**The Business Hierarchy of Needs   
(adapted by Scott P. Brady for Property Management from “Fix This Next” by Michael Michalowicz)**

**DAY 1**

* **Sales** – Establishing Predictable Sales
  + The Basics
    - Do you have the fundamental pieces in place to build a profitable property management business?
      * How to keep out of jail and bankruptcy court.
        + Do you have trust accounts? Do you earn bank credits?
        + Do you have adequate insurance?
        + Is your management agreement customized with a modification clause?
        + Do you like your management software?
  + Lifestyle Congruence
    - Do you know what the company’s sales performance must be to support your personal comfort?
      * Profit first
        + How many doors do you need?
        + How much monthly gross income?
  + Prospect Attraction
    - Do you attract enough quality prospects to support your needed sales?
      * Effective marketing negates sales
        + SEO/Google Ads
        + Referrals
        + Direct mail
        + Events/Social Media
  + Client Conversation
    - Do you convert enough of the right prospects into clients to support your needed sales?
      * What is your lead conversion rate?
      * Do you have a BDM? Do you need a BDM?
  + Delivering on Commitments
    - Do you fully deliver on your commitments to your clients?
      * Get feedback from your clients.
        + How many Google reviews do you have?
        + How will you get more Google reviews? Discuss best practices.
        + Do you have tenant and owner outreach programs?
* **Profit** – Create Permanent Profit
  + Debt Eradication
    - Do you consistently remove debt rather than accumulate it?
      * Increasing sales and debt simultaneously not sustainable.
  + Margin Health
    - Do you have healthy profit margins within each of your offerings and do you continually seek ways to improve them?
      * What is your net profit margin?
      * Do you have owner and tenant programs?
      * Do you have owner and tenant fees?
  + Transaction Frequency
    - Do your clients repeatedly buy from you over alternatives?
      * Who is your “perfect client”? Why?
      * What do you tell them?
  + Profitable Leverage
    - When debt is used, is it used to generate predictable, increased profitability?
      * Any debt incurred must be paid off from increased profits.
  + Cash Reserves
    - Does the business have enough cash reserves to cover all the expenses for 3 months or longer?
      * How much do you have in reserves? For property management, 3 months is sufficient.

**DAY 2**

* **Order** – Achieve Organizational Order
  + Minimized Wasted Effort
    - Do you have an ongoing and working model to reduce bottlenecks, slowdowns and inefficiencies?
      * What systems do you use?
      * What process software do you use?
      * Do you have KPIs? RPU?
  + Role Alignment
    - Are people’s roles and responsibilities matched to their talents?
      * Do you have the right people in the right seats of the bus?
      * How do you find new team members?
      * How to you find and promote leaders?
      * Do you utilize Remote Team Members? How?
  + Outcome Delegation
    - Are people closest to the problem empowered to resolve it?
      * Do you delegate to employees?
      * Are you willing to let someone be “75%” of you?
  + Linchpin Redundancy
    - Is your business designed to operate unabated when key employees are not available?
      * Are you working on the business or are you in it?
      * If any employee were hit by a bus, does the work get done?
  + Mastery Reputation
    - Are you know for being the best in your industry at what you do?
      * Build your brand on excellence.
        + At lease up, days on market? Percent of list price attained.
        + What is your eviction rate?
        + How quickly are maintenance requests fulfilled?
        + Do you offer guarantees?
* **Impact** – Evolve from Transaction to Transformation with Impact
  + Transformation Orientation
    - Does your business benefit clients through transformation, beyond the transaction?
      * Do you try to sell every door you manage? How?
      * Do you try to turn tenants into residents and then buyers?
      * How do you turn owners into raving fans?
  + Mission Motivation
    - Are all employees (including leadership) motivated more by delivering on the mission than by their individual roles?
      * What is your vision? Values? 1, 3 & 5 Year Goals?
      * Do you have a Big Hairy Audacious Goal?
  + Dream Alignment
    - Are people’s individual dreams aligned with the path of the business’s grand vision?
      * Do you offer employee profit sharing?
      * What employee engagement are you doing?
      * How do you integrate Remote Team Members?
  + Feedback Integrity
    - Are you people, clients and community empowered to give both critical and complimentary feedback?
      * What is your company culture?
      * What activities do you provide to create a more cohesive culture?
      * Are you a team or a bunch of team members?
  + Complementary Network
    - Does your business seek to collaborate with vendors (including competitors) who serve the same customer base in order to improve the customer experience?
      * Do you network with competitors?
      * Do you have preferred vendors and network with them?
      * Will you continue to mastermind after the conference?
      * Which conferences should you attend?
* **Legacy** – Spark Your Company’s Forever Legacy
  + Community Continuance
    - Do your clients fervently defend, support and help the business?
      * Do you have client appreciation events?
      * Turning tenants into residents.
  + Intentional Leadership Turn
    - Is there a plan for leadership to transition and stay fresh?
      * Who is the CEO of you?
      * Are you grooming a family member to take over the business?
  + Heart-based Promotors
    - Is the organization promoted by individuals inside and outside the organization, without need of direction?
      * Do employees feel like they belong to the organization?
      * Do owners take pride in their choice of companies?
  + Quarterly Dynamics
    - Does your business have a clear vision for its future and dynamically adjust quarterly to make that vision become true?
      * Do you do an annual SWOT analysis?
      * Are communicating increasing tenant protection laws?
      * If commission is removed from the MLS, can you attract agents?
  + Ongoing Adaption
    - Is the business designed to adapt constantly and improve, including finding way to better and best itself?
      * Do you embrace the aggregation of small gains?
      * The job of the CEO is to care. Do you?
      * The job of the CEO is to constantly improve the business. Do you?

**DAY 3**

* **Implementation**
  + What do you intend to implement after the conference?
    - Limit to 3 actions
    - Discuss the most impactful
  + Why did you pick to implement these?
    - Will they help sales, profit, order, impact or legacy?
    - Fix this next – start with the most impactful from the bottom up
  + How will you implement them?
    - Technology
    - Outsourcing
    - Internal resources
  + When will you implement them?
    - 30 day
    - 90 day
    - 6 month goals
  + Where do you see your business in one year by the next Broker Owner Conference?
    - How many doors?
    - How much additional profit per door?
    - What new systems?
    - How much time away from the business?
    - Who can do your job?
  + The Broker-Owner Challenge
    - Increase one fee $10 or put in place 1 new program
    - Include a modification clause in your agreement
  + Group Hug
    - Did you meet someone at the conference you can continue to network and mastermind with once you get back to the conference?