

## In this issue ...

### Embrace a Changing Industry

Change is in the air. We feel it, along with the appropriate heat — and humidity, depending on your location — for these long summer days. The general consensus among real estate professionals is that consumer behavior has shifted nearly as radically as the economy. Home buyers are increasingly starting their search online; REALTORS® must adjust their methods to meet the convenience and immediacy consumers are demanding. Meanwhile, a dip in home values and a crisis in the mortgage industry have sent a ripple across the real estate waters. Those two things combined have led to a good deal of stress for our industry professionals. As CRB members, you have taken a behemoth step: You are affiliated with a group that takes seriously its promise of “Knowledge Delivered<sup>SM</sup>” and is providing education and information through its class offerings, Webinars and Web site. Every week, the site grows with more information for you, the broker, owner or manager with a need for professional development and support. Likewise, this month’s *Management Issues and Trends* eNewsletter covers a few “new ways” to approach business. There’s not a day that goes by that we haven’t read or heard something in the news about the “green” movement. What is it, and how does it impact our business? Read all about it! Frank Gray, CRB, takes a look at building a resource of lead referrals based on niches — and certainly “green” can be a niche! Finally, Carla Cross, CRB, offers positive insight into managing your attitude and the attitudes of your agents — which may be, at times, more detrimental than the economy and changing consumer! As always, ideas are welcome! Please contact either Katie Dwyer ([kdwyer@crb.com](mailto:kdwyer@crb.com)) or Pat Pickett ([ppickett@colesmarketing.com](mailto:ppickett@colesmarketing.com)) with your suggestions for topics, sources, etc. Have a GREAT rest of the summer!

## It’s Easy Being Green

### Real estate agents look to “greener” pastures in the 21<sup>st</sup> century

By Lon Mills

“Going green” is fast becoming the catch phrase of 2008, but it’s also more than a phrase: It’s a lifestyle. Whether it’s at home or at a business, recycling, energy conservation and general care for the environment are becoming just as important as price and location.

As homeowners and potential homeowners look for innovative ways to live in harmony with the environment while increasing comfort, health and affordability, they are seeking qualified experts to help them make smart — and green — decisions.

The market for green homes is expected to rise from \$2 billion to \$20 billion during the next 10 years, according to GreenBiz.com. As a result, a trend toward green building practices has emerged to mitigate the environmental impact of home building and remodeling.

### Go for Broker

To help with this increasing trend, EcoBroker International was created in 2002 to educate and license real estate professionals on how to live and build green. The designation offers agents a competitive advantage when building their client base as more and more consumers seek agents with green expertise when buying, selling or retrofitting a home.

The company was founded by two pre-eminent leaders in environmental real estate and education: Dr. John Beldock and John Stovall. Beldock is the former director of the U.S. Department of Energy’s Environmental Analysis Program in the Office of Energy Efficiency and Renewable Energy.

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continued next page

Stovall was previously acquisitions editor for Dearborn Financial Publishing, the largest publisher of real estate professional books; and a training director and regional director for the Realty World real estate franchise. Both currently serve as online instructors and run the day-to-day business operations of the company's corporate headquarters in Evergreen, Colo.

"EcoBroker was founded to meet the demand we saw in the real estate industry for eco-friendly education," says Beldock. "There simply wasn't anything that taught real estate agents how to speak the language of green or to help consumers find informed agents familiar with green building techniques."

In order to earn the EcoBroker designation, licensed real estate professionals must fulfill a straightforward set of requirements that focus on an energy, environmental and marketing training program.

As the first and largest provider of green designation training for real estate professionals, EcoBroker's curriculum emphasizes everything from energy efficiency to solar energy to indoor air quality. With this designation, agents are better equipped to assist clients in their pursuit of green properties that provide affordability, comfort and health.

To date, EcoBroker has more than 3,400 members in 47 states, five Canadian provinces, the Caribbean and New Zealand.

Donna Elder, CRB, CRS, and broker associate with RE/MAX Creative Realty in Lexington, Ky., earned the EcoBroker designation two years ago. For her, the designation is a proactive measure for her area.

"We are not at a point where communities are building green, but I'll be ready when they are," she says. "It's really important for agents to have this knowledge."

Even though she holds the designation, Elder says that Kentucky hasn't moved into the "green" of things as much as Western states have, citing the abundance of limestone (a source of radon) in her area as one piece of information she can offer potential buyers.

By holding the EcoBroker designation, Elder is also able to work more closely with home inspectors and can make recommendations to buyers. By staying on top of environmental education, Elder says she has been able to recommend more environmentally friendly additions to the home such as bamboo flooring, a renewable resource that is gaining in popularity with homeowners, including Elder herself.

"I like to be an educator," Elder says. "I don't have a lot of people coming to me with questions, but I like to put the information out there." She also suggests adding insulated concrete foam and energy-efficient windows as other items for homeowners to consider if they want to conserve energy. In fact, energy-efficient windows can represent up to a 39% savings on heating and electric bills, according to TheEfficientWindows.org.

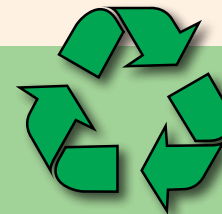
The designation is also helpful in networking with other agents and can help establish an agent as an expert on the subject (see following article on creating a lead referral base). Elder says she receives many referrals from out-of-state REALTORS® because they want someone who has worked the market and can provide "green" information to them.

## Practice what you preach

While agents have the opportunity to educate themselves on green issues in order to benefit their clients, they can also practice what they preach and enact more environmentally friendly practices at the office.

Recycling is the most common of environmental conservation efforts.

continued next page



## Top 10 Items to Recycle

1. Aluminum
2. PET Plastic Bottles
3. Newspaper
4. Corrugated Cardboard
5. Steel Cans
6. HDPE Plastic Bottles
7. Glass Containers
8. Magazines
9. Mixed Paper
10. Computers

Source: National Recycling Coalition

### Visit these Web sites for more information:

[www.EnergyStar.gov](http://www.EnergyStar.gov)  
information on energy-efficient products and practices

[www.USGBC.org](http://www.USGBC.org)  
US Green Building Council

[www.ASE.org](http://www.ASE.org)  
Alliance to Save Energy

[www.EcoBroker.com](http://www.EcoBroker.com)

***We recycle all products possible in our area, which is a lot. We estimate that only 10% of our garbage goes to the landfill.***

— Nanette Wimmers, CRB, CRS and principal broker of Columbia Gorge Real Estate in The Dalles, Ore.



In 1999, recycling and composting activities prevented approximately 64 million tons of material from ending up in landfills and incinerators, according to the U.S. Environmental Protection Agency. Today, Americans recycle 32.5% of their waste, a rate that has almost doubled over the past 15 years. The EPA also reports that while recycling has grown in general,

recycling of specific materials has grown even more drastically: 52% of all paper, 31% of all plastic soft drink bottles, 45% of all aluminum beer and soft drink cans, 63% of all steel packaging and 67% of all major appliances are now recycled. Twenty years ago, only one curbside recycling program existed in the United States. By 2006, that number had grown to 8,660. To handle that growth, more than 500 “material recovery facilities” have been established to process collected materials.

Sometimes all it takes to get bitten by the recycling bug is a fresh start. When Nanette Wimmers, CRB, CRS, and principal broker of Columbia Gorge Real Estate in The Dalles, Ore., relocated her office in April she was motivated to turn over a new leaf and start practicing green.

“When we moved in, we made a commitment to be more environmentally conscious,” Wimmers says.

***I like to be an educator. I don't have a lot of people coming to me with questions, but I like to put the information out there.***

— Donna Elder, CRB, CRS, and broker associate with RE/MAX Creative Realty in Lexington, Ky.

It doesn't require a lot of research or effort to be environmentally conscious. Real estate firms can do what Wimmers did and start with basic recycling efforts sprinkled with a little innovation. “We're always looking for ways,” Wimmers says. “It's just a matter of figuring out what we can do.”

continued next page

## Log Homes = Green Construction

*Contributed by Scott Rouleau for Golden Eagle*

Even as media reports persist about the housing market decline, new log home construction continues to increase. This growing popularity in log homes has spurred a high level of interest from consumers. Unlike stick-built homes, which are built on the property site, log homes are manufactured in a facility, where efficiency and accuracy can be optimally maintained. Once the manufacturing is complete, the home is simply shipped to the site, where it's quickly assembled.

This process reduces the carbon footprint of a home build significantly, particularly when compared to that of typical stick built. Among the perks of building a log home:

1. There's less waste, due to the efficient, climate-controlled manufacturing environment;
2. There's less pollution and property impact, since heavy machinery isn't required onsite for months at a time; and
3. Surprisingly, a majority of log-home producers source their logs from tree farms, where cut trees are continuously replanted.





Wimmers's office uses a self-inking stamp that marks the blank side of non-confidential scrap paper. The stamp reads, "The flipside is intended for you! Columbia Gorge Real Estate recycling to save resources for future generations."

"By using the stamp, we can reuse that paper and print on the back, and our clients love it," Wimmers says. Home tour flyers are a good source for scrap paper in her office.

Other efforts Wimmers' office practices are not to allow garbage cans at desks. Instead, each desk has a small recycle bin.

"If we don't have something that is recyclable, we have to actually get up and go throw it away in the normal garbage can," Wimmers says. "We recycle all products possible in our area, which is a lot. We estimate that only 10% of our garbage goes to the landfill."

Energy conservation is important to Wimmers as well. She suggests basic energy conservation efforts for real estate offices like using compact fluorescent lamp bulbs in all light fixtures. Globally

**The market for green homes is expected to rise from \$2 billion to \$20 billion during the next 10 years.**

— GreenBiz.com

introduced in the early 1980s, CFL bulbs have steadily increased in sales volume due to their lower power usage and longer rated life.

"We also shut off all appliances, including computers and monitors, at night and our landscaping is low water use," Wimmers adds.

Not only does she conserve energy by shutting down the office equipment, Wimmers also purchases many of her office supplies from a thrift store. It brings her recycling efforts full circle and also provides cost savings. "Supplies like three-hole punches, staplers and other office supplies," she says, "don't need to be brand new in order to keep my office operational."



## BluWood® is "Green"

The 4000-square foot *Coastal Living Magazine* 2008 Idea House — under construction in Beachtown, Texas (near Galveston) — is being built using BluWood, the trademarked name of a state-of-the-art, two-part wood treatment product that is definitely GREEN. With a distinctive blue hue, BluWood resists uncontrolled moisture absorption, mold fungus growth, rot fungi and wood-eating insects like termites. The product was also used in Brad Pitt's green housing project in New Orleans and ABC's "Extreme Makeover: Home Edition."



# THINK GREEN



# Help Your Agents Help Themselves

**“Selling is the lowest-paid easy job and the highest-paid hard job.” – Tom Hopkins**

*By Frank Gray, CRB, CIPS*

A recent survey of experienced sales associates revealed that what agents want most from their broker are leads. Unfortunately, most brokers can't simply reach into their pockets and dole them out like candy. That's OK, because as a broker, you have the ability to lead your agents to generate more than enough quality leads — minus handouts.

It won't be quick or easy. As Tom Hopkins once observed, selling is the lowest-paid easy job and the highest-paid hard job. Those who are committed to real estate as a profession and who are willing to work hard, especially during the first five years, can live well the rest of their lives. That's true regardless of interest rates, market conditions or competitive pressures.

If both you and your agents are up for the challenge, I recommend that you encourage them to systematically develop between three and five lead sources. It's vital to diversify your lead generators, because any single source is vulnerable to changing market conditions. A multiple-lead source that is designed to take advantage of varying circumstances will assure a steady stream of buyers and sellers in any market.

The first lead source they need to develop is their sphere of influence. Friends, family, neighbors and past clients are (sorry!) the “low-hanging fruit” in anyone's sales career. However, before the harvest comes cultivation. One cannot simply assume that people will use a family member or friend when they need to buy or sell a home. Gaining their confidence and their commitment is essential.

Once the agent obtains the commitment, they must stay in touch with those

people on a monthly basis to remind them they're in the business; the agent also needs to demonstrate that they're successfully closing transactions. Sending “Just Listed” and “Just Sold” postcards is a simple method of achieving both goals.

Other methods of staying in touch and demonstrating competence include client appreciation parties, neighborhood newsletters, market updates and occasional phone calls to offer services like free comparative market analyses or letting them know the selling price of a neighboring property.

**Are developing lead sources worth it? One national real estate company recently reported that 60% of its agents with more than seven years of experience make more than \$250,000 per year.**

Experience has shown that if properly cultivated, 100 people in one's sphere of influence will generate between 20 and 24 transactions a year. In most markets in the United States and Canada, 20 transactions will generate an annual income of more than \$100,000. Tell your agents this: “If your friends didn't make you \$100,000 in the last 12 months, your first priority must be to cultivate your sphere of influence.”

Once their spheres of influence are generating a steady stream of income, agents can move on to their second lead source. Based on the premise that the best lead is a warm referral, encourage your agents to raise their profile as the agent of choice for referrals in their market. They can do that by networking with other agents at conventions and seminars, joining domestic and international referral networks, earning professional designations and taking real estate courses in other cities.

To maximize the results, these agents' networking efforts need to be memorable. Agents can do that by creating a unique identity that they brand on business cards and other marketing materials. I know one agent who has generated well over a million dollars in referral income by promoting himself as “the real estate doctor” at industry events, complete with lab coat and stethoscope. Another agent, from Memphis, dresses in an Elvis costume.

You don't have to be that outlandish to get good results. Other agents have been successful cultivating personal brands like “The Condo King,” “The Land Cowboy” or “Your Downtown Connection.” Agents need to figure out what they do best and then build a simple, memorable brand around that concept. Just as with the sphere of influence, agents must stay in touch with their referral network to maintain their initial goodwill. Sending out monthly or quarterly market updates and placing a personal phone call at least once a year will keep agents “top of mind” among referral partners.

And here's a little secret that will dramatically increase your agents' networking results: Coach agents to narrow their focus. The National Association of REALTORS® publishes

continued next page

an annual report showing the ZIP codes that produce the most out-of-town buyers for local markets. After obtaining the report, agents can target their networking efforts on the three or four cities that send the most buyers to your town.

There is another rich resource of referrals that agents should consider cultivating as a third lead source: small business owners and professionals in your local market. REALTORS® are the gatekeepers for much of the new business in your town. Home buyers look to them for referrals on everything from pediatricians to painters to pool maintenance to pizza. Agents can leverage their power as a referral source by gaining commitments from these local businesses from which valuable home-buying and -selling leads can come. This occurs by establishing a “preferred professionals” list that agents provide to their clients. To be in the network, local businesses must agree to the following: 1) To offer the agent’s clients their very best prices; 2) To resolve all disputes quickly and fairly; 3) To use the agent for their personal real estate needs; and 4) to refer all real estate leads to the agent.

Once this network is established, the real fun begins. There are many ways the agent and his or her network can generate business for one another. One of the simplest ways is for the agent to create a large refrigerator magnet which

lists services by category and then provides the name and phone numbers of these partners. The more magnets agents distribute in your community, the better for your vendors and for your agent.

Guide agents to take advantage of cross-marketing opportunities. Your agent and his or her contact information (and your office’s!) could be on the cover of every pizza box delivered in your town. Car repair shops could return their customers’ keys on a key ring provided by your agent. Upon completion of their work, home remodelers could provide clients with a flier from your agent offering a free comparative market analysis to determine an updated resale value.

Agents can also host events for these partners to meet and network with each other. They’ll welcome the opportunity to network with other business owners and professionals. With each event, your agent’s status as a source of business will grow, and your opportunities to receive referrals will increase.

This article touches on just three sources of leads: sphere of influence, agent referral networks and vendor/partner networks. There are countless other lead sources, but three to five of these sources can provide you with a good income under any market conditions. It may take agents nearly a year of concentrated effort

to properly develop a single lead source. Developing multiple lead sources will take several years. And every lead source will require regular maintenance to maintain productivity. Is it worth it? One national real estate company recently reported that 60% of its agents with more than seven years of experience make more than \$250,000 per year.

Think about it this way: In the time it takes to earn a medical degree, your agents can develop their real estate business to the level that earns you the same income as a surgeon.

You don’t need to dole out leads for your agents. Teach them to focus their efforts on building multiple lead sources. They can generate all the leads they want, provide overflow leads to others and live the life of their dreams. That’s sweet.



*Frank Gray, CRB, CIPS, is the broker and managing partner of a multi-office real estate brokerage in Orlando, Fla., and works through his consulting company, Real World Recruiting Systems. He also directs The Great Recruiters Club, a subscription service that provides monthly interviews with the top recruiters in the business. For more information, e-mail [realworldrecruiting@yahoo.com](mailto:realworldrecruiting@yahoo.com).*

## Create a Green Office

*Marilyn Urso, CRB, CRS, e-PRO, PMN*

Being an EcoBroker is just about helping consumers be green. WE also need to lead by example. There are many ways to cut out the waste, follow the 3 R’s: Recycle, Reuse, and Reduce your Carbon Footprint. Here are a few things to start with now to have a greener office:

- Use recycled paper products
- Use CFL light bulbs
- Turn off all electronics at night
- Buy EnergyStar rated equipment
- Recycle old computers or donate to charity. Visit [EPA.gov](http://EPA.gov) and search for “ecycling” to find companies that will help you recycle electronics.
- When redecorating, use low VOC paints and finishes
- Reduce your paper usage and print on both sides of each sheet when possible.
- Replace garbage cans with recycling bins as a reminder
- Recycle all paper and plastics
- Avoid bottled water, use a water cooler or tap water
- Create a network of ‘Green’ inspectors to become the resource for environmental or energy related professionals in your area – then advertise it!
- Visit [EPA.gov](http://EPA.gov) and search for “Personal Emissions Calculator” to determine what your carbon footprint is both at work and at home. Then find out what you can do to cut it back!
- Travel light on business trips – go to [OneBag.com](http://OneBag.com) for packing tips to lighten your bag!





# Demolish your Demotivators and Achieve your Goals

By Carla Cross, CRB

It's a tougher market out there. It can get you down. We all need tools right now to demolish those de-motivators. In other words, we must not only manage our business, we must manage our attitudes.

Why is managing attitude important? Because it determines how well you do. Finding methods of organizing your thoughts so that they support your roadmap for success is crucial. Then, you will be able to recognize when your thoughts sometimes "order you around." You will develop strategies for taking control of your attitude — and ordering it around — to create greater success.

Much of my insight did not come from the experience of being a real estate agent, manager and trainer. It came to me from all those years I spent as a musician, honing my performance skills so I could obtain a bachelor's degree in piano performance. From the time I was four years old, I was in front of people playing the piano. I had to learn to manage my attitude to conquer the performance anxieties and uncertainty that accrue from tackling very difficult piano pieces in front of demanding audiences. I learned to master musical performance, and how it applies to managing attitude.

I have identified eight challenges that sabotage us from reaching our desired results:

1. Not being mentally tough.
2. Thinking it's someone else's job to manage our attitude.
3. Blaming someone else for our failures, leading to loss of power.
4. Underestimating what it takes to do the job.

5. Mastering negative "self-talk" until it determines our attitude, beliefs and outcomes.
6. Believing that the first time we do something is as good as it will ever get.
7. Thinking that our "inner manager" is always working in our best interests.
8. Always ready with a reason why we don't have to take action.

## Are you tough enough?

Let's tackle the first component here: mental toughness.

You and I both know keeping a positive outlook is a very important component for real estate success. Yet I have found that very few of the agents who go into real estate have the ready-made mental toughness to withstand the disappointments and rejections of the business. Sometimes, they fail simply because they let their attitude manage them. It seems to me that most agents (and managers) could benefit from some additional skills in learning to manage attitude. Just listen to great athletes talk about their failures, injuries and disappointments. They simply never give up!

## Managing your attitude is part of your job!

When interviewing hundreds of agents after they have been in real estate for several months, most of them tell me they did not know real estate would be so personally challenging. They did not know how easy it was to "get down" — or how quickly they could lose that

excitement; that enthusiasm they felt as a new agent.

Think back to when you were a new agent. How long did that initial excitement, enthusiasm and hope last? According to my survey of agents new to real estate, they expected to make a sale within their first 30 days in the business. Most of them do not. So, if their expectations are not met, they lose that enthusiasm.

Most agents tell me it only took them about a month to start questioning themselves about whether they should be in this business. Since they did not realize they would have so many ups and downs, they were not prepared to deal with the "downs."

Unfortunately, then, they talk themselves out of the business — and do not even know they're doing it! Knowing and applying these facts can make the difference between success and failure in your career.

**Manager's tip:** The best way for you to help your agents stay "up" is to get them into an aggressive start-up plan so they get a sale fast. That is motivating!

## Put a plug in that negative self-talk!

Remember when you were a kid? Did you ever want to take part in a sport or learn a musical instrument? Or, did you want to start a venture or an adventure? Why did you want to do it? What did your parents say when you told them what you wanted to do? How strong was your motivation to do it? Did you convince your parents? Did you actually

continued next page



start? Did you keep going? What happened when, to get better, you had to devote more energy, time, and interest to it?

Looking back at your life in this area will tell you a lot about your intuitive sense of self. It will tell you how much belief you have in yourself, how much tenacity, how much ability you have to take direction from someone else to get better. It will tell you how willing you are to take risk and to change.

Now, fast forward to real estate. Have you taken your intuition, body and soul into the business like you did in this youthful venture? If not, you need to have a serious talk with your inner manager. He may be stopping you from “acting naturally.” That talk might sound like this:

*“Now, Joan, I know we’ve been together a long time. You’ve done a good job overall giving me advice. However, you’re kind of in the Dark Ages about me now. I want to be successful in this new adventure, real estate. Remember when you*

*supported me as a kid as I (fill in your adventure)? Well, I need your support now. Quit that negative talk about failing, risk and change. I’m not as scared as you think. Give me some pep talks and some laughs and some real positive strokes, like you did before. I need your positive support, Joan.”*

**Ability is what you’re capable of doing. Motivation determines what you do. Attitude determines how well you do it.**

– Lou Holtz, former Notre Dame football coach and “ESPN Game Day” host

**Exercise:** The next time you catch yourself engaging in negative self-talk, counter it with 20 repetitions of positive

self-talk. Do this exercise at least five times a day for one week. You are retraining your mind to respond in a way that supports your goals.

When we go into real estate, we think that learning the inventory, grasping the technology and attending risk-management courses will ensure our success, but as we progress, we find out there’s a whole aspect of real estate that entails our managing more than just the technical parts of the business. Now you’re on your way to that mental toughness you need to succeed at a higher level each year.



*Carla Cross, CRB, is president of Carla Cross Seminars, Inc. and Carla Cross Coaching, specializing in real estate sales and management. She is a winner of the National Association of REALTORS® National*

*Educator of the Year award. Contact her at [www.carlacross.com](http://www.carlacross.com) or 425-392-6914. Visit the CRB e-Marketplace to purchase some of her products.*

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# Management Education Opportunities

## AUGUST 2008

**14-15 • Performance Leadership: Attract, Develop & Keep Successful Sales Associates** (3 CRB Credits)

**Location:** Nassau, Bahamas

**Sponsor:** Bahamas Real Estate Association

**Instructor:** John D. Mayfield, ABR, ABRM, CRB, e-PRO, GRI

**To register or for more information, contact June Fife at 242.356.4578 or [junebrea@coralwave.co](mailto:junebrea@coralwave.co)**

## SEPTEMBER 2008

**2-3 • Financial Planning & Management** (3 CRB Credits)

**Location:** San Destin, FL

**Sponsor:** Georgia Association of REALTORS®, held in conjunction with the GAR convention

**Instructor:** Cliff Perotti, CRB

**To register or for more information, contact Linda Bardach at 678-597-4117 or [lbardach@garealtor.com](mailto:lbardach@garealtor.com)**

**7-8 • Technology Management: Develop & Deploy an Effective Strategy for Your Office** (3 CRB Credits)

**Location:** Wisconsin Dells, WI

**Sponsor:** Wisconsin Association of REALTORS®

**Instructor:** Jonathan Nicholas, ABR, CRB, CRS, GRI

**To register or for more information, contact Della Rancourt at 608-241-2047 or [dellar@wra.org](mailto:dellar@wra.org)**

**9-10 • Marketing Management: Attract and Keep Customers for Life** (3 CRB Credits)

**Location:** Ft. Myers, FL

**Sponsor:** REALTOR® Association of Greater Ft. Myers and the Beach

**Instructor:** John D. Mayfield, ABR, ABRM, CRB, e-PRO, GRI

**To register or for more information, please contact Sharon Hoydich at 239.936.3537 ext. 234 or [shoydich@swflrealtors.com](mailto:shoydich@swflrealtors.com)**

**17-18 • Business Management: Develop & Execute a Comprehensive Plan** (3 CRB Credits)

**Location:** Nassau, Bahamas

**Sponsor:** Bahamas Real Estate Association

**Instructor:** Edward Hall, ABR, CRB, CRS

**To register or for more information, contact June Fife at 242.356.4578 or [junebrea@coralwave.com](mailto:junebrea@coralwave.com)**

**22-23 • Technology Management: Develop & Deploy an Effective Strategy for Your Office** (3 CRB Credits)

**Location:** Trenton, NJ

**Sponsor:** Mercer County Association of REALTORS®

**Instructor:** John D. Mayfield, ABR, ABRM, CRB, e-PRO, GRI

**To register or for more information, please contact Marlene King at 609.392.3666 or [mking@mercerrealtors.com](mailto:mking@mercerrealtors.com)**

**22-23 • Performance Leadership: Attract, Develop & Keep Successful Sales Associates** (3 CRB Credits)

**Location:** Portland, OR

**Sponsor:** Oregon Association of REALTORS®

**Instructor:** Brad Hanks, ABR, CRB, CRS, GRI

**To register or for more information, contact Joyce Beach at 800.252.9115 or [jbeach@oregonrealtors.org](mailto:jbeach@oregonrealtors.org)**