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The 100-Deal Ceiling

How to Build a Real Estate Team
That Runs Without You

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INTRODUCTION

Why I'm Not Here to Motivate You

Most coaching in this space tells you to do more. More calls. More follow-up. More hustle.

This isn't that.

I'm here to show you why your team feels like it's one bad week away from falling apart, and the system that fixes it. No motivational filler. No believe-in-yourself energy.

Here's the truth: teams without real operations cap out between 100 and 150 transactions a year. Not because the agents aren't good. Because the systems can't hold the weight. That's a systems problem, and systems can be fixed.

One line to anchor everything that follows:

The difference between a business and a job is whether it runs without you.

Right now, does yours?

- *Lauren Holland*

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CHAPTER 1

The 5 Mistakes That Cap Every Team

After working with 100+ teams, I see the same five mistakes everywhere. They don't feel like mistakes when you're in them, they feel like how things work. That's why they keep happening.

Read each one. Count how many show up in your business.

1. You are the system.

You hire someone new. They ask you 15 questions the first week. Six months later, same questions. Different person, same pattern.

The process lives in your head. You become the manual. When you step away, things slip or stop entirely.

Fix: Document the high-leverage 20% first — lead intake, follow-up cadence, offer to close. Those three alone cut inbound questions in half. Every process needs a named owner who isn't you.

Test: Can you run ops for two weeks without answering a single question? If no, you are the system.

2. You think accountability means more meetings.

Production slips. You add a Monday stand-up. A Wednesday check-in. A Friday recap. You're now running four meetings a week and nothing changes. Team meetings become rally sessions. Energy in the room, people leave feeling good, nothing moves. Agents learn to perform in the meeting instead of producing outside of it.

Fix: Accountability is structural, not conversational. The scorecard shows the number. The number triggers the conversation. You're not the accountability mechanism — the data is.

CHAPTER 1

Where You Are Right Now cont.

3. You hire before you're ready.

Production's up, things feel busy, you hire another agent. For 30 days it feels like progress. Then the chaos doubles.

Every agent you add before ops is in place makes the chaos worse. Not a little worse. A lot worse.

Fix: Your first hire should be ops, not another agent. One ops person who frees up 15 hours of your week is worth more than one more average producer in a chaotic system.

4. There's no clear agent path.

Agents join and don't know what good looks like. No 30-day milestone. No 60-day checkpoint. No defined expectation.

So they set their own bar. It's almost always lower than yours.

Fix: Every agent needs to know from day one what producer and passenger look like by day 90. The roadmap makes the conversation objective, not personal.

5. The system that works at 5 breaks at 15.

What works at 5 agents collapses at 15. What works at 15 falls apart at 30. A different system is required at each stage, and most leaders never make the shift.

At 5 agents, you run on relationships and memory. At 15, it's physically impossible. The system has to carry what your memory used to carry.

CHAPTER 1

Where You Are Right Now cont.

Fix: Build for the next stage, not the current one. 5 agents? Build for 15. 15 agents? Build for 30. By the time you feel the pain of the current stage breaking, you're already behind.

If you counted 3 or more, you're exactly where most teams are. Everything that follows is designed to fix what you just identified.



CHAPTER 2

The Framework — People, Process, Performance

What follows isn't complicated, expensive, or a big lift. It requires consistency.

Three layers. Every layer builds on the one before it.

1. People without process is chaos. Good agents, nothing documented, everything still runs through whoever shouts the loudest.
2. Process without performance is busy work. SOPs exist, meetings run, nothing gets measured. You feel busy. You're not building.
3. Performance without people is burnout. Scorecard exists, roles are unclear, you're chasing everyone to fill in data.

You need all three. Working as one system.

LAYER	WHAT IT MEANS
People	Who's on your team, what do they own, what happens when they don't deliver
Process	What gets done, how, when, without running through you
Performance	What gets measured, what conversation happens, what the consequences are

Most leaders have one. The teams doing 300-500 transactions a year have all three.

CHAPTER 3

The Weekly Cadence

This is where you replace yourself as the bottleneck. Structure creates freedom.

When your team knows exactly when they'll talk to you and what that conversation covers, they stop interrupting the rest of your week.

Monday — Numbers Review (20-30 min)

Not a conversation. Not motivation. Data.

Pull the scorecard. Look at green, yellow, red by agent. Flag which conversations need to happen this week. Set the week's intention publicly. That's it.

Tuesday & Wednesday — One-on-Ones (20 min each)

Scorecard only. Not "how was your weekend." You're coaching numbers, not feelings.

- Green: Acknowledge publicly. Ask what they need to stay there. Get out of their way.
- Yellow: One question: "What got in the way this week?" Find the blocker, co-create a plan, set a specific checkpoint.
- Red: Use the script (Chapter 5). The data made the call. You're just having the conversation it requires.

Thursday — Ops Review (30 min, hard stop)

Your ops lead runs this, not you. If you're running it, that's the problem. Pipeline health, closings this week, blockers, escalations. If it can't be addressed in 30 minutes, it gets a separate conversation.

You attend. You listen. You don't drive.

No ops lead yet? This ebook is why you need one.

CHAPTER 3

The Weekly Cadence cont.

Friday — Rapid Reporting

Each agent posts their week's numbers publicly in Slack, WhatsApp, wherever you communicate.

You review. You don't respond. The public accountability is built into the ritual. Observe, don't react.

Your Calendar Filter

Schedule and protect: Monday numbers pull, Tuesday/Wednesday one-on-ones, Thursday ops review.

Stop scheduling:

- Open-door conversations with no agenda (that's you being available for other people's lack of preparation).
- Group accountability meetings with no data (energy sessions dressed up as accountability).
- Anything that could be a Slack message.

The rule: if it doesn't touch the scorecard or the cadence, it probably doesn't need to be a meeting.



CHAPTER 4

The 5-Number Scorecard

One tool, installed consistently, transforms how a team operates faster than anything else.

Most leaders think they know who their top agents are. You don't. You know who shows up to meetings, who texts you the most, who has good energy. You confuse that with production.

The scorecard is the update. If it's not on the scorecard, it didn't happen.

The 5 Numbers:

NUMBER	WHAT IT TELLS YOU
1. Conversations	Leading indicator. If low, everything downstream drops in 2-3 weeks.
2. Appointments Set	Skills gap check. High conversations + low sets = coaching moment.
3. Appointments Held	Follow-through check. High sets + low held = confirmation process broken.
4. Contracts Written	Output. If low, don't coach contracts. Go back up the funnel.
5. Pipeline Value	30-60 day forward look.

Every agent. Every week. Non-negotiable.

CHAPTER 4

The 5-Number Scorecard cont.

Public Visibility = Automatic Accountability

When everyone sees everyone else's numbers, the system creates the accountability. Nobody wants to be the red row two weeks in a row.

What to Do With the Data

- **Green agents** → protect them.
 - Acknowledge publicly. Ask what they need to stay there.
 - Don't add meetings or check-ins. Green agents leave teams when leaders treat them like yellow agents.
- **Yellow agents** → one coaching conversation.
 - Find the blocker together. Set a specific checkpoint before you leave the room.
- **Red agents (week 2)** → system decision.
 - This is no longer coaching. Use the script in the next chapter.



CHAPTER 5

The Accountability Conversation

Most leaders either go too soft (nothing changes) or too hard (relationship breaks). Then they avoid the conversation altogether, and six months later, they've lost production, culture, and their best agents.

Clarity creates trust. The agents who stay long-term and refer others are almost always the ones who had hard conversations with you and felt respected through it.

Save the scripts below.

Yellow (Week 1) — Curious, Not Confrontational

"Hey Marcus, scorecard shows you're at 70% of goal this week. Walk me through your week. What happened?"

You're asking, not telling. Creating space for them to name the blocker. "What do you need from me to hit the numbers next week? Let's set a checkpoint Thursday."

Two-way conversation. Specific checkpoint with a specific day.

Red (Week 1) — Curious but Direct

"You're at 45% of goal. I want to understand — is this a systems issue or a focus issue?"

Forces self-diagnosis. Systems issue → fix what's broken. Focus issue → they just named the problem, now it's about accountability.

"Here's what I need from you this week, and here's what I'll do on my end."

You own your part. That's what makes it feel like partnership even when it's serious.

CHAPTER 5

The Accountability Conversation cont.

Red (Week 2) — System Decision

By week two, coaching has had its moment. You're in a formal accountability conversation with real consequences.

"Jen, this is the second week in a row, and the numbers haven't moved. I want to be clear, we have a 30-day window. If the numbers don't change, this isn't going to work. I'd rather tell you now than let this drag on for both of us."

No ambiguity. She knows where she stands, how long she has, and what the consequence is.

This is an act of respect. Letting someone stay in a role they're failing at for six months without telling them the truth — that's being hard on them.

What Not to Say

- "I feel like you're not really trying." Subjective and shaming. "I feel like" moves you from data to opinion, and the agent can argue with your opinion. They can't argue with numbers.
- "You're a great person, but the numbers..." Softens the message until it's lost.

Stay on the data. The data is respectful and clear.

CHAPTER 6

What You Should Never Touch Again

Busy and productive aren't the same thing. You can be completely consumed by work that belongs to someone else and make zero progress on the work only you can do.

That's not a time management problem. It's a role clarity problem.

Stop Doing These. Today.

TASK	WHO SHOULDE OWN IT
Weekly scorecard review	Ops lead runs it. You're accountable for the outcome, not the execution.
Lead assignment and routing	Ops lead. You set criteria, they execute.
Transaction coordination	TC or ops. Every document, deadline, milestone.
Answering "where is this file?"	An SOP, shared drive, or CRM. Not your brain.
Following up on missed tasks	The system. If you're chasing people, you don't have accountability, you have manual reminders.

CHAPTER 6

What You Should Never Touch Again cont.

What Only You Can Do

Vision. Culture. Growth strategy. Recruiting. Nobody else can set direction, build culture, or decide where the business is going in the next three years.

Every hour you spend on admin, lead routing, follow-up, or TC work is an hour you're not spending on the work only you can do.

Homework This Week

For every task you handle in the next five days, ask one question:

"Is this something only I can do?"

If no, it needs a new owner. Not eventually. Now.

PS on SOPs

If you've been putting off writing SOPs, stop using that as an excuse.

Brain-dump what you do into Claude or ChatGPT.

Say "here's what I do, create an SOP for me." Present it. Thirty seconds.

Done.

CHAPTER 7

The 90-Day Agent Roadmap

Producer or passenger by day 90. That's the standard.

Every agent on a clear 90-day path from the moment they join. Trainual, Google Doc, whatever. What matters is it exists, it's documented, and both of you can look at it on day one.

Without a roadmap, agents set their own standard. It's almost always lower than yours.

Six months later, you're having painful conversations that feel personal when they should've been a system conversation on day one.

The roadmap makes the conversation objective. Not you deciding they're not cutting it. The data deciding, based on expectations set before they showed up.



CHAPTER 8

Your Tech Stack — 3 Tools, That's It

The #1 tech mistake in real estate teams isn't being under-tooled. It's being over-tooled and under-executing.

You don't fix adoption problems by adding more tools. You fix them by removing tools nobody uses and doubling down on the ones that work.

The 3 Tools

1. CRM (your source of truth).
 - a. Every lead, call, text, and follow-up. Agents must dial from their CRM phone number.
 - b. If your phone breaks or an agent leaves, everything they touched is gone without it. No exceptions. If it's not in the CRM, it doesn't exist.
2. Transaction management.
 - a. Compliance (Dotloop, Skyslope, Brokermint) plus a real TC system once you pass ~30 pendings (Open to Close is strong).
 - b. You can start in Google Sheets. Know when to graduate.
3. Scorecard dashboard.
 - a. Every agent fills it every week.
 - b. Use your CRM leaderboard. Celebrate loudly.

Three tools. That's the stack. Anything else adds friction.

Your Next 30 Days

Not adding more. Executing.

The sequence is the system. You can't skip to week 3. You can't run weeks 2 and 4 at the same time.

Week 1 — Build the Scorecard

Open a Google Sheet. Six columns: Agent, Conversations, Appointments Set, Appointments Held, Contracts Written, Status. Add targets. Send to the team.

That's it. You're running the system.

Week 2 — Install the Cadence

Monday numbers. Tuesday/Wednesday one-on-ones. Thursday ops review. Friday reporting. On the calendar. Protected like a listing appointment.

Week 3 — First Real One-on-Ones

Scorecard only. Curious, not confrontational. Use the scripts from Chapter 5.

Week 4 — Review and Adjust

What worked? What broke? Fix it. The first month of anything new has rough edges.

What to Expect

Pushback. Friction. Some agents won't like being held to the numbers, especially ones who've been with you a long time.

You're not going to lose your team. People leave over shady splits, not scorecards. If you're setting expectations to leverage more and teaching something new, they'll get used to it in about six weeks.

What It's Costing You

Most leaders finish something like this, get busy Monday, and tell themselves they'll start next week. Nothing happens.

This is a financial conversation, not a nice-to-have.

- **One agent at 50% of capacity on a \$15M team = ~\$750,000 in untapped production.**
 - Every month you wait. That agent isn't failing — they're operating at half because the system doesn't hold them to anything higher.
- **15 hours a week on ops tasks at \$300/hr opportunity cost = \$240,000 a year.**
 - Not revenue lost. Value you never created.
- **Your best agent is watching.**
 - Top producers don't stay in chaotic environments. They might not say anything, but they're feeling it. When they leave, you rebuild from further back than where you started.

The Other Side

With the system in place, you work on the business, not in it. Vision. Partnerships. Culture. Growth. The work only you can do.

CEO versus coordinator. That's the entire difference between a business that scales and a job that gets bigger.

Agents self-manage against the scorecard. Accountability is structural. The data creates the standard. You respond to what it says.

CLOSING

What It's Costing You cont.

You can look at your team in 30 seconds and know exactly what's happening with every person on the roster. That's leadership, not having all the answers, having all the information you need to ask the right questions.

Start Monday

Open the Google Sheet.

Six columns.

Fill in names.

Send it to the team.

The sequence is the system.

Everything else follows.





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What it is: A one-on-one call with our team. Not a pitch. Not a sales call. A working session built around your specific business.

What you'll walk away with:

- **Your top 3 bottlenecks identified.** Not the 5 mistakes from this book — your specific three, the ones costing you the most right now based on where your team actually is.
- **A 30-day plan built for your business.** Not a generic plan. A specific sequence mapped to your team size, stage, and gaps — what to build first, what to fix second, what to stop doing immediately.
- **A full tech stack callout.** A clear review of what's working, what's redundant, and what's quietly costing you.

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