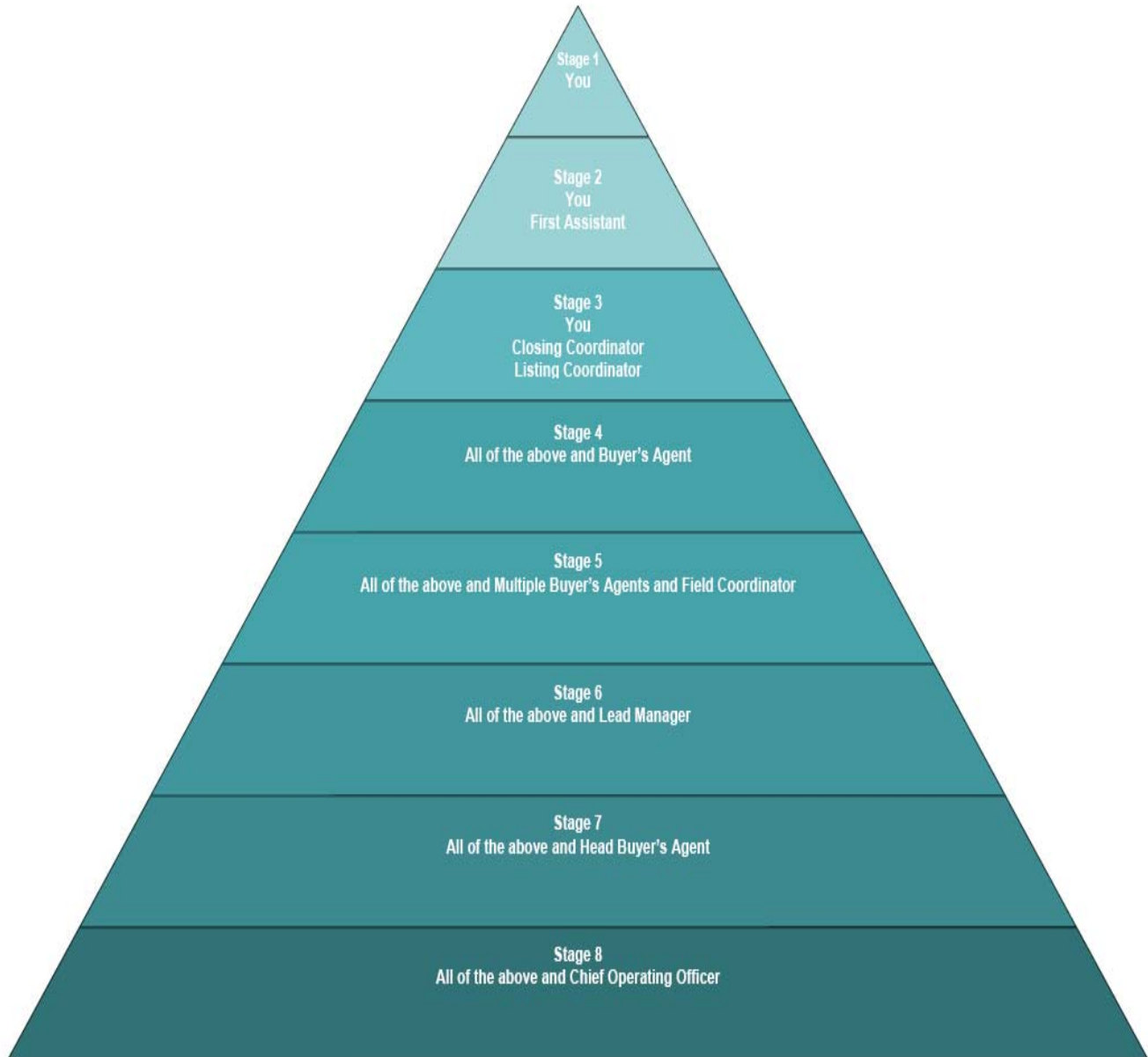
## OBJECTIVES

**During this session you will:**

- Create an organizational growth plan and organizational chart.
- Create a hiring process for your team members.
- Identify and understand efficiency models of performance.
- Learn how to control your income and profit.

ESTABLISHING YOUR ORGANIZATIONAL GROWTH

### Stages of Organizational Growth



STAGES OF ORGANIZATIONAL GROWTH

- **Stage 1:** You

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- **Stage 2:** You and your first Assistant

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- **Stage 3:** You and a Closing Coordinator and Listing Coordinator

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- **Stage 4:** You and a Closing Coordinator, Listing Coordinator, and Buyer’s Agents

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- **Stage 5:** You and a Closing Coordinator, Listing Coordinator, Buyer’s Agents, and a Field Coordinator

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- **Stage 6:** You and a Closing Coordinator, Listing Coordinator, Buyer’s Agents, a Field Coordinator, and a Lead Manager

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- **Stage 7:** You and a Closing Coordinator, Listing Coordinator, Buyer’s Agents, a Head Buyer’s Agent, a Field Coordinator, and a Lead Manager

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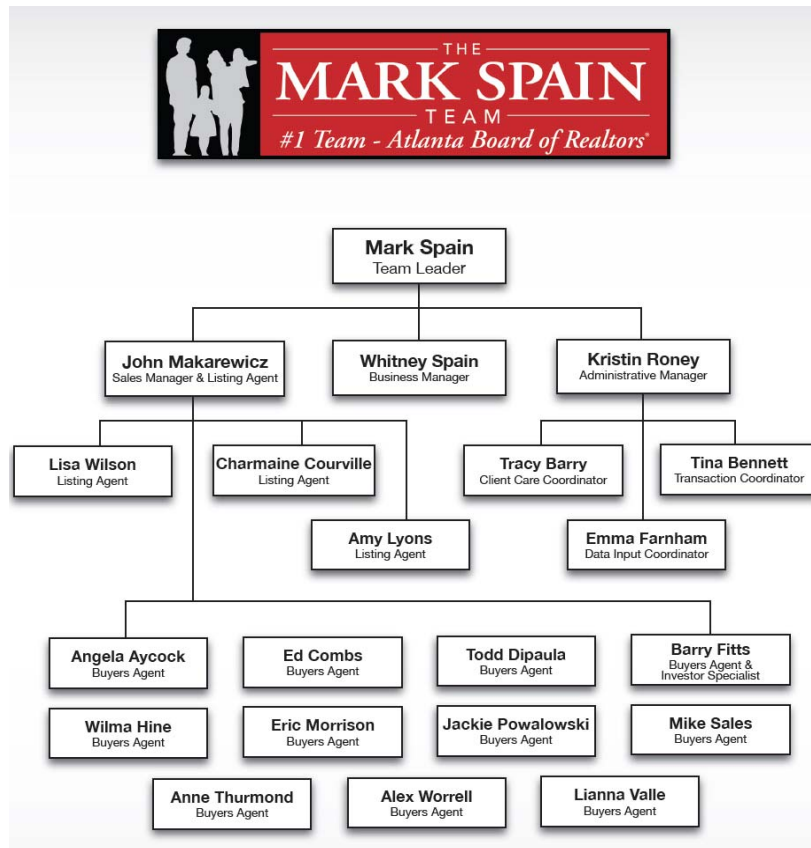
- **Stage 8:** You all of the above, and a CEO

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ORGANIZATIONAL CHART

Example:



Efficiency Model in Units

	Personal Production	Sales Staff	Total Staff
Low	0 – 50	15 – 25	0 – 20
Medium	50 – 50	25 – 35	20 – 30
High	80+	35+	30+

To use the chart, divide total units by total staff to see where you fall in terms of your production efficiency. You can also evaluate your personal performance or your sales staff's (either Buyer's Agents or Listing Agents) performance.

FINANCES

**1. Put yourself on a salary**

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**2. Compartmentalize your commission checks**

- A. Business savings account**
- B. Business checking account**
- C. Tax savings account**

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**3. Execute quarterly dividends**

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**4. Set up a retirement vehicle...Sep, IRA, 401K and fund it!**

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RECRUITING ADMINISTRATION TEAM MEMBERS

ADMINISTRATIVE AD EXAMPLES

**AD FOR ADMINISTRATIVE ASSISTANT**

We are currently expanding our team and are looking to add an Administrative Assistant. A quick description of what we are looking for would be someone who likes to stay with a team long-term...Loyalty is very important to us. We put a lot of time and effort into our team members, and we want them to stay with our team for the long haul. Several of our agents and administrative staff have been with our team for over 10 years. Individuals need to be disciplined in handling income tasks in a timely manner. It is important to be very detail oriented to ensure accuracy. Familiarity with various real estate websites/programs is a plus. We are looking for Team Players...someone that can integrate and work well within a team environment...we are not the typical team. We are a very close knit family type environment and go out of our way to help each other. Experience is preferred, but not a must. Experience on a team is a plus, but not mandatory.

If you are interested in joining our Dynamic Team...please take a minute and take the DISC Personality Profile Test at **website**. Please forward the results of the DISC test along with your resume to **Email address**. You can either copy and paste your resume into the email or send as an attachment. If you prefer to fax your resume, you can fax it to **fax number**. If you have any questions feel free to contact us at **phone number**.

**AD FOR ADMINISTRATIVE ASSISTANT**

Opening for an administrative assistant to a real estate agent. Should be an organizer, a positive person, and be stable and predictable in work performance. Should have good written and verbal communication skills, computer experience, and word processing skills. Should also have a sense of humor, be a fast learner, and be willing to work hard. Will work in a fast-paced real estate office. We offer an exciting atmosphere in a people-oriented business. This is NOT an entry-level position. If interested, the first step is to send your resume to: **Name of agent, real estate office and address, OR fax to fax number OR email to Email address.**

STEP 1:

**Evaluate the resumes and cover letters.**

- Segment into yes, no, or maybe.
- Have staff set up a phone interview with the “yes” applicants.



**STEP 2:**

**Conduct over the phone interview.**

- A lot of our service happens over the phone and electronically. We need to evaluate their skills without visual communication.
- Shorten the initial interview to 10-minutes.
- Determine salary requirements faster.

**Phone Interview questions:**

- What kind of experience do you have?
- What aspects of your work do you consider most crucial?
- Of all the work you have done, where have you been most successful?
- What would you say are the broad responsibilities of an executive assistant?
- What would you say are the major qualities this job demands?
- What aspects do you like best?
- What are the most repetitive tasks in your job? And how do you handle them?
- What are you looking for in your next job?
- What bothers you most about your job?
- How much money are you currently making?
- How much money do you want?
- What else should I know about your qualifications for the job?

**STEP 3:**

**First in-person interview.**

- **Keep it to 30-minutes in your office.**
- **Explain the process of selection.**
- **Have them take an exam.**
- **Have them take a basic DISC ([www.realestatechampions.com/freedisc](http://www.realestatechampions.com/freedisc))**

## TEAM MASTERY SESSION 2 – ORGANIZING YOUR TEAM GROWTH

### DISC Profile

**Directions:** Read carefully each group of four phrases. Select the words that most describe you in either the home or job setting. Depending upon which focus you choose, circle an "M" by the words that **most** describe you. Then circle an "L" by the words that **least** describe you. Remember only **one** most (M) and **one** least (L) for each group. See the example to the right before starting.

<input checked="" type="radio"/>	L	Gentle, kindly
M	L	Persuasive, convincing
M	L	Humble, reserved, modest
M	<input checked="" type="radio"/>	Original, inventive, individualistic

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## DISC Profile: Tallying Scores

**Directions:** Total all the D's in the two Most (Row #1) columns and place that total in the tally box titled *Row #1 Most* on the following page. Do the same for the I's, S's C's and X's. Then total the D, I, S, C's and X's from the two Least (Row #2) columns in the same manner and score them in the tally box titled *Row #2 Least* on the following page.

S I C X	S X C D		D I S X	X I S C	
I C D X	I C D S		C D I S	C X I X	
X D S I	C D X I		S X C X	X X C D	
C S X I	X S D I		I X X D	X S C D	
X C X S	I C D S		C S X D	X S I D	
D S X X	D S I C		I S X D	X X C D	
X S D I	C X D I		C D I S	X D I S	
D I X X	X X S C		D C X I	D X S I	
I S D C	I S D X		S X D C	I S D C	
D C X S	D X I S		I X D S	I C D S	
I X D	I S C D		I D X	I X D S	
X D C S	I D X S		D S I C	D S I C	

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# TEAM MASTERY SESSION 2 – ORGANIZING YOUR TEAM GROWTH

## DISC Scores & Graphs

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Organization: \_\_\_\_\_

Position: \_\_\_\_\_

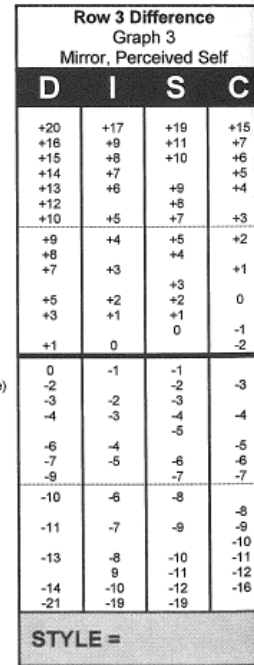
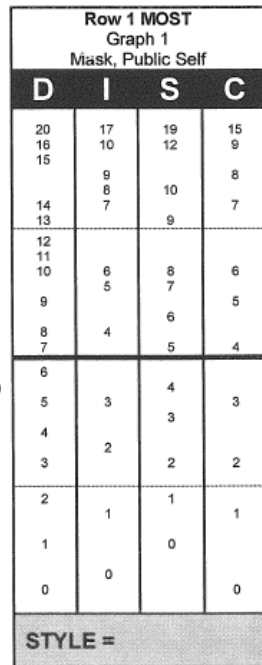
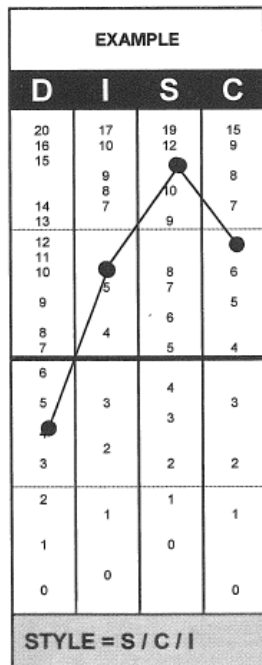
<b>Graph 1 Numbers</b>	<b>Row 1 MOST</b>	D	I	S	C	X	Total	Should equal
								<b>24</b>
<b>Graph 2 Numbers</b>	<b>Row 1 LEAST</b>	D	I	S	C	X	Total	Should equal
								<b>24</b>

← Subtract Row 2 from Row 1; write the answers in Row 3  
←

**SUBTRACTION INSTRUCTIONS:** Calculate the difference between the MOST and LEAST D's. If the number in the MOST column is greater than the number in the LEAST column, use a (+) difference. If the number in the MOST column is less than the number in the LEAST column, use a (-). Place the difference score in Row 3 (below). Repeat for I, S, and C.

<b>Graph 3 Numbers</b>	<b>Row 3 Difference</b>	D	I	S	C	X	Total	<b>Be Careful -- a (+) or (-) must be in front of each number in Row 3</b>
							Do not calculate!	

**PLOTTING INSTRUCTIONS:** (1) Using the corresponding graphs (below) to plot the total D, I, S and C's (from above). Be careful to observe the (+) and (-) sign when plotting points on Graph 3. (2) Connect the dots with straight lines. (3) Circle the highest point on Graph 3 and document any secondary styles that are above the midline. (4) See the sample graph (below) for how a finished graph should look.



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**Interview questions:**

- Tell us a little about yourself and some of your work experience.
- What is your education background?
- What motivates you?
- What is your experience working as a \_\_\_\_\_? What were your duties? How many companies have you worked for as \_\_\_\_\_? Were any of them long-term employment?
- What are your available hours to work?
- How organized are you?
- Are you disciplined?
- Are you easily managed? Do you take constructive criticism well?
- Are you a good communicator?
- Attention to details is important in our business. How detailed are you?
- Are you looking for long-term employment?
- We are looking for team players. People that can integrate well with a team. Someone that can add value to our organization. Are you that type of person? If you have ideas that will better our company, are you the type of person that is willing to share to help improve the company?
- When would you be available to start work? Do you foresee needing to be away from work for any period of time? Do you require time off?
- What computer software programs are you familiar with?
- What real estate programs/websites are you familiar with?
- Do you have any experience with SEO, Linkbuilding, Social Media, or Blogging?
- Do you have experience with the creation of videos?
- If we were interviewing two people, and trying to make a decision to hire you or someone else, why should we hire you?
- Is there anything about you that we need to know in order to make our decision?

**Detailed Interview questions:**

- Describe a typical work day.
- What skills can you bring to this position, other than the ones required in the job description?
- What accomplishments are you most proud of?
- What aspects of your job give you the most enjoyment?
- What aspects of your job cause you the most problems?

**Ability, Suitability**

1. What would you change about your current job?
2. How do you handle repetitive tasks?
3. What are you looking for in your next job?
4. What aspects of your job do you consider to be the most crucial?
5. Tell me about your role in a crisis situation.
6. How does your job relate to the overall success of your department and your company?
7. Describe what you think a typical day would be like on this job.
8. Tell me about a time when your performance did not live up to your expectations.
9. Where do you see yourself six months from now?
10. What kind of work interests you most?
11. How would that job help you reach your long-term personal and career goals?
12. How do you define a successful career?

**Willingness**

1. What role do you play in ensuring a smooth working environment when your boss is away?
2. What have you done to become more effective in your career?

**Flexibility, Stress**

1. What type of people do you get along with best?
2. How would you get along with people you don't like?
3. Describe the toughest situation you have ever faced.

4. How do you prioritize your projects?
5. When have you rescheduled your time to accommodate an unexpected work load?
6. Have you ever dealt with the general public?
7. When was the last time something or someone got you really upset at work? How did you handle it?

### **Planning, Organizing**

1. Describe your method for keeping track of important matters.
2. How do you plan your day?
3. Tell me about a time when, despite careful planning, things got out of hand.

### **Teamwork**

1. How do you establish a working relationship with new people?
2. What kind of people do you like to work with?
3. How do you define a conducive work atmosphere?

### **Manageability**

1. How does your boss get the best out of you?
2. How do you get the best out of your boss?
3. What do you think of your current boss?
4. Describe the best manager you've ever had.
5. Describe the worst manager you've ever had.
6. What made them stand out?
7. How do you react to criticism?
8. How do you take direction?
9. Describe the toughest manager you've ever worked for.
10. Tell me about the kind of rewards that make you feel adequately recognized for your contributions.
11. How could your boss do a better job?
12. In what ways has your boss contributed to your reason for leaving your job?

## TEAM MASTERY SESSION 2 – ORGANIZING YOUR TEAM GROWTH

STEP 4:

**Check references, background check**

STEP 5:

**Second interview by another team member, key person or significant other**

STEP 6:

**Create your short list of a couple. Use a more robust behavioral assessment.**

STEP 7:

**Final interview with you.**

## BREAKOUT SESSION

### BREAKOUT SESSION 2

**Discuss:** What are the biggest challenges you are having in the structure, hiring and training of your team? What are the biggest mistakes you have made thus far in the staffing area? How would you avoid it next time?

## ACTION PLANS – WEEK 2

1. Craft your organizational chart currently and for the long-term of your business.
2. If you do not have a corporate shield between your assets and your business, create one.