



SIOR 2013 Spring World Conference

Recruiting: The Art and Science of Selecting Brokerage Associates

Presenter

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The Management Processes

Recruiting
& Selection

Training

Management,
Motivation &
Teamwork





Recruiting Brokerage Associates

- **What if your company had 3 to 5 more top producers?**
- **Who's job is recruiting?**
- **In a typical week how much time do you spend on recruiting?**
- **Do you use a recruiting process?**
- **Do you presently have a recruiting action plan in place?**





Definition of Recruiting & Selection

An ongoing process of obtaining candidates for your selection system

- Key step in the survival, growth and perpetuation of companies
- Life blood of the business
- Increases manager/owner's confidence
- Replacement for natural attrition
- Can't have selectivity without people to select from





Why some managers don't recruit

- Don't perceive a need
- Too busy
- Putting out fires
- Time consumed by marginal producers
- Don't want to create a need for training
- Don't know how





A 4 Step Approach

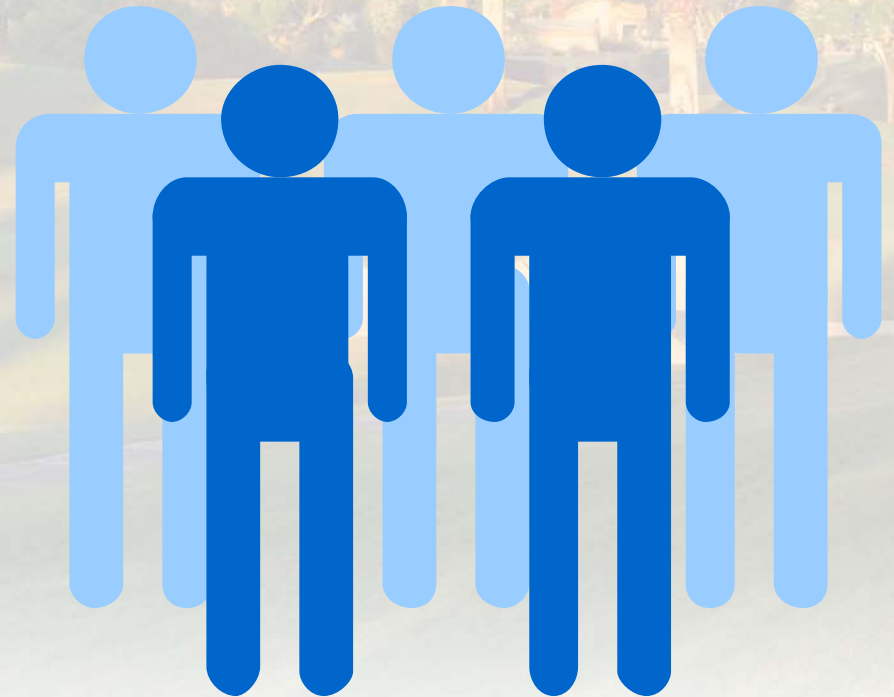


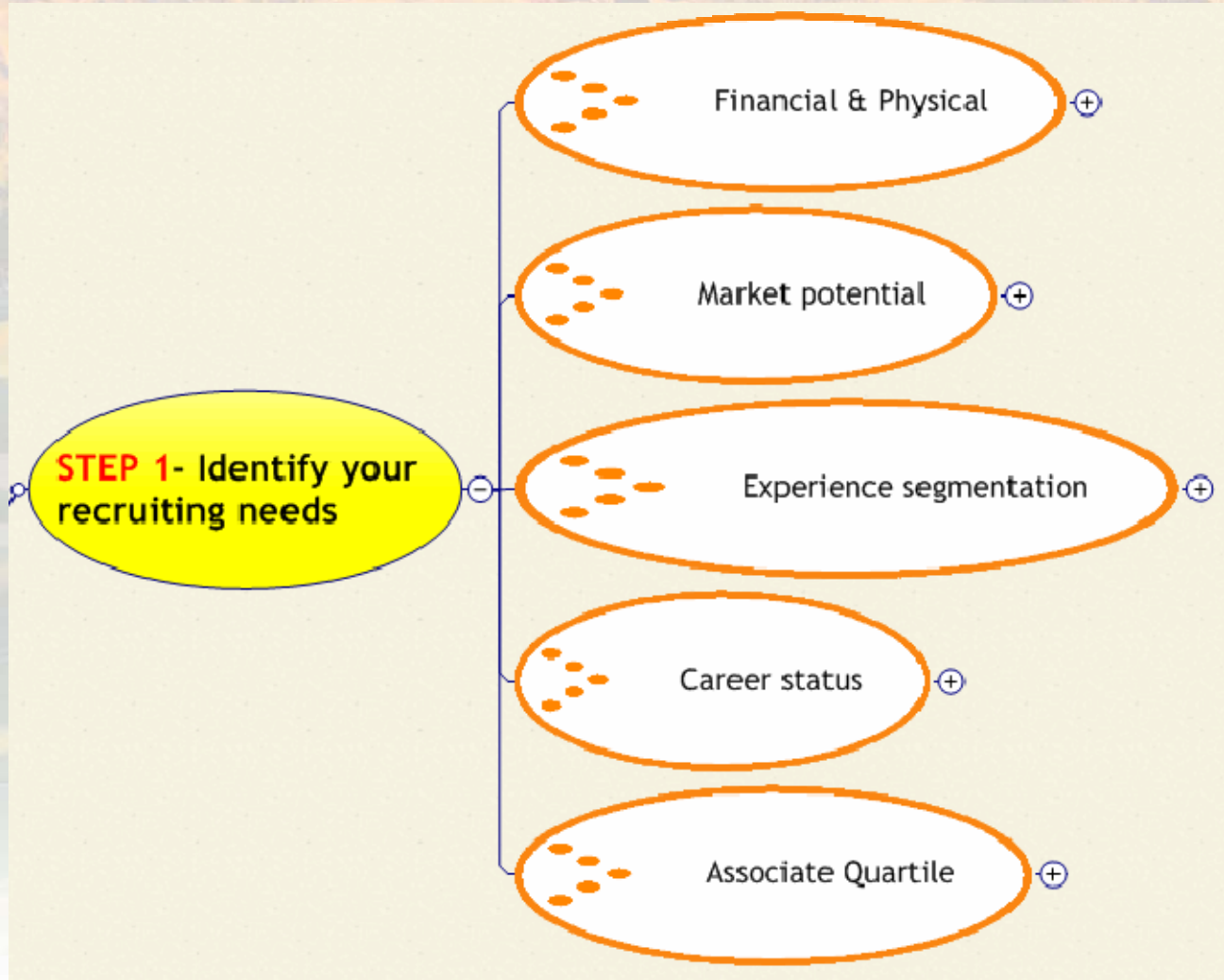


STEP 1- Identify your recruiting needs

Group Activity

- Identify how many additional associates you would like to add this year
- Describe how you determined your needs





Go to map



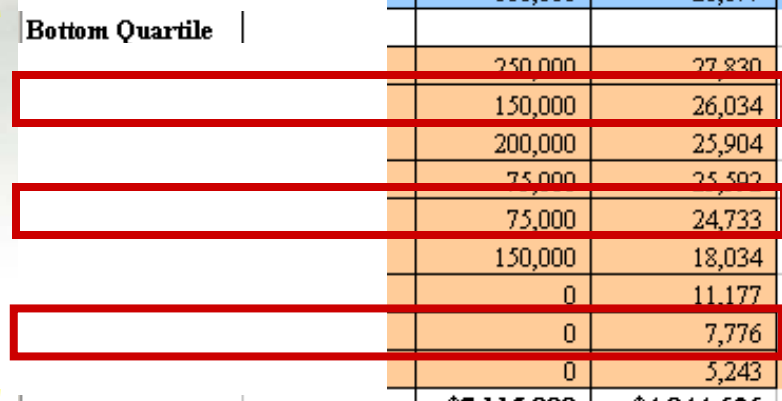


Actual Performance
 Expected Performance
 Identify bottom quartile

- Rank order the associates based on actual production
- Focus on the bottom 50%
- Prepare an expected performance table
- Compare it to actual

After evaluating the projected results along with actual, 3 individuals were identified.

| Top Quartile | Projected | Actual | | |
|-----------------|--------------------|--------------------|-----------|--------|
| | 350,000 | 548,316 | | |
| | 350,000 | 367,631 | | |
| | 200,000 | 330,295 | | |
| | 550,000 | 284,708 | | |
| | 600,000 | 261,375 | | |
| | 250,000 | 237,708 | | |
| | 125,000 | 215,783 | | |
| | 300,000 | 210,054 | 2,455,870 | 60.72% |
| 2nd Quartile | | | | |
| | 385,000 | 185,469 | | |
| | 300,000 | 169,066 | | |
| | 300,000 | 126,352 | | |
| | 200,000 | 124,762 | | |
| | 200,000 | 102,406 | | |
| | 100,000 | 90,725 | | |
| | 250,000 | 90,642 | | |
| | 175,000 | 90,158 | 979,580 | 24.22% |
| 3rd Quartile | | | | |
| | 250,000 | 74,860 | | |
| | 200,000 | 70,465 | | |
| | 200,000 | 67,198 | | |
| | 150,000 | 54,752 | | |
| | 25,000 | 52,367 | | |
| | 500,000 | 50,237 | | |
| | 75,000 | 38,098 | | |
| | 180,000 | 28,877 | 436,853 | 10.80% |
| Bottom Quartile | | | | |
| | 250,000 | 27,830 | | |
| | 150,000 | 26,034 | | |
| | 200,000 | 25,904 | | |
| | 75,000 | 25,502 | | |
| | 75,000 | 24,733 | | |
| | 150,000 | 18,034 | | |
| | 0 | 11,177 | | |
| | 0 | 7,776 | | |
| | 0 | 5,243 | 172,323 | 4.26% |
| | \$7,115,000 | \$4,044,626 | 4,044,626 | |





STEP 1- Identify your recruiting needs

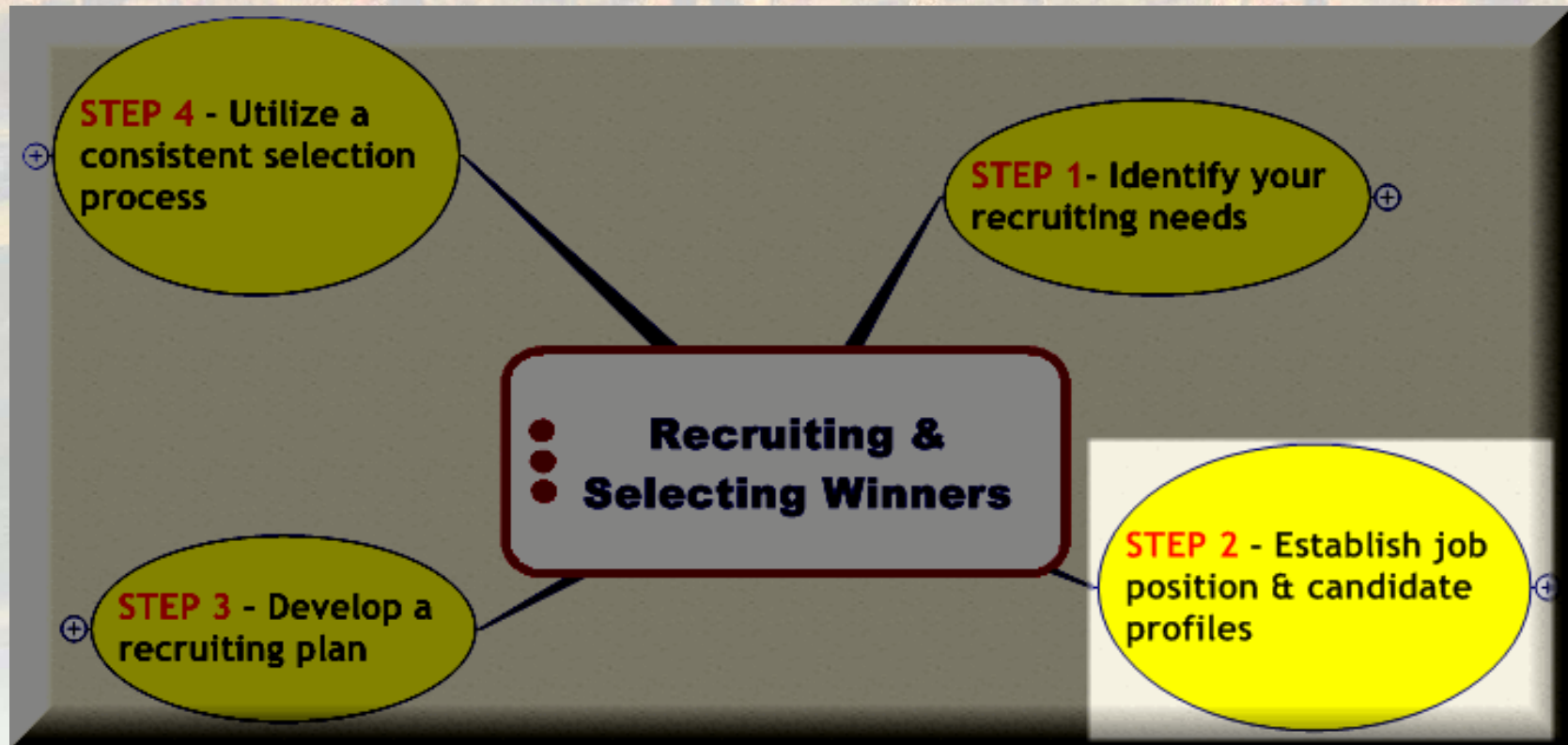
STEP 1 –Mistakes

- Failure to thoroughly profile your associates and develop a balanced team
- Not using a market driven approach
- Avoiding dealing with the bottom quartile





A 4 Step Approach

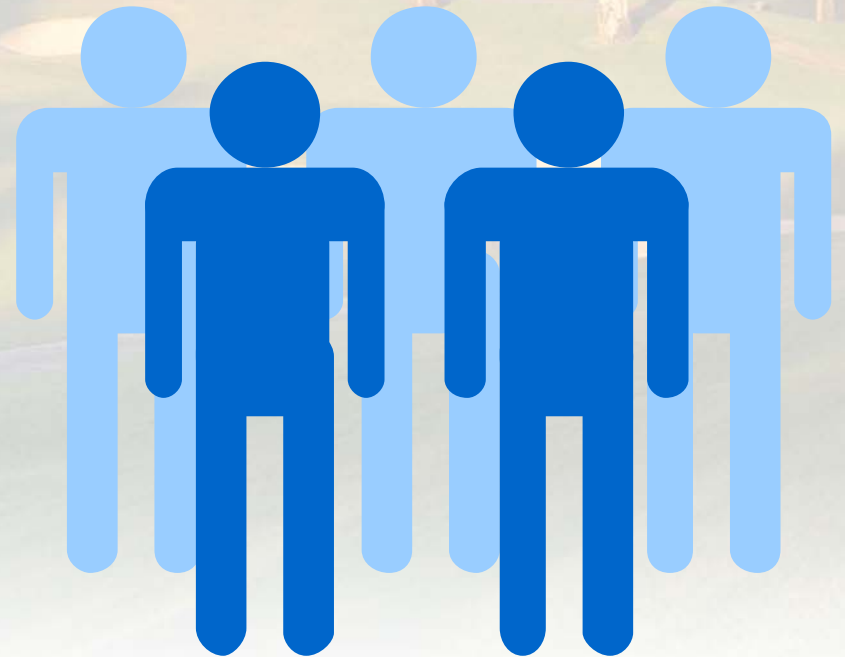




STEP 2 - Establish job position & candidate profiles

Group Activity

- Describe the primary natural behaviors needed for success in brokerage





STEP 2 - Establish job position & candidate profiles

Profile the position

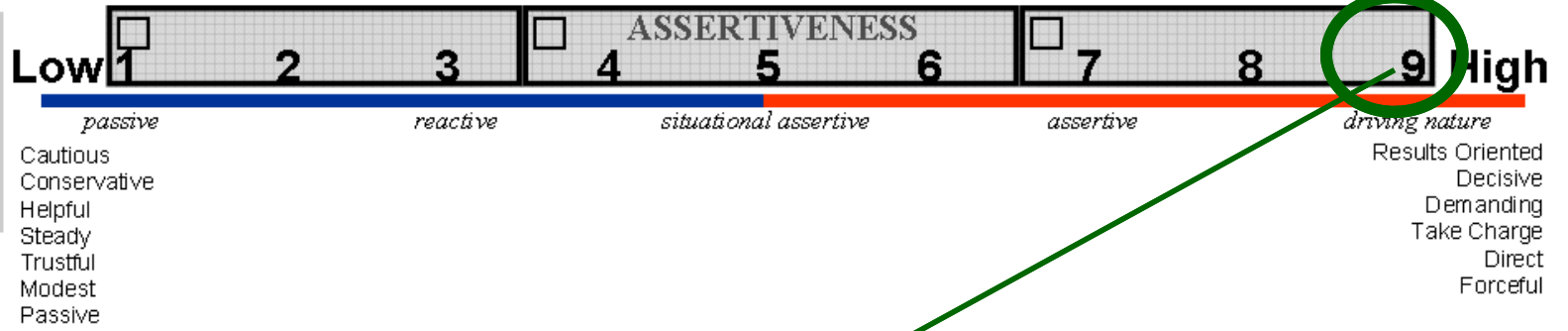
Profile the candidate

Develop the compensation package

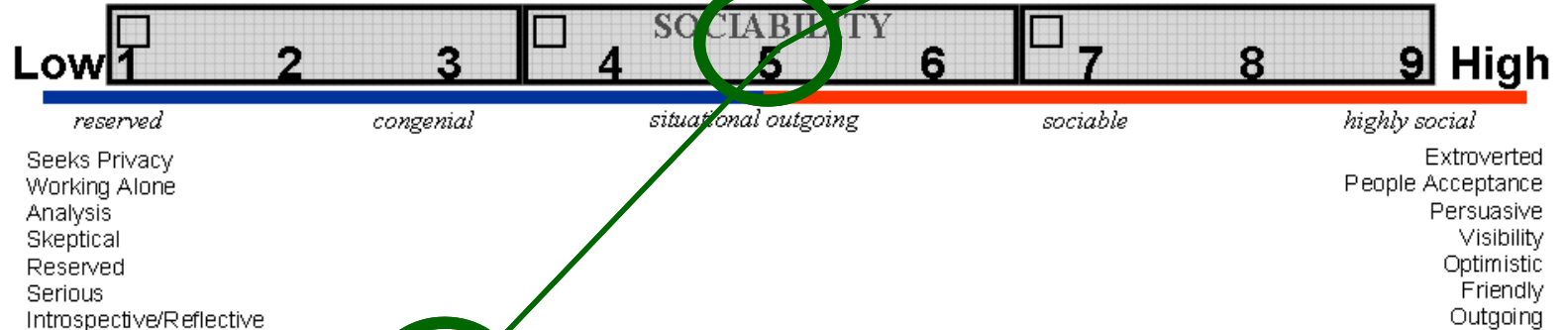
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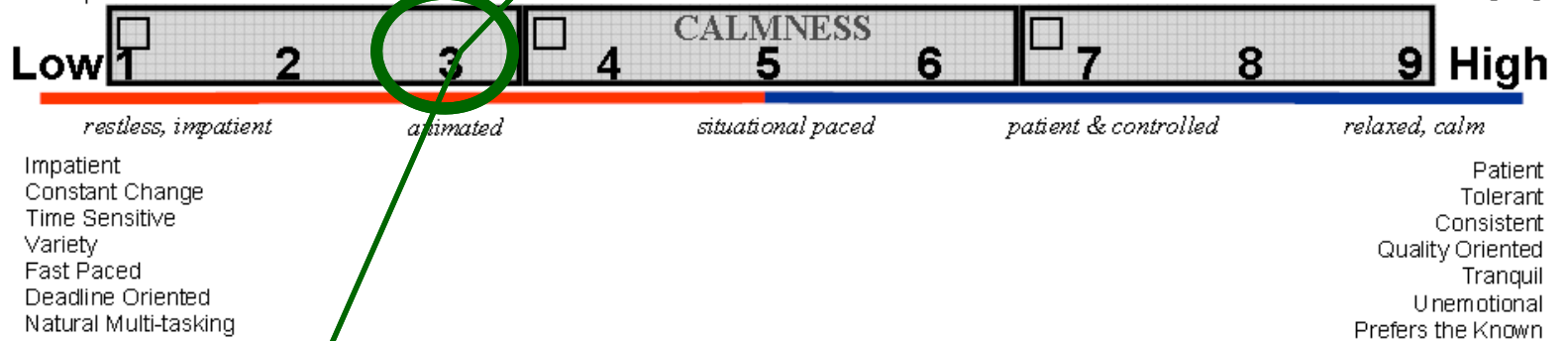
Assertiveness
The tendency to take risk and engage the unknown to accomplish a goal or objective.



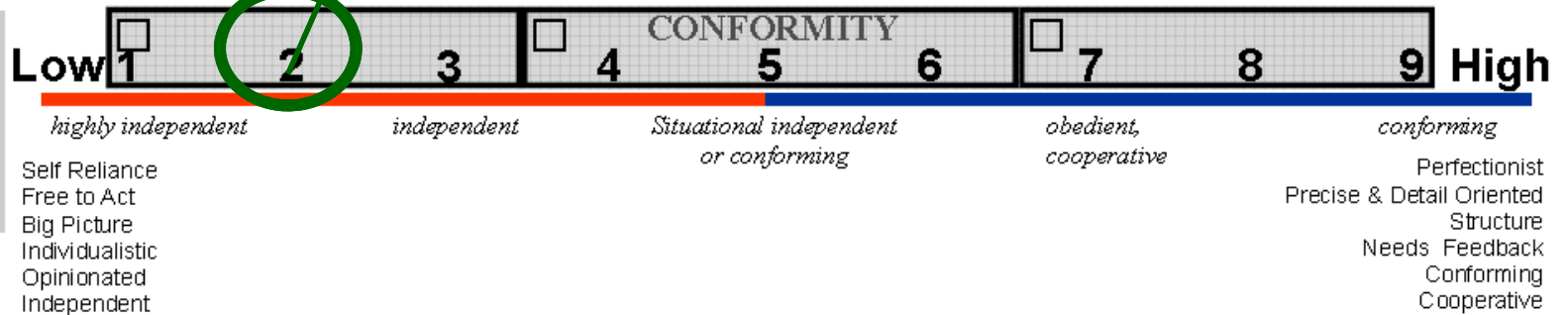
Sociability
The tendency to be with and around people.



Calmness
The tendency to remain calm and patient and to avoid situations involving unexpected change.



Conformity
The tendency to follow the rules or protocol and to avoid failure or making a mistake.





Top Producer Profile

Tends to be described as:

- Definite
- Firm
- Decisive
- Risk Taking
- Forceful
- Strong-minded
- Demanding
- Competitive
- Frank





Top Producer Profile

- Goes after things rather than wait – sticks neck out
- Willing to initiate action and take risk to attain goals
- Likes “the big challenge”
- Makes decisions and renders judgments boldly
- Wants to get things done
- Prefers the “big picture”
- Seeks responsibility and authority
- Wants recognition of accomplishments, desires prestige
- Generally perceives life as a series of conquest requiring positive action





STEP 2 - Establish job position & candidate profiles

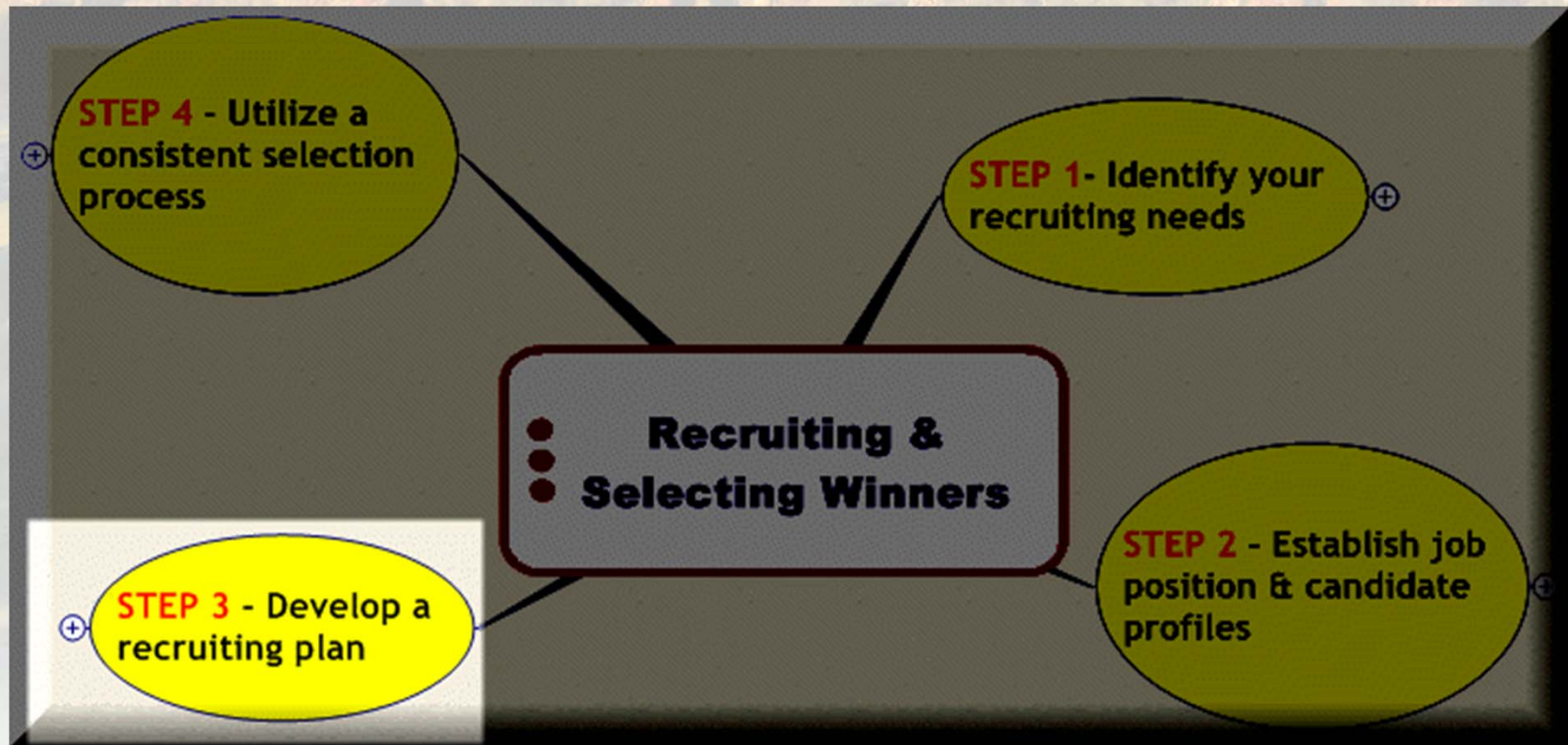
STEP 2 – Mistakes

- Fail to develop clear profiles for positions and candidates
- Believe that the idea of profiles is making a simple process far too complex
- Think if the compensation is straight commission, there is nothing to lose





A 4 Step Approach

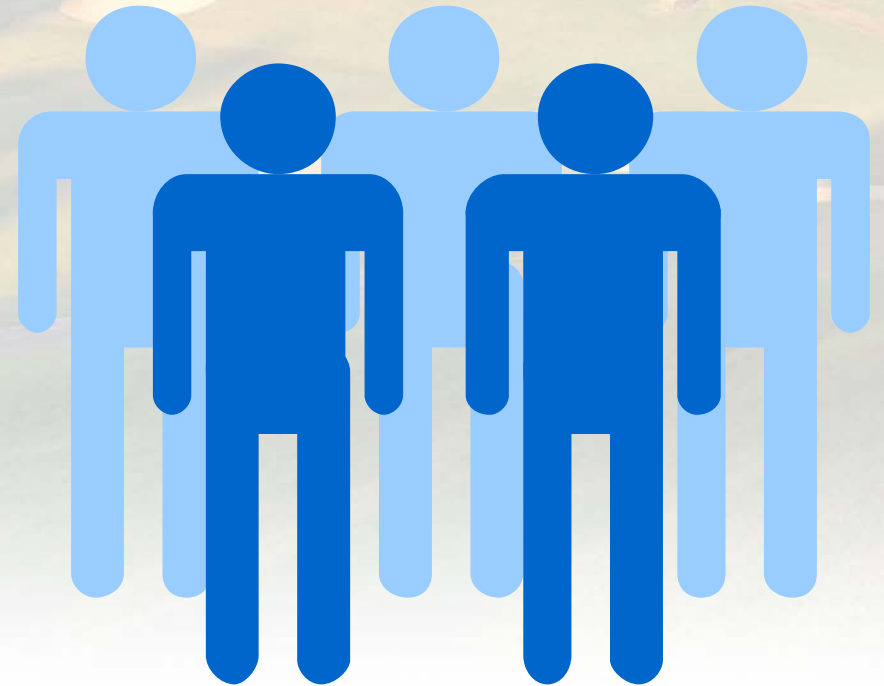




STEP 3 - Develop a recruiting plan

Group Activity

- List the best ways of recruiting new agents
- List the best ways of recruiting experienced associates





[Go to map](#)





STEP 3 - Develop a recruiting plan

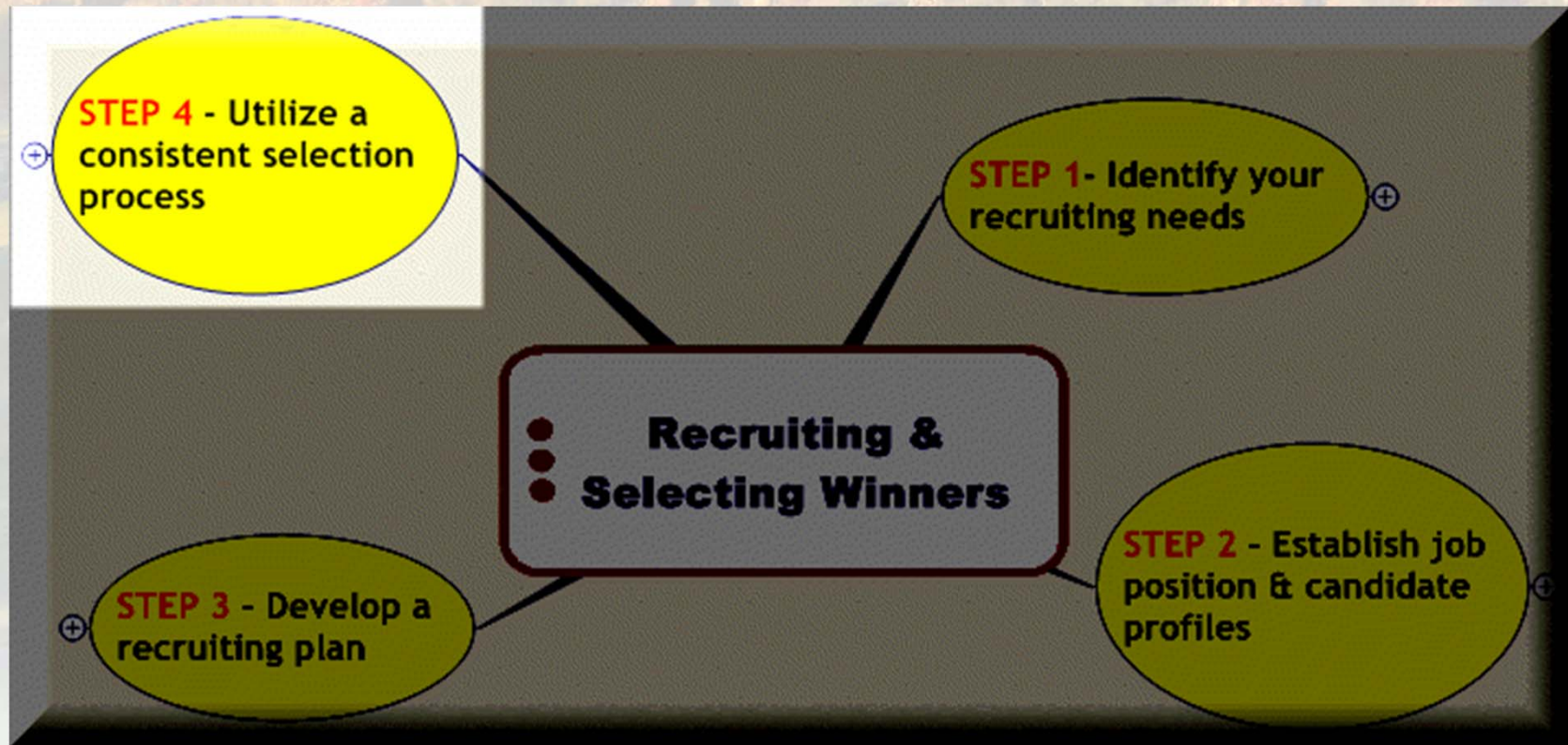
STEP 3 –Mistakes

- Don't realize that selecting the best of who you interview may not be the best of what's available
- Too much focus on experienced associates
- Failure to create a plan and monitor its progress





A 4 Step Approach

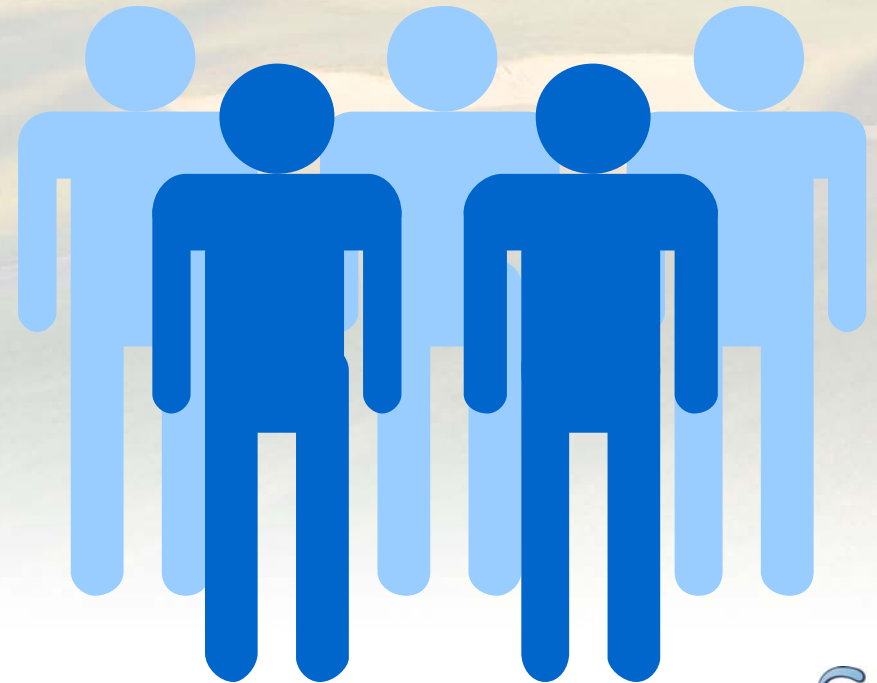




STEP 4 - Utilize a consistent selection process

Group Activity

- What are the steps of a consistent selection process
- List 3 specific attributes that you look for when interviewing





STEP 4 - Utilize a consistent selection process

☰ The "CANDIDATE" process ⊕

⊖ The Selection Cube ⊕

☰ Questions ⊕

Go to map





STEP 4 – Mistakes

STEP 4 - Utilize a consistent selection process

- There is no selection process
- The manager does not have hiring skills
- The interview and selection process are not viewed as critical success activities
- Natural behavioral tendencies are not used, not understood and not focused on as a part of the selection process
- The interviewer talks too much and does not listen and observe enough
- The manager thinks “they know people” and they’ll know a winner when they see one







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