



Broker Management  
Persuasive Management  
Communication  
VREB Approval #: 59663

**Potomac Real Estate School**  
**Box 494**  
**Oakton, Virginia 22124**

Telephone: (703)758-0034

Fax: (703) 758-0044

[info@PotomacRESchool.com](mailto:info@PotomacRESchool.com)

## Instructions for the 3 Hour Persuasive Management Communication Correspondence Course

You have chosen to take the 3 hour Persuasive Management Communication course by correspondence. You may either read it online or print it out. After you complete the course, take the quiz. A blank answer sheet is provided for you to record your answers. The Virginia Real Estate Board requires a passing grade of 75% or higher.

Complete the Certification Sheet. **Have the Student Declaration notarized.** The Virginia Real Estate Board has given you the option of either sending the notarized affidavit to us or keeping it with your records.

Mail, fax, or scan and email the completed answer sheet, certification sheet and Student Declaration to us. Our mailing address is Box 494, Oakton, Virginia 22124. Our fax number is 703-758-0044. Our email address is [info@PotomacRESchool.com](mailto:info@PotomacRESchool.com).

Your information will be held in the strictest of confidence.

You will not be charged unless you pass the exam. If you do not pass, you will be notified immediately.

Once we have received the required paperwork from you and you have been charged, we will report your hours to DPOR and email your certificate to you. The Real Estate Board requires that we report your hours to DPOR within 5 days of receipt of your paperwork. If you need reporting in less than 5 days, please let us know.

If you have any questions, please call or email us. Our phone number is 703-758-0034. For questions of a general nature, you can call or email us at [info@PotomacRESchool.com](mailto:info@PotomacRESchool.com). If you have questions about the content of the course, you can call or email me at [patti@PotomacRESchool.com](mailto:patti@PotomacRESchool.com).

Thank you.

*Patti Chapell*

Patti Chapell  
Director

*Linking Learning To Success®*

# Persuasive Management Communication

## Part 1 - Introduction

- The case for persuasive management communication
  - When you have very little direct authority, as is the case when managing independent contractors, you must be persuasive.
  - Even employees in today's world lack tolerance for unquestioned obedience to authority.
  - Managers of real estate offices are particularly in need of persuasive communication skills.
- Completing this program
  - As you work through this program, you are encouraged to reflect on your current communication techniques and attitudes and look for personal opportunities for growth.

## Part 2 - It's More Than Speaking Eloquently

- Know the individual
  - Communicating persuasively requires that you know each person as an individual.
  - What is effective with one might prove to be disastrous with another.
- The value of listening
  - Listening to the viewpoints of others with an ear towards common objectives and complementary values is a good place to start.
  - It is easier to influence the thinking of people with whom you share a history and who see you as trustworthy.
  - Listening to others non-defensively helps build a foundation of trust that contributes to successful, persuasive dialogs.
- The skill of persuasion
  - Persuasion is the skill of moving people from a current belief or position to a new one.
    - In the process of that move, you, the persuader, must be willing to be persuaded.
    - The most influential managers believe sincerely in the ability of others to bring value to the process of creating solutions.
    - Persuasion is a negotiation process that requires you to understand the sales associate's objectives and values as well as your own.
    - *To understand your own perspective of persuasion, pause for a moment before reading on and reflect on what you do to persuade.....*
    - One common answer to the above question is, "I state my position, support it with a statement of benefit, and close for agreement."
      - This is an over-simplification of the process.

- For years, managers have told sales people what must be done in order to be successful and asked sales people to agree to engage in those activities.
    - If the above stated method is so persuasive, why is it that most sales associates don't do what they are told?
    - Could it be that our model of persuasion (tell them – present the benefit – close) is not always effective?
  - Persuasive managers recognize that explaining what they want done and why it should be done is just the surface.
  - Cooperation is accomplished through mutual buy-in to objectives.
  - This requires listening to and understanding the values and objectives of the other party and appealing to those values and objectives with a solution that is believed.
  - Not only must sales associates believe that they will get the desired results. What they are being asked to do must be consistent with their values and self-perceptions.
  - It is challenging and time consuming to be persuasive. However, when the situation warrants the time investment, it is worthwhile.
- Three uses of persuasive communication
  - 1 - Introducing new or changed policy
    - Announcing a policy change, especially if it is one that you, the manager, did not make yourself, is one of the most challenging tasks you will face.
    - If the most productive agents are schooled in “benefit selling techniques”, then it is likely that following the 3 step, “Tell them – Present Benefit – Close” is likely to result in push-back from those sales associates who perceive it simply as a manipulative technique.
    - If the change is not likely to be significantly difficult for sales associates to accept, then the traditional 3-step process may be effective.
    - On the other hand, if any part of the announcement may be perceived as negative, preparing prior to announcing is essential to being persuasive in the announcement.
    - *Consider the results of announcing without building a foundation for acceptance.*
    - The following process is appropriate when the possibility of rejection warrants the time investment
      - *Educate yourself.*
        - You will need to find out why the change is being made and what the projected positive influences are.
        - If the change involves the sales associates' compensation or their pocketbooks, you will have to do the math. You cannot afford to be caught off guard regarding specific amounts.
        - Next, you should research industry standards and know the differences between working in your office/company and other offices/companies in the area.
        - This is not just about compensation or how much postage the company reimburses. It is about the entire package that is offered to your agents.
        - If possible, talk to other managers you trust, who have faced a similar challenge. If you have a few key trusted advisors among your sales staff, send out a trial balloon to see what they believe the reaction might be.
      - *Refresh your memory* regarding what each sales associate values in his/her relationship with you, the company, and the office.
        - This is an exercise in understanding the individual, not the group.

- Understanding what people value is fundamental to being persuasive.
- You can't change what you have to announce, but you can offset it with what they value most.
- Keep in mind that most decisions are made emotionally and once made, your sales associates will be inclined to accept and look for the logic that supports that decision.
- If you are able to help them *want* to stay in the office, focus on business, accept the change and move forward, they will be willing to accept evidence that backs that decision.
- *Make a list* of how each sales associate is likely to perceive the change and what benefit needs to be featured for that individual.
- *Inform key leaders* in the office prior to the official announcement and get their commitment to be present and supportive when the formal announcement is made.
  - If you know your sales agents, you know which agents' opinions will be valued. (These are not always the top monetary performers.)
- *Look for ways* to engage the individuals in the office during the initial period of introducing change.
  - For some, this is best achieved through a team effort, perhaps to a community service event or an office social event.
  - For others, it should be more business related, such as weekly coaching, training, or business planning sessions with you or another company representative.
  - The goal is to keep sales associates moving forward while they adjust to change.
- *Consider your credibility* with your agents.
  - Many managers overestimate the perception of the group. If you are not yet positioned as a "trustworthy and credible" leader or if you need "expert testimony", seek back-up from others in the company for the announcement.
  - If you are perceived in your office as someone who is fair, has a track record of making good decisions, and has expertise, you are likely to be in a good position to make the announcement solo.
- *Make the announcement.*
  - Acknowledge any *obvious* downside and emphasize any upside.
  - Introduce any upcoming office team projects or events.
- *Continue to monitor reaction.*
  - Stay in close communication with your group. Even though you may not always like what you hear, hearing is better than not.
- 2 - Correcting negative behaviors
  - The job of correcting negative or counterproductive behavior is generally not easy or fun, but it is easier when behavioral expectations have been clearly communicated.
  - When setting expectations, there are a number of vehicles that can be helpful. Methods for communicating expectations include the following:
    - Written words
      - Policy and Procedure Manuals
        - A policy and procedure manual provides an authority that can be referenced directly by staff and sales

- o associates in your absence; once created, it is an excellent time management device.
  - o Much like the National Association of Realtors® Code of Ethics, which has each article of the Code defined by the Standards of Practice, policy states the governing positions or rules, while procedures dictate the appropriate or company approved methods for handling many routine situations.
  - o Office rules or guidelines can be incorporated as a part of a policy and procedure manual or can stand alone.
  - o In order for a policy and procedure manual to be an effective tool, all new hires must be expected to read it and to sign a statement affirming that they did, in fact, read the manual.
  - o Additionally, it is a good idea to have the manual easily accessible, perhaps online, so that it can be checked by all under your supervision.
  - o Any time the policies change or are updated, a system should be in place to ensure that all agents and staff are aware of the changes.
- Memoranda
  - o Memoranda are one method for accomplishing notification of a policy or procedural change.
  - o Memoranda are generally used to address a single issue and provide the company and the manager with a written record of the communication.
- Spoken words
  - Spoken words give you the advantage of soliciting feedback to determine the level of understanding and acceptance.
  - Unlike policy manuals, spoken words allow the manager to set specific expectations for specific people.
    - o This is often the preferred method for establishing behaviors required to meet an individual goal or plan of action.
- Your behaviors
  - “Your actions speak so loudly that I can’t hear what you are saying.”
    - o You’ve probably heard this sentiment expressed in a number of ways before.
    - o With respect to setting behavioral expectations, your actions are more likely to be believed than the words you have written or spoken.
    - o When words are at odds with your actions, credibility, trust, and respect are diminished. For example, many managers insist that sales meetings are valuable and should be attended by all, but turn a blind eye when productive sales associates fail to attend.
    - o What is the real message that has been conveyed? Whether it is regarding productivity or adherence to fair and ethical standards, stating expectations that your actions do not support is a recipe for a ruined reputation.
    - o *Think of a time when your actions or the actions of your boss left subordinates confused or frustrated.*

*What could have been done differently that would have corrected the situation?*

- *When expectations have been concretely expressed but not lived up to, how do you correct the behavior?*
- *If you are unable to persuade a sales associate to change, what is your next step?*
- Unacceptable behavior vs. undesirable behavior
  - It is important to differentiate between illegal, unethical or other unacceptable behavior and simply undesirable or counterproductive behaviors.
  - Distinguishing between potentially illegal or unethical behaviors and those which are merely undesirable helps you decide on appropriate documentation. It also helps you determine who in the company needs to be consulted.
  - Unacceptable behaviors are just that, unacceptable. A statement that these behaviors will not be tolerated needs to be immediate and direct.
  - If there is a possibility that the sales associate truly did not know that the behavior was illegal or unethical, you may want to act as if you believe that the sales associate was ignorant of the rules. If that is the case, one solution is to bring the governing law or rule to the associate's attention, acknowledge that you understand that he/she did not know about it, and ask that he/she abide by it in the future.
  - Undesirable behaviors might include actions that seem inconsiderate of fellow agents, such as leaving the conference room messy, taking sloppy messages, or even using time in non-productive ways. It is precisely because these behaviors are not in violation of a stated rule or law that it may take a bit more persuasive ability to turn these agents around. Sometimes these situations require the use of a communication technique similar to objection handling and closing for agreement in a sales situation.
- The uncooperative sales associate
  - An associate who knows what acceptable behavior is and is choosing not to conform, is not likely to adjust behavior based on reading a memo or an office/company policy manual.
  - As unpleasant as the prospect might be, a private conversation will be needed.
  - The practice of building a sales meeting around the inappropriate actions of one agent is demoralizing to the group and a waste of the other agents' valuable time.
  - You need to persuade the one specific agent that the modification is necessary as well as beneficial.
  - Your communication needs to address the **problematic** behavior, the negative impact of that behavior, and a discussion of alternative behavior that will be more effective.
  - Concluding the discussion with a commitment to a specific alternative behavior and a statement of consequences of failing to make the change is important.
  - Addressing the benefit to the offending party can be very helpful.
  - Managers who deal primarily with employees have the luxury of stating the benefit of continued employment.
  - Often, dealing with productive independent contractors requires a bit more skill.
  - Because there is generally no evidence of conversations, it is often wise to follow up the conversation with a summary email or memo.

- 3 - Encouraging growth (coaching)
  - “Training” and “coaching”
    - Training and coaching are both necessary to professional growth but they are not the same thing.
    - Before an agent can be coached, he/she must first have been trained in the skills to be developed.
    - Coaching may uncover the need for additional training.
      - When this is the case, you, the coach, can either take on the role of trainer or direct the agent to training.
      - It is important that you know where to find training resources that are consistent with your values and beliefs.
  - Persuasion as a process
    - Persuasion is a process, not an event
    - The ability to be persuasive relies more on being a great listener than a gifted speaker.
    - Knowing your sales people, each person’s skill level, degree of willingness and professional goals helps you to be a better coach.
    - Earning the respect and trust of any you coach is essential.
  - The challenge in coaching
    - Performance coaching models are not complicated or difficult.
    - What can be challenging is persuading the sales associate to share his/her goals with you.
    - Perhaps even more difficult is persuading an agent that what appears to be only a dream can be achieved by following the right path.
      - You, the coach, must be able to influence each agent to believe in him/her self.
  - What is the job of the coach?
    - Simply stated, coaches listen and guide protégés towards the development of a plan to reach agreed upon goals.
    - The plan consists of specific, measurable objectives with an agreed upon timeframe.
    - Since listings, buyer representation agreements and purchase offers are a product of engaging in the right activities, the plan is activity based as opposed to result based.
    - Periodically, at formally established appointments, you, the coach, and protégé review progress, discuss growth, and set the next set of objectives.
      - All periodic objectives are related to the vision and long term goals of the protégé.
    - The relationship between long term vision/goals and periodic objectives is an important part of the process.
    - The regularity of the meetings and your expectation that promises will be kept is influential in keeping the sales associate on track.
      - Allowing a protégé to break a meeting appointment or accepting excuses for failure to engage in promised activity diminishes the process.
    - In order to be prepared for each session, you need to keep good records of conversations and promises.
    - Use questions in each session to help the protégé set the next set of short-term commitments.
    - In addition to asking questions that guide the sales associate towards better choices, as a coach, you also persuade the sales associate to believe in his/her ability.
      - Giving positive reinforcement for desired performance is one part of this.

- Positive reinforcement is more effective when you can cite not only what the specific “right” behavior is, but why it was the right choice.
- It is equally important to give positive redirection when correct actions are giving the wrong results.
  - For example, if you are tracking the number of buyers that a sales associate is interviewing and the number is large compared to the relative lack of success of purchase contracts negotiated, an entire battery of questions is called for in order to diagnose the problem. In your coaching role, you will ask the questions that help the protégé determine where the exact problem is. *What questions would help your sales associates understand which changes need to be made in this situation?*
- Coaching for new vs. experienced and productive sales associates
  - Coaching is at least as important to productive sales people as it is to newer agents.
    - This is evidenced by the large number of productive sales people who have enrolled in outside coaching.
    - To the extent that you help the most productive agents in your office to continue to grow, you build an environment of mutual trust and respect that leaves your top agents much less likely to be lured away by other companies.
    - Although the questions change, the coaching model remains the same.
    - Whether coaching the most or the least experienced agent in your office, you have an obligation to keep confidential information to yourself. This goes to the very heart of trust.
- The questions below may help you devise a coaching plan for your sales people. The initial phase is to gather sufficient information to help guide the creation of a plan.
  - What the salesperson wants
    - What does he/she hope to accomplish from the profession?
    - What is the 5-10 year vision?
  - Activities of the salesperson
    - What training has been attended?
    - What is the current sphere of influence?
    - What prospecting activities is he/she engaged in?
    - What marketing is being done?
    - What is his/her agenda and support material for a listing/buyer appointment?
  - Salesperson’s knowledge
    - What is the salesperson’s knowledge of solutions to common consumer problems (short sales, foreclosures, first-time buyer credits)?
    - What professional courses/knowledge is needed?
  - Results of activities
    - How many listing/buyer interviews have been conducted in the past 12 months?
      - What is the success ratio?
      - Where has recent/current business come from?
  - The business plan
    - What is the agent’s financial ability to continue?
    - Given his/her success ratios, what activities will be most profitable for the business?

- Given long range goals, what is needed this year, this month, today?
- *What questions do you use when coaching?*

## Part 3 - Conclusion

- The case for persuasive management communication
  - One of the most financially and emotionally rewarding uses of persuasion is encouraging professional growth. It is also one of the management functions that is often relegated a low position of priority.
  - In the manager's world of "got a few minutes?" and "five alarm fires", the time required to meet with individual sales associates, review performance, and coach, seems impossible to find.
  - In the long run, it is that commitment to helping sales people develop that will significantly diminish the need to deal with last minute crises.

## Persuasive Management Communication Final Quiz

1. Being persuasive requires that the person doing the persuading
  - a. Knows the person as an individual
  - b. Do most of the talking
  - c. Be a good listener
  - d. Both a and c
2. Persuasion is not
  - a. A negotiating process
  - b. Understanding of the other person's objective and values
  - c. The skill of moving people from a current belief or position to a new one
  - d. Accomplished quickly
3. If any part of the announcement might be considered to be negative by the sales associates, the manager should
  - a. Educate himself completely before making the announcement
  - b. Make the announcement to small groups instead of the entire office at one time
  - c. Tell only the top producers and ask them to tell the other agents
  - d. None of the above
4. The education/research that the manager should undertake when the policy change involves a negative change in the agents' compensation would include
  - a. Doing the math
  - b. Researching industry standards
  - c. Talking to other managers
  - d. All of the above
5. Informing key office leaders prior to an announcement of a policy change
  - a. Can help the manager understand how the announcement will be accepted
  - b. Can cause the information to be released before the manager is ready

- c. Can build a constituency of support for acceptance
  - d. All of the above
6. When making a potentially unpopular announcement
- a. It is important that the manager make the announcement by himself
  - b. The manager should never make the announcement solo
  - c. The manager should seek back-up from others in the company to make the announcement if the manager is not yet positioned as a trustworthy and credible leader.
  - d. None of the above
7. Correcting negative or counterproductive behavior is not so painful for the manager
- a. If the agent is the manager's friend
  - b. If behavioral expectations have been clearly communicated
  - c. If the correction is made in writing
  - d. None of the above
8. Methods for communicating expectations can include
- a. Policy and procedure manuals and memoranda
  - b. The actions of the manager
  - c. Spoken Words
  - d. All of the above
9. If there is a possibility that the sales associate truly did not know that a behavior was illegal or unethical
- a. The manager might want to act as if he believes that the sales associate was ignorant of the rules
  - b. The manager might want to bring the governing law or rule to the associate's attention
  - c. Both a and b
  - d. Neither a nor b
10. When an uncooperative sales associate is the issue
- a. It is often wise to follow up the conversation with a summary email or memo.
  - b. It is often wise to bring another agent into the meeting for moral support.
  - c. Nothing can be done.
  - d. All of the above
11. Which of the following is correct?
- a. An agent must first be coached to be trained.
  - b. Training and coaching are the same thing.
  - c. An agent must first be trained to be coached.
  - d. None of the above
12. The job of the coach is to
- a. Train
  - b. Listen and guide
  - c. Teach
  - d. All of the above
13. With coaching, there must be a plan
- a. With verbal goals
  - b. Which consists of specific, measurable objectives with an agreed upon timeframe
  - c. Which, when followed, involves tangible rewards such as candy or cookies

- e. All of the above
14. A good coach is
- a. A good listener
  - b. Persuasive
  - c. Is someone the protégé trusts
  - d. All of the above
15. Regular meetings between coach and protégé
- a. Should allow the protégé an opportunity to vent about office rules
  - b. Should be focused on the protégé's goals
  - c. Should be treated as low priority
  - d. All of the above

Name\_\_\_\_\_Date\_\_\_\_\_

## PERSUASIVE MANAGEMENT COMMUNICATION FINAL QUIZ

Please circle the correct answer for each question.

1. A B C D
2. A B C D
3. A B C D
4. A B C D
5. A B C D
6. A B C D
7. A B C D
8. A B C D
9. A B C D
10. A B C D
11. A B C D
12. A B C D
13. A B C D
14. A B C D
15. A B C D

# Potomac Real Estate School Certification Sheet for Correspondence Course

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 \_\_\_\_\_ **Communication**  
 \_\_\_\_\_ (VREB Approval #59663 )  
 RE License # \_\_\_\_\_ (10 digits)  
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**Payment by Check**

\_\_\_\_I enclose a check payable to Potomac Real Estate School LLC in the amount of \$26.00.

**OR**

**Payment by Credit Card**

\_\_\_\_Please charge \$26.00 to my \_\_\_Visa\_\_\_Master Card\_\_\_American Express\_\_\_Discover

Card # \_\_\_\_\_ Expiration Date \_\_\_\_\_

Security Code \_\_\_\_\_ Signature \_\_\_\_\_

Did you find the material well organized?	Yes	No
Was the material well written?	Yes	No
Was the course material relevant?	Yes	No

Suggestions \_\_\_\_\_

**How did you find us?** Please circle

Internet    Postcard    Referred by \_\_\_\_\_    Email  
 Personal Note/Letter    Ad    VREB    NVAR    L & F  
 Other



**Student Declaration: I hereby certify that I completed this continuing education course (Persuasive Management Communication) on my own without assistance.**

**Signed** \_\_\_\_\_

**Date** \_\_\_\_\_

**Name (Print)** \_\_\_\_\_

**Notary Public Declaration: Taken, subscribed, and sworn before me this \_\_\_\_ day of \_\_\_\_\_, 20\_\_**

**In the City/County/Town of \_\_\_\_\_**

**In the State/Commonwealth of \_\_\_\_\_**

**My commission expires \_\_\_\_/\_\_\_\_/\_\_\_\_\_**

**Notary Public** \_\_\_\_\_

**Notary Signature Required**

**But Seal NOT Required**