

# AGENT BUSINESS PLAN

**McGrath**

JOSH  
PHEGAN

## You Are In Control

In the '7 Habits Of Highly Effective People', Stephen R Covey wrote that you need to 'start with the end in mind'.

### What do you want?

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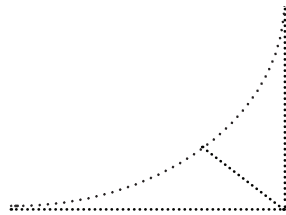
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5.

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## Go For Growth

Invest ahead of the curve. To serve more customers, you need the right infrastructure.



Think:

Fitness - How quickly you recover post-exertion.

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Systems - How we do things around here.

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People - The functional roles required so you can play in your area of expertise.

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Most people overestimate what they can do in one year and underestimate what they can do in ten years. Bill Gates

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## The Formulas For Success

David Marquet wrote in his best seller, 'Turn The Ship Around', that an organisation must have intent, organisational clarity and technical competence to succeed, and I believe it's also a critical formula for both business and personal success.

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### Dissatisfaction x Vision x First Steps > Resistance

#### Intent:

What do you intend to do?

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What does success look like for you?

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How will you know when you've achieved it?

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#### Organisational Clarity:

What resources will you need?

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How big will the team need to be?

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What roles will they play?

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#### Technical Competence:

What skills do they need to be competent in?

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How will you train them to be competent?

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What checklists, forms, dialogues and visuals are required?

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Between stimulus and response,  
there is a space. In that space is  
our power to choose our  
response. In our response lies our  
growth and our freedom.

Viktor Frankl

# I'd rather live a life of discipline than a life of disappointment.

## Getting Clear On Your Vision - The 25 Year View

**Health** - Diet / Exercise / Sleep

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**Relationships** - Significant Other / Friends / Family

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**Creativity & Community** - Music / Art / Design / Sport

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**Spiritual**

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**Financial** - Passive / Active Income

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**Professional** - Career Goals

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You have to dream very big,  
because big dreams and mediocre  
dreams take the same amount of  
effort. Larry Page

Travel

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Adventure - Fun / Recreation

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Legacy

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Character

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Material

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Now name a mentor for each.

Go out and do the things that bring you customers, the things that make you money. Stop doing the things that make you look like you're making money. Art Williams

There are two types of numbers you need to track in your business:

#### Hard Key Performance Indicators

#### Soft Key Performance Indicators

	2021	2022	2023		
Listings:				Call Sessions:	45 minutes X 1 to 3 per day
Sales:				Calls:	16-24 per session
Income:				Connections:	8-12 per session
Annual leave:				Appointments:	1-3 per session (buyer or seller)

#### Weekly Measurement on Core Outcomes and Activities:

MTD	A	T	WTD	Member 1	Member 2	Member 3
Listings:			BAP:			
Sales:			MAP:			
Income:			LAP:			
			Total:			

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## What's a Growth Plan?

It's how we play the game. It's the strategy, backed up by measurement, so we can adjust and achieve what we came here to do.

## Growth Plan Review

### Core Numbers

	This year	Next	% + or -
Average sale price \$			
Average fee \$			
Volume (Number of sales)			
Total Income			

### Additional Impacts

	This year	Next	% + or -
Number of annual leave days taken			
Days on market			
List to sale price (pricing accuracy)			
Vendor paid marketing per campaign \$			

### Review Last 50 Sales

What are your key lead sources?

\_\_\_ % Buyer work    \_\_\_ % Past clients    \_\_\_ % Community  
 \_\_\_ % Personal network    \_\_\_ % Landlords    \_\_\_ % Social proof

Wherever there is anxiety, there is opportunity. The result or the desire doesn't change, it's just the mechanism for the delivery.

### Engagement Chart

You might have all the systems, but how well do you use them? Engagement charts are the easiest way to gauge usage of systems, tools and models. Write out five core systems you'd like to pressure test, add staff member names on the left, then rate them in each area. + Does it seriously well . Does it so so - Doesn't do it

+ . -	Prospecting	Listing	Negotiation	Routine	Team

Prospecting:

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Listing:

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Negotiation:

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Routine:

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Team:

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## Daily Directions Meeting

1. What's ahead?

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2. Next three listings/sales?

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3. What's been listed/sold in the last 24 hours? And who should know?

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4. What's left over from yesterday that needs to be done today?

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## Business Success Is A Function Of Meeting Rhythms

### Monday:

Buyer hitlist review

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Made an offer

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Need to buy by a specific date / have already sold

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Bid at auction

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Frequent Clickers

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### Tuesday:

Seller hitlist review

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Who are our buyer sellers?

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Problem timeline destination

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What's been listed, sold, or in the media that people should know about?

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What hypothetical question could we ask? i.e. If I had a buyer, could I mention your place, or should I sell them something else? If I had a buyer who wanted to buy with a long settlement, what would you want me to do then? If I had a buyer who wanted to buy with a lease back in play, what would you want me to do then? If I had a buyer who wanted to buy and they paid a great price, could you live somewhere else?

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### Wednesday:

Current listing review

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DOM, enquiries, inspections, 2nd appointments, contracts, offers

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What needs a price reduction? What needs a change in marketing? What needs a change in sale method?

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**Our internal barriers — not our competitors' cleverness — are the principal impediment to superior performance. Tom Peters**

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# The Stages of Growth

Many agents stay at the same stage of growth, as they have no vision to grow. These stages are designed to describe how we see growth, and what you can do to overcome the roadblocks that prevent it.

	1	2	3	4
	EARLY STARTER SURVIVAL	EMERGING TO A TEAM	TEAM OF TALENT	SUPER TEAM
<b>TYPE</b>				
<b>NUMBER OF PEOPLE</b>	1	2	3	4+
<b>GROSS COMMISSION INCOME *</b>	\$0 - \$300,000	\$300,000 - \$600,000	\$600,000 - \$2,000,000 **	\$2,000,000 - \$10,000,000 **
<b>NUMBER OF TRANSACTIONS</b>	0 - 30	30 - 60	60 - 90	90 - 250
<b>KEY SKILLS TO BUILD</b>	Market knowledge, basic prospecting and listing presentation.	Listing lead sources, systems for customer experience, handling objections.	Systems - listing, prospecting, negotiating, team training and growth.	People.
<b>KEY ISSUE FOR GROWTH</b>	Managing time and energy.	Team roles, agent marketing and systems.	Managing ego, letting go, recruiting right fit.	Quality of team, career progression, growth in numbers.
<b>% OF THE INDUSTRY</b>	81%	13%	4%	2%

**BREAKTHROUGH FROM BEING AN AGENT TO BEING A BUSINESS IN A BUSINESS.**

\* Based on an average fee of \$10,000

\*\* Higher average fee with a higher average sale price.



## Business Decision Principles

When you have a set of business decision principles, you can make faster decisions. You need to get a yes to all five; else, you don't take on the initiative. Here's an example of 5 decision principles for a salesperson.

1. De-risk the business of a key person.

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2. Growth in market share, sale price, fee and/or volume.

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3. Leverage to serve more customers.

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4. Sustainability and longevity.

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5. Fun and exciting - keeps you interested.

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## Functional Roles & Swim Lanes

There are two great questions to ask any individual in a team:

1. Who are you?

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2. And what do you do here?

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When you add a person to a team, you need to clarify what problem they solve. Functions are specific areas that a person looks after. Initially, we are generalists; over time, we become specialists as we gain leverage. Letting go to grow forces you to swim in your lane and allow others to swim in theirs so you can reach organisational excellence.

### What are the big 3 for your role?

- 1.

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- 2.

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- 3.

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### And the big 3 for each of your team members?

- |    | Team member 1 | Team member 2 | Team member 3 |
|----|---------------|---------------|---------------|
| 1. |               |               |               |
| 2. |               |               |               |
| 3. |               |               |               |

Culture isn't just one aspect of the game; it is the game. Lou Gerstner

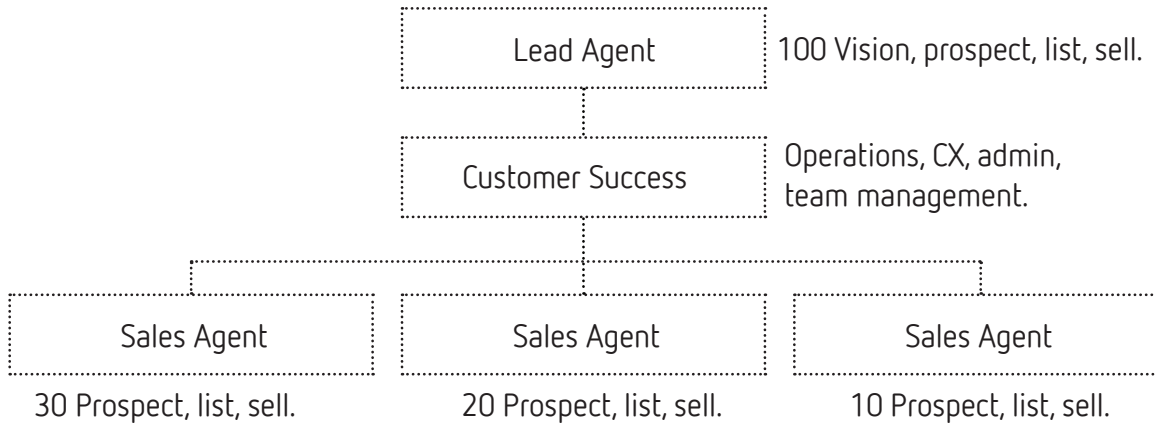
**Workflow:****Basic Job Descriptions**

Job Function	Agent	Customer Success	Sales Assistant
<b>Prospecting</b>			
Buyer enquiry - Email	+		+
Buyer enquiry - Phone	+		+
Buyers - OFI callbacks	+		+
Buyers - 10 day callbacks	+		+
Buyers - Just sold calls	+		+
Sellers - Just listed calls	+		.
Sellers - Just sold calls	+		.
Market appraisals	+		.
Seller hitlist	+		.
Past clients	+		.
Seasonal letter		+	
Monthly video	+		
Monthly sold results		+	
Quarterly sold results		+	
JL / JS Map			+
Database entry		+	+
<b>Listing</b>			
Pre-list kit with comparables		+	
Listing presentation	+		.
Potential vendor follow up	+		.
Proposal	+	+	
Follow through until listed	+		

## Basic Job Descriptions Cont.

Job Function	Agent	Customer Success	Sales Assistant
<b>Clearance</b>			
Photography + Copy + Floorplan		+	
Marketing approval		+	
Saturday & mid-week open homes	+	+	+
Open kits		+	
Buyer work			+
Vendor feedback reports		+	
Pest, building, finance appointments		+	
Offer, acceptance & exchange letters		+	
Sold sticker		+	
Pre-settlement inspections		+	+
Prepare settlement pack		+	
Post-settlement client nurture	+	+	+
<b>Agent Marketing</b>			
Social media posts		+	
Social media message replies		+	
Social media custom audiences		+	
Marketing campaign distribution		+	
Database maintenance		+	
Agent marketing visuals		+	
Weekly video distribution		+	
<b>Team Maintenance</b>			
Position reviews	+		
Meeting agendas		+	
System reviews		+	
Big 3, annual and 90 day	+	+	+

## Team Structure



## Recruitment

Interview 1 - Background, suitability for the role. Look for how coachable they are - get them to sell you a pen and see if they jump straight into it or hold back. You want someone who will give it a go and is prepared to be coached.

Interview 2 - Assessment of typing and strengths. Test typing skills at [www.typingtest.com](http://www.typingtest.com), approx 45 words per minute or better required for computer-based roles. Read Strength Finders 2.0 - then test the candidate by purchasing the Strength Finders online test, [www.gallupstrengthscenter.com/Purchase/](http://www.gallupstrengthscenter.com/Purchase/)

Interview 3 - Have them attend a Saturday in the car with you and see how well you work together.

Interview 4 - The book test. Ask them to purchase and read 'Cut to The Chase' by Stuart Levine. With this initiative test, will they hunt for a bookstore, or download from Amazon on to their iPad? Ask them for a summary once they've read it.

Interview 5 - A dinner meeting with them and their life partner.

The amateur is looking for something they'll love to do; the professional loves what they do.

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## The Circle Of Competence

Write in the skills you're competent in, as you learn them, to build your confidence with the circle of competence.



Circle Of Competence

## The Layer Cake

The six major lead sources are:

### Online

- JL / JS EMAIL
- LL First
- JL / JS Email
- Annual Check-up
- Buyer Alert
- Weekly Wrap
- Monthly Wrap



### Offline

- Equity Check
- JL / JS Calls
- Annual Check Up
- JL / JS Call
- Annual Check-up Call
- JL / JS As it happens
- Buyer Callback
- 10 Day Callback
- Just Sold Callback
- Activity Call

## The Street Diagram

The power is in using the data you already have to build stronger relationships with your clients so that when they need you the business is uncontested. Let's review the street diagram and see who in the organisation has access to the data, the customers and the systems where that data is stored so we can master workflow with the client.



- X = New Listing
- PN = Personal Network
- PC = Past Client
- SP = Social Proof
- ILL = Investment Property of a Landlord
- LL = Landlord
- BW = Buyer Work
- MA = Market Appraisal

**Free Space**

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Free Space

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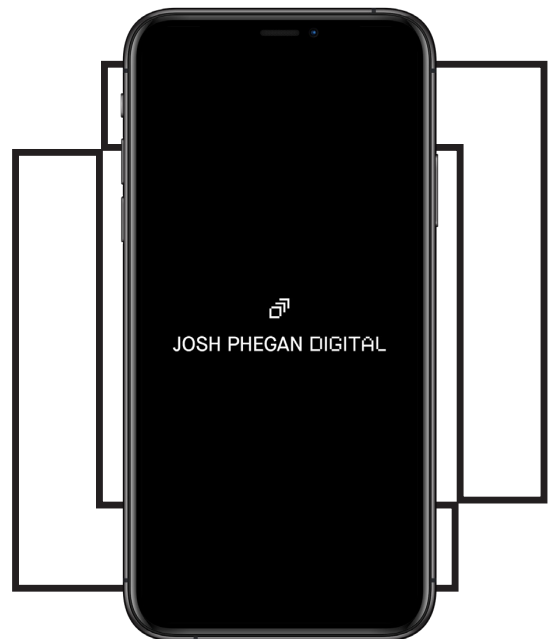


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Need to get in contact? +61 (0)2 9363 5895 [www.joshphegan.com.au](http://www.joshphegan.com.au) [josh@joshphegan.com.au](mailto:josh@joshphegan.com.au)

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