

A FREE KIT FOR BROKERS AND TEAM LEADERS

Coach Your Agents

A free kit for brokers and team leaders

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FREE FOR BROKERS AND TEAM LEADERS

Print it. Run it Monday.

Free to use and adapt inside your brokerage or team. Do not resell.
Keep this credit line: "Created by Brian Simon. Free for brokers and team leaders."

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01

How to use this kit

This is a shop kit, not a course. You should be able to print it Friday and run a first session Monday. If you lead agents — as a broker, a team lead, or the person everyone already comes to — this is for you.

I built it because talented people make money year one and crash year two. Coaching is the difference. Not a pep talk. Not a roster with a login. A weekly hour with a system.

Who this is for

- Brokers and team leaders who actually talk to their people.
- Anyone tired of watching good agents drift after the first burst of business.
- Shops that want dreamers helping dreamers — not a mill that collects licenses.

Who this is not for

- Leaders who want a script so they never have to tell the truth.
- Anyone looking for a magic lead source. There isn't one in here.
- Agents who want you to do their prospecting. That's not coaching. That's you working two jobs.

The 30-minute weekly cadence

Put it on the calendar. Same day. Same time. They call you. You are undistracted — door closed, phone face down, no CMA open in the other window. Session one is 45 minutes because you are building the rails. After that, 30 is enough if they did the work.

Print the worksheets.

Do not send a link and hope. Print the eight worksheets. Hand them over. People write differently when the paper is in front of them. The master PDF is the playbook you keep. The worksheets are what they fill out.

What's in the kit

This playbook, in order. Use the pages. Don't skip to the engines because they look like production. The engines don't work without the covenant.

- 01 How to use this kit
- 02 Why this exists
- 03 What coaching is — and what it isn't
- 04 The 12-week map
- 05 First-session script (45 minutes)

- 06 Coaching covenant + how you run the hour
- 07 SMART goals (with a real-estate worksheet)
- 08 The GROW conversation
- 09 SEA between sessions
- 10 Growth plan template
- 11 Business engine ranking
- 12 Engine details (how to actually do the work)
- 13 Ten-minute debrief
- 14 12-week calendar
- 15 When to raise the bar — or end it kind

Eight worksheets (print these)

- Coaching covenant
- SMART goals
- GROW conversation
- SEA between sessions
- Growth plan
- Business engine ranking
- Ten-minute debrief
- 12-week calendar

License

Free to use and adapt inside your brokerage or team. Do not resell. Keep this credit line: “Created by Brian Simon. Free for brokers and team leaders.” Swap my shop’s name off the worksheets. Put yours on if you want. The credit stays.

I run Fit Realty in Hampton Roads. This kit is written so you can run it in *your* shop tomorrow. Fit is credited here and on the last page — not on the pages your agents write on.

02

Why this exists

I have watched this movie more times than I wanted to. A talented agent gets licensed, hits the sphere, closes enough in year one to feel chosen. Boatload of money, relatively speaking. Spouse is proud. They buy the nicer car.

Year two shows up. The easy names have bought or they're tired of being asked. The market shifts a half-turn. A deal falls apart on the appraisal. Their give-a-damn was tied to the rush, not to a system. They don't have grit yet because grit is what you build when the first harvest is over. They crash.

“Talented agents make money year one and crash year two. Coaching is the difference.”

— Brian Simon

I wrote *The Real Estate Journey* because I was tired of being the mentor who never had time, and tired of watching people I liked leave the business with a story about how real estate “doesn’t work.” Real estate works. Uncoached talent is what doesn’t work for long.

Coaching is not parenting. You are not their dad, their accountant, or their source of leads. You are the person who will not let them lie to themselves about the week. You ask better questions than they ask in the car on the way home. Then you follow through.

What year two actually needs

- **Grit.** The ability to do the unglamorous work on a Tuesday when nobody is clapping.
- **A system.** One engine they can name, measure, and repeat. Not seventeen tactics from a Facebook group.
- **A witness.** Someone who heard them say the number out loud and will ask about it next week.

You can love your people and still require a standard. Those are not opposites. Eagles are drawn to eagles. Chickens to chickens. I prefer flying with eagles rather than pecking with chickens — and eagles still need a weekly hour, or they start flying in circles.

If you are building a roster mill, stop reading. This kit will feel slow. If you are building a place where dreamers help dreamers, keep going. The work is ordinary on purpose.

03

What coaching is — and isn't

Most of what gets called coaching in this industry is a meeting with no decisions. Don't do that. Name the job.

Coaching is not

- **A pep talk.** Energy is fine. Energy without a number is a speech.
- **Doing their prospecting.** If you make their calls, you own their business. Then you're tired and they're still uncoached.
- **A dump of your war stories.** Your 2008, your first listing, the deal that almost killed you — use one sentence if it serves *their* week. Then ask a question.
- **A recruiting appointment in costume.** If you're pitching the company, say so. Don't call it coaching.
- **Therapy.** If they need a counselor, help them find one. You are not that.
- **You wanting it more than they do.** That arrangement always ends ugly.

Coaching is

- They own the call. You own the questions and the follow-through.
- They bring last week's numbers. You do not chase the spreadsheet for them.
- One goal. One stuck point. One next action with a when and a who.
- Silence after the hard question. Let them sit in it.
- A kind, clear ending if they will not do the work.

"They own the call. You own the questions and the follow-through."

— Brian Simon

Your only three jobs in the chair

1. **Ask.** Not to sound smart. To get them to hear themselves. If you leave the hour having given three pieces of advice and asked one question, you ran a consult, not a coaching session.
2. **Write it down where they can see it.** Goal. Action. Date. If it only lives in your notes, it will not live in their week.
3. **Follow through.** The midweek text. The question next Tuesday: "You said ten calls by Friday. How many?" Kind. Not cute. Not a lecture. The number.

Anti-hype, on purpose.

I am not a real estate hype-man. I've gotten my butt kicked. This kit assumes the work is ordinary and the standard is not optional. If someone needs a rally and a hashtag, they can find that somewhere else. You are here to build a business that survives year two.

04

The 12-week map

Twelve weeks is long enough to install a habit and short enough that nobody can hide. You are not marrying this person. You are running a season. At the end you raise the bar or you end it clean.

Do not skip a block because it feels soft. The covenant is the rails. Without it, GROW is just a nice chat and SEA is hovering.

Weeks	Focus	You (coach)	They (agent)	Done when
1–2	Covenant + SMART + one engine	Run the 45-minute first session. Get it in writing. Book the next four dates before they hang up.	Show up. Pick one 90-day goal. Pick one engine they will actually do.	Signed covenant. One SMART goal. One 7-day action. Four dates on the calendar.
3–4	GROW on the stuck point	Ask. Do not solve it for them. Make them name five options.	Tell the truth about last week. Choose a will — what, when, who.	A written GROW page. At least five options. One clear next move.
5–8	SEA + growth plan	Support the hard call. One midweek check. Celebrate the close. Then back off.	Hours on the engine. Four appointments on the growth plan. Bring numbers.	The habit holds without you hovering. Growth plan is dated, not wished.
9–12	Review. Raise the bar or end clean.	Put the numbers on the table. Tell the truth. Do not beg.	Bring production, activity, and an honest sentence about whether they want another 12 weeks.	A new 12-week map with a higher bar — or a kind goodbye.

If they join mid-stream, still start at weeks 1–2. Do not “catch them up” by skipping the covenant. That is how you inherit a mess.

One agent, one map. If you lead a team of eight, you still coach people, not a huddle. The huddle can be extra. It is not this.

05

First-session script

Forty-five minutes. You read this *once* before they call. Then you talk like a human. Do not read it to them. The italics are what you might say. The rest is what you do.

0:00–5:00 · Open

“Thanks for getting on. This isn’t a meeting where I talk and you nod. You’re going to leave with one goal, one engine, and four dates on the calendar. If that’s not what you want, tell me in the next two minutes and we’ll save each other a quarter.”

Do: Confirm they can give you 45 undistracted minutes. If they’re driving through a school pickup line, reschedule. Start clean.

5:00–12:00 · Covenant

“I will show up and tell you the truth. I will not do your job. You will call. You will not ghost. You will do the work between sessions, or we end this kind. That’s the deal. Any of that a problem?”

Do: Fill the covenant page while you’re talking. Day and time of the weekly call. 90-day end date. Both of you sign before you leave the hour. If they won’t sign, you don’t have a coaching relationship. You have a maybe.

12:00–25:00 · One SMART goal

“If we only moved one number in the next 90 days, which number would change your year? Not a vibe. A number with a date.”

Do: Write it through S-M-A-R-T on the worksheet. Push until a stranger could tell whether they hit it. Examples you can offer if they’re stuck: four listing appointments from sphere and past clients by week 12; twenty conversations a week for eight weeks; eight open houses with door-knocking the Saturday before. One goal. Not five.

25:00–35:00 · Pick 1–2 growth activities

“Look at the engine list. Circle the ones that are a 1 — you’ll do this weekly for 12 weeks. Everything else waits. You get two 1s, not a buffet.”

Do: Stop them from circling the whole page. New agents usually need phone (sphere + past clients) or open houses. Experienced agents often need to kill three engines and double the one that’s actually producing. Write the choice on the growth plan.

35:00–40:00 · Book the next 4 dates

“Same day, same time, you call me. Let’s lock the next four right now. If you have to move one, you text me 24 hours ahead. Two no-shows and we’re done.”

Do: Put the dates on both calendars before you talk about anything else. A coaching plan with no dates is a wish.

40:00–45:00 · One 7-day action

“What will you do in the next seven days that we can count? Who knows besides you? Text me when it’s done — not a novel, the number.”

Do: Write the 7-day action on the SMART page with a name in the accountability blank. Example: “Call 10 past clients by Friday 5 p.m. Text me the names.” End on time. Ending on time is part of the standard.

After they hang up.

You send one text: the four dates, the 7-day action, and “See you Tuesday.” That’s it. Do not add a podcast and a PDF. The work is the work.

06

The coaching covenant

If it's not in writing, it's a mood. Fill this in session one. Keep a copy. The standalone worksheet is the same page — print whichever you'll actually use.

Coach _____

Agent _____

Start date _____

Weekly day / time (they call) _____

90-day finish date _____

We agree to this

- ☐ I will show up on time, undistracted. Door closed. Phone face down.
- ☐ The agent calls. If the coach starts calling to chase, the agent no longer owns it.
- ☐ Reschedule with 24 hours' notice. Life happens. Ghosting is not life.
- ☐ Two no-shows without a real reason, and we end this kind and clear.
- ☐ The agent brings last week's numbers. The coach does not hunt them down.
- ☐ The coach asks questions and follows through. The coach does not do the prospecting.
- ☐ We tell the truth in the room. No performing. No fake good weeks.
- ☐ If the work is not happening, we name it by week 4 — not by week 11.

The one sentence why we're doing this

Agent signature / date _____

Coach signature / date _____

How you run the hour

This is the operating system. Put it on the inside cover of your folder so you don't get creative when you're tired.

1. **They call you.** Ownership starts with who dials. You can send a calendar invite. You do not dial first unless something is on fire.
2. **Undistracted.** If you take the call in a grocery line, you taught them the hour is optional.
3. **24-hour reschedule.** Text the day before if you must move it. Same-day cancels count as a no-show unless someone is in the ER or at a closing table.
4. **Don't ghost.** Two no-shows and you're done. You say: "This doesn't look like the right season. I'm here if you want to start a new 12 weeks when you can keep the hour." Then you mean it.
5. **30 minutes (45 the first time).** A rambling 90-minute therapy-adjacent chat is not extra care. It's a missing agenda.
6. **They bring the numbers.** Conversations, appointments, listings taken, under contract, closed. Activity first, then results. Results without activity is luck. Activity without results is a conversation about skill.
7. **You end with what / when / who.** If you cannot say those three words at minute 29, you ran a visit, not a session.

Give a damn. Don't hover.

Caring is not checking on them four times a day. Caring is keeping the hour sacred and telling the truth in it. Between sessions you run SEA (section 09) — a little, on purpose, for the first three weeks of a new habit. Then you let them own it.

07

SMART goals

A dream is not a goal. I said that in the book and I still mean it. A dream is free. A goal has a number and a date, and it will make you a little uncomfortable. SMART is how you keep from lying to yourself in January.

Choose one. Focus. If they walk in with six goals, they have none. Bite-sized on purpose — one 90-day target the whole shop can understand.

	What I mean	Real estate — yes	Real estate — no
S Specific	One number, one market or pool of people, one method. A stranger could repeat it.	Take 4 listing appointments from past clients and sphere in Chesapeake by Nov 21.	Get better at listings. Grow my business. Be more consistent.
M Measurable	You can count it this week without a debate. Activity or a result — name which.	20 conversations a week, logged in the CRM. 8 open houses by week 12.	Reach out more. Stay visible. Work my database.
A Attainable	A stretch you have seen someone like them do. Not a fantasy to impress you.	New agent: 2 listings in 90 days from sphere + open houses. Veteran: 8 from a farm they've touched for a year.	Go from 0 conversations to 40 listing appts in 90 days. "I'll just go viral."
R Relevant	It moves listings, buyers, or income <i>this quarter</i> — not a hobby that feels like work.	Call 15 past clients every Tuesday because that's where the next listing will come from.	Redesign the website for six weeks. Reorganize files. Sit in another class.
T Time-bound	A date on the calendar. Not soon. Not "by end of year" said in March.	By Friday 5 p.m. By week 12, which is [write the date].	Whenever it slows down. After baseball season. When I feel ready.

Write the 90-day goal as one sentence. Then write the 7-day action that would have to be true if the 90-day goal is honest. Then put a name in the accountability blank — not "God and my journal." A person who will ask.

Worksheet — fill this in session one

My 90-day SMART goal (one sentence)

S — Specific. What exactly?

M — Measurable. What do we count?

A — Attainable. Why is this a stretch, not a fantasy?

R — Relevant. How does this move listings, buyers, or income?

T — Time-bound. The date on the calendar: _____

7-day action (countable by next Friday)

Accountability — name and how they'll know _____

08

The GROW conversation

GROW is a public coaching model (Whitmore): Goal, Reality, Options, Will. The questions below are ours. Use this when they're stuck — usually weeks 3–4, and any week a deal or a habit breaks.

You do not solve it for them. If you jump to your favorite tactic in minute two, you just taught them to wait for the answer. Make them name **at least five options**, including the ugly ones. Then end with what / when / who.

G · Goal

- What do you want to be true by the end of this conversation?
- If this stuck point were gone Friday, what would you be doing instead?
- What does a good week look like, in numbers — not in feelings?
- Are we coaching the 90-day goal, or did a new fire just steal the hour?

R · Reality

- What's actually happening — not what you meant to do?
- How many conversations did you have last week? How many did you plan?
- What's the story you're telling yourself about why this is hard?
- Who else is in this picture, and what are they doing?
- If I rode along for a day, what would I see that you're not saying?

O · Options

- Give me five ways you could move this — including the ones you don't like.
- What would you tell a newer agent in the same mess?
- What if you cut this engine and doubled the one that's working?
- What's the smallest version of this that still counts?
- What would you do if you gave a damn for 14 days and then reassessed?

W · Will

- Which option are you actually going to do? Say it in one sentence.
- When, specifically — day and time, not “this week”?
- Who knows besides you?
- What will you text me when it's done?
- On a scale of 1–10, how likely are you to do this? If it's under 7, we pick a smaller will.

Your mouth stays mostly shut.

After they give option one, you say “what else.” After option three you still say “what else.” Option five is often the one they’ll do. If you rescue them at option two, you stole the learning.

What / when / who (write before they hang up)

09

SEA between sessions

The hour is the spine. What happens in the six days is the business. SEA is how I stay in their week without becoming their parent: **Support. Encourage. Account.** First three weeks of a new habit. Then I back off so they own it.

This is not a ministry program and it's not a surveillance plan. It's three human moves. Rewrite them in your own mouth. Keep the bones.

Support — show up in the hard hour

Support is not “let me know if you need anything.” That's a poster. Support is being reachable when they finally pick up the phone to call the expired, or walk into the listing appointment they've been avoiding. You don't make the call for them. You might sit in the parking lot on speaker while they dial the first one. Then you hang up.

Encourage — tell the truth about what you saw

Encourage is not fluff. “You're amazing” is cheap. “You made the ten calls and two of them were awkward and you stayed on the line” is encouragement. Name the behavior. People will repeat what you can see. If you only cheer closings, you taught them to hide the work.

Account — they said they would; you ask

Account is kind, not cute. “You said fifteen conversations by Friday. How many?” Then quiet. If the number is four, you don't shame and you don't pretend four is fifteen. You go to GROW. If the number is fifteen, you don't immediately raise the quota to twenty-five like a person who can't celebrate. You notice. Then next week you raise the bar on purpose, together.

“Give a damn. Don't hover. The first three weeks of a new habit, then back off.”

— Brian Simon

A practical list (circle two, not all of them)

- Text after the hard call or the listing appointment — that day. “How did it go?” is enough.
- One midweek check. One. A two-line text on Wednesday: “Conversations so far this week?”
- Celebrate the close with a real sentence, not a balloon emoji and silence until they slip.
- Ride-along once in the 12 weeks if they're new: you watch an open house or a listing pitch, then you debrief (section 13).
- If they miss the 7-day action, you do not send a paragraph. You ask what got in the way, and you reset a smaller will.

- If they hit it three weeks running, you say so, and you let the midweek text go. They own it now.

What hovering looks like

Daily voice notes. Checking their CRM like a principal. Texting “just circling back” four times. Doing the follow-up for them. That’s you wanting it more. Stop. End the 12 weeks if you have to. Don’t become their operations manager.

Weeks 1–3 of a new habit — write your SEA

New habit we’re installing _____

Support I’ll actually do (one move) _____

Encourage I’ll actually do (what I’ll name) _____

Account I’ll actually ask (the number + the day I ask) _____

10

Growth plan template

One goal. Hours per week you will protect for the engine. Four appointments with yourself — these are not client appointments. They are blocks on the calendar where the work happens. If the hours aren't on the calendar, they belong to whoever texts.

Agent _____

90-day goal (copy from SMART page) _____

Primary engine (the 1 they circled) _____

Secondary engine (optional — only if the first is already a habit) _____

Hours per week protected for this (number, not “plenty”) _____

Weekly coaching day / time _____

Four appointments with the work. Date them. Write the action in verbs you can see: call, knock, hold, send, ask, follow up. Not “work on farming.”

Appointment 1

Date / time / place _____

Action steps (verbs you can see) _____

Appointment 2

Date / time / place _____

Action steps (verbs you can see) _____

Appointment 3

Date / time / place _____

Action steps (verbs you can see) _____

Appointment 4

Date / time / place _____

Action steps (verbs you can see) _____

Review this in weeks 5–8. If the hours didn't happen, do not add a fifth appointment. Cut the hours until they're real, then keep them.

11

Business engine ranking

You do not need seventeen lead sources. You need a few 1s — things you will do weekly for 12 weeks — and a polite no to the rest. Rank every method 1 to 5.

- **1** = I will do this weekly for 12 weeks. Protect the hours.
- **2** = Useful, monthly. Not the main engine.
- **3** = I know how. Not this season.
- **4** = Not me. Someone else's game.
- **5** = Not now. Maybe never. That's allowed.

Circle no more than two 1s (three if they're already producing and you're pruning). New agents: start with sphere + past clients, or open houses with door-knocking attached. Do not start with a farm, a seminar, and Instagram. That's how year two crashes with a pretty grid.

These are 2026 methods. No abandoned networks. No gadget nostalgia. Use the CRM you already have. This kit does not require a particular software, split, or coin.

Phone

Past clients	1	2	3	4	5
Sphere (people who would take your call)	1	2	3	4	5
Allied professionals (lender, title, inspector, builder...)	1	2	3	4	5
FSBO	1	2	3	4	5
Expired / withdrawn	1	2	3	4	5
Just-listed / just-sold neighbors	1	2	3	4	5

In person

Open houses	1	2	3	4	5
Client parties	1	2	3	4	5
Networking (one group you actually attend)	1	2	3	4	5
Community (school, civic, rec — serve first)	1	2	3	4	5
Speaking	1	2	3	4	5
Seminars / buyer nights	1	2	3	4	5
Door knocking	1	2	3	4	5

Marketing

Postcards	1	2	3	4	5
Email to your own list	1	2	3	4	5
Newsletter (print or PDF)	1	2	3	4	5
Farming a neighborhood	1	2	3	4	5
Website / blog	1	2	3	4	5
Instagram / short video	1	2	3	4	5
Local sponsorship	1	2	3	4	5

My 1s this season (write two) _____

What I am explicitly not doing for 12 weeks _____

12

Engine details

Short how-tos. Keep the useful tactics. Skip the dated toys. If a method isn't a 1, don't read its paragraph to feel productive. Do the 1.

Phone

Past clients

The cheapest listing you will ever take is from someone who already trusted you. They are not a “database.” They are people whose home anniversary you should know. Call. Do not hide behind a drip.

- Home anniversary, birthday, a sale on their street, a rate-drop week — those are the reasons. “Just checking in” is not a reason.
- Call first. Text after if you miss them. A canned email is not a relationship.
- Track the list. If you cannot name last year's closings without scrolling, you don't have past clients. You have files.

Sphere

Write 50 names who would take your Saturday call. If you cannot name 50, you are not “building brand.” You are hiding. Touch 10 a week. The ones who already like you are the business.

- Call first. Then a useful note: a sale nearby, a number from the market, a door you can open.
- Ask “Who do you know that's thinking about a move in the next year?” Then be quiet.
- Once a quarter, see them in person. Coffee is a strategy. A like on a photo is not.

Allied professionals

Your lender, inspector, title closer, insurance person, favorite contractor, a builder's sales manager. You eat what they eat. Weekly contact, not a Christmas card.

- Same question every time: “Who are you working with that I should know?” Offer a name before you ask for one.
- Protect two or three relationships rather than collecting 40 logos.
- If they only take and never give for a year, that's data. Be polite. Stop feeding the one-way street.

FSBO

They are not the enemy. They are a seller who hasn't met you yet. Helpful, not predatory. An 8-week cadence beats a one-call wonder who sounds hungry.

- Find them the ordinary ways: yard signs, public listing sites, Marketplace, the “for sale by owner” groups. Walk up if you can.
- Week 1: introduce and offer a net sheet. Later weeks: a comparable, a question, a quiet gap, then again. Track it.
- If they said no cleanly, stop. There are other streets. Needy follow-up is how FSBOs tell stories about agents.

Expired / withdrawn

The wound is fresh. Same day if you can. You are not punching the last agent. You are offering a second set of eyes and a plan.

- Lead with why it didn't sell, not with how great you are. Price, condition, access, marketing — pick the true one.
- Bring a written plan to the door or the appointment. "I'd do it differently" is not a plan.
- If your board or MLS has rules on how you approach them, follow the rules. Being clever is not a strategy.

Just-listed / just-sold neighbors

Twelve doors. A one-pager with the price and your face. This is how a farm actually starts — on the back of real activity, not a logo on a bench.

- "Your neighbor listed with me" or "sold last week." One sentence. One page. Then the call if they weren't home.
- Do the 12 doors the week of the listing or the sale, not a month later when it's trivia.
- Write down who you met. Those names join sphere. That's the point.

In person

Open houses

The open house is not the work. Saturday door-knocking the week before is the work. If you only sit on a stool with a sign-in sheet, you held a public nap.

- 25 doors the Saturday before. Signs on the real corners. A conversation at the door, not a clipboard ambush.
- Every visitor gets a call before Sunday dinner. Same-day follow-up is the whole game.
- Host for a teammate if you don't have inventory. Borrowed houses still build skill.

Client parties

One a year. Past clients, sphere, allied. Food. A short thank-you. You are not presenting a webinar in your living room.

- A one-page market snapshot they can put on the fridge. That's the leave-behind.
- Take names of the plus-ones. New names are the point of the night.
- Skip the raffle circus unless that's actually you. A decent meal and a human host beats a branded tent.

Networking

Pick one group. Show up for a year. Learn names. Give a referral before you ask for one. Five groups you visit twice is zero groups.

- Chamber, BNI-style, civic, a real-estate-adjacent breakfast — one. Put it on the calendar as a repeating hold.
- Your job is not a 30-second commercial. Your job is three conversations and one follow-up the same day.
- If after six months you cannot name ten people in the room, you're attending, not networking. Fix it or quit the group.

Community

School, rec league, civic board, a nonprofit you actually serve. When they find out you sell houses, they already know you give a damn.

- Serve first for a season before you “let it be known.” People can smell a prospector in a volunteer shirt.
- One role you can keep. Not five committees and a dead engine.
- When the real-estate question comes, answer it like a neighbor. Then follow up like a professional.

Speaking

Civic clubs, military spouse groups, first-time buyer nights. One talk, about 20 minutes, one story, one offer to help. Record it on your phone for later.

- Talk about a decision people are already making — VA, downsizing, “should we wait.” Not your origin myth.
- Collect names the honest way: a simple sign-up, a QR to a text thread you will actually answer.
- One talk a quarter is a program. One talk a decade is a story you tell in coaching instead of working.

Seminars / buyer nights

Eight to twelve people in a room, partnered with a lender you trust, beats a livestream you never follow up. VA, first-time, downsizing.

- The work is the 20 conversations that fill the room, not the slides.
- Every attendee gets a same-week appointment offer. A PDF of the deck is not follow-up.
- Keep it local and specific. “The market” is not a seminar. “What’s moving in this zip this month” is.

Door knocking

Twenty doors. One street. After a listing or a sale. Smile, one-pager, out. You are not a census taker.

- Track yes / not now / gone. That’s your only clipboard.
- Late Saturday morning or a weekday evening when people are actually home. Honor no-solicitor streets and posted requests.
- Pair it with just-listed / just-sold. Random knocking with no news is a hard way to live.

Marketing

Postcards

Just listed, just sold, a farm of 200–400 you can afford for 18 months. If you cannot farm it that long, pick a smaller farm. Quit at month 4 and you paid tuition for the next agent.

- One clear photo, one number (price or days), your face, your real cell.
- 6–8 touches a year on the same streets beats a one-time “blast.”
- Hand-write a sentence on a few dozen if the farm is small. It still works because almost nobody does it.

Email to your own list

Monthly. Useful. “Three sales on your street” beats “LOOK AT ME.” Your list — people who know you — not a purchased dump.

- One point per email. A number, a sale, a date for an open house. Then stop typing.
- Send from a tool you will actually open. Fancy automation you never check is a museum.
- If they reply, you call. Email is the door-knock. The phone is the conversation.

Newsletter

Quarterly is enough. Neighborhood news, one client story (with permission), one number from the market. Print for the farm, PDF for the sphere.

- Write like a neighbor, not a press release. Short.
- Same streets every time. A newsletter that wanders zip codes is a brochure.
- Put a real offer in it: “I’ll walk your street’s numbers with you this month if you want.”

Farming a neighborhood

A neighborhood is a promise: signs, postcards, doors, open houses — same streets — until they know your name. Eighteen months before you get to say “farming doesn’t work.”

- Pick a place you can hold an open house. Inventory in the farm is fuel.
- Just-listed / just-sold is the heartbeat. The mail is the drum.
- Put the farm on the 12-week calendar as hours, not as a hope.

Website / blog

A page that is yours. Your face, the neighborhoods you actually serve, a way to text you. IDX so you don’t look like a hobby. One honest post a month a buyer would read.

- Your name plus one neighborhood should find you. If it doesn’t, that’s the only SEO project this season.
- A post is “what sold on this street and why it mattered,” not “5 tips for spring.”
- Answer inquiries the same day. A pretty site with 48-hour lag is a pretty sieve.

Instagram / short video

Three times a week. One listing walk-through (about 60 seconds), one neighborhood clip, one human moment. Talk to the camera like a neighbor. Hashtags are not a strategy. Consistency is.

- Phone is enough. Natural light. One take. You do not need a studio.
- Put your real number in the bio and on a sticker. DMs you ignore are just decoration.
- Do not let this become the engine that eats the phone engine. Video supports the 1s. It is rarely the 1 for a new agent.

Local sponsorship

Little league banner, 5K, school auction — one thing you will actually attend. Put your real number on it. Show up in the photo.

- If you won't be at the Saturday game, don't buy the banner. That's a ghost logo.
- Bring a useful one-pager, not a stack of branded pens as your personality.
- One sponsorship you can keep for two seasons beats four you forget.

Pick a few 1s.

If everything is a 1, nothing is. Write the two methods at the top of the 12-week calendar. When a new idea shows up in week 6 — and it will — you say: “Not this season.” That sentence is a business skill.

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Ten-minute debrief

After a coaching session, after an agent's listing appointment, after an open house — ten minutes. Not a post-game speech. Three questions. You model first so they learn the shape. Then they lead.

This is how skill transfers without you taking over the appointment. You are not grading them. You are teaching them to watch themselves.

#	Question	What you're listening for
1	What happened?	Facts. Who was there. What they said. What the house felt like. Not the story about how unfair it was.
2	What did you do?	Their moves. Questions they asked. Ones they skipped. Where they talked too much. Where they were brave.
3	What will you do differently?	One change. Next appointment, next open house, next call block. A will — not a personality makeover.

How you teach it

1. **You go first.** After *you* take a listing call or host with them, you debrief yourself out loud: what happened, what you did, what you'll do differently. They hear that even a broker still has a next time.
2. **Then they lead.** Next time, they answer all three while you write. You only jump in if they skip a question or turn it into a complaint.
3. **One change.** If they list five improvements, they will do none. Circle one.
4. **Ten minutes.** If it runs twenty, you are now in a second coaching session. That's fine if you meant to be. Don't let it happen by accident.

Date / what we're debriefing _____

What happened

What did you do

What will you do differently (one change)

Who led this debrief (coach models first, then they lead) _____

14

12-week calendar

Print this. Put it where you both can see it. Dates, engine, the coaching call, the 7-day action, a box you check when the action actually happened. A calendar you don't write on is decoration.

Agent _____

Season start / season end _____

Engine(s) this season _____

Wk	Dates	Focus / engine	Call date	7-day action	Hit?
1		Covenant + SMART + pick the engine			
2		First full week on the engine			
3		GROW on the stuck point			
4		GROW — five options, one will			
5		SEA week 1 of the habit			
6		SEA week 2 + growth plan appt 1–2			
7		SEA week 3 + growth plan appt 3			
8		Growth plan appt 4 · back off hovering			
9		Review the numbers · tell the truth			
10		Raise the bar or name the drift			
11		Decide: another 12 or a kind ending			
12		Close the season. Write the next 1s — or goodbye.			

The “Focus” column is a suggestion from the map. Overwrite it when their week is a listing appointment or a crash. The call still happens. The 7-day action still gets a verb.

You cannot want it more than they do

If they will not do the work, end it kind and clear. Not with a speech. Not with a guilt trip. With a sentence:

“This doesn’t look like the right season. I’m not going to chase you. If you want to start a new 12 weeks when you can keep the hour and do the work, call me. I mean that.”

Then you stop. Eagles will fly. Some chickens will grow into eagles later. Some won’t. That is not a failure of your give-a-damn. That is the job of being a leader instead of a hostage.

“You cannot want it more than they do.”

— Brian Simon

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