

FREE LIVE TRAINING · SEPT 24, 2026 · 10AM PST

Stop Hiring Agents. Hire Ops First.

And the Ops System That Fixes It

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100+

Teams

600+

Agents

1 hr

All Substance

Fair Warning — and What You're Walking Away With

"This isn't motivational. There's no "believe in yourself" energy here. I'm showing you what's broken — and exactly how to fix it."

TODAY YOU GET:

- Why teams actually cap out — not the story you tell yourself
- The 3-layer system — people, process, performance, plus RACI
- The weekly rhythm that replaces your reactive meetings
- Your first ops hire (Ops Specialist vs. VA) + 30-day plan

100+

Teams Lauren has built ops systems for

600+

Agents in the RESIDE ecosystem

\$0

Fluff. All substance, all hour.

If Any of This Sounds Familiar — You're Not Alone

"I'm putting out fires instead of leading"

Every time you try to step back, something breaks.
Because the system isn't there — YOU are the system.

"My agents should be producing more"

You know they're capable. But nothing in your business holds them to it. So they coast.

"Accountability collapses in 30 days — every time"

New scorecard. New meeting rhythm. Works for two weeks. Then everyone quietly stops.

Here's the truth:

It's not a people problem. Not a market problem. Not a mindset problem.
It is a SYSTEMS problem — and systems can be fixed.

ACT 1 OF 3

The 5 Ops Mistakes Lauren Sees in Almost Every Team She Works With

These aren't unusual edge cases. They're the default.
See how many you recognize.

Mistakes #1 & #2: The Two That Kill You Quietly

MISTAKE #1

You Are the System

- Everything runs through your brain, not a documented process
- When you step away, things slip — or stop entirely
- New hires can't onboard because the process lives in your head
- Test: Can your ops run 2 weeks without you answering anything?

FIX #1

- Document the high-leverage 20% first: lead intake, follow-up, offer-to-close
- Every process needs an owner who isn't you
- One question: who runs this when you're on vacation?

MISTAKE #2

Accountability = More Meetings

- Meetings become rally sessions — energy in the room, no data
- Agents perform in the meeting, not outside it
- You end every call feeling great — nothing changes
- More check-ins add pressure on YOU, not them

FIX #2

- Accountability is structural, not conversational
- The scorecard shows the number — you have the conversation it triggers
- Replace 2 weekly meetings with one data review

Mistakes #3, 4 & 5: The Growth Killers

MISTAKE #3

Hiring Before You're Ready

Adding bodies to a broken system doesn't scale it — it amplifies the chaos. Most teams hire another agent when they need ops first.

THE FIX

Ops hire comes before the next agent — see exactly who to hire, and what it costs, next.

MISTAKE #4

No Clear Agent Journey

Agents don't know what 'good' looks like. No onboarding milestones. No 30/60/90 day expectations. They coast because the system lets them.

THE FIX

Producer or passenger by day 90. The roadmap makes that conversation objective — not personal.

MISTAKE #5

The System Breaks at 15

What works at 5 agents collapses at 15. What works at 15 falls apart at 30. You need a different system at each stage.

THE FIX

Build for the next stage, not the current one. Always be one stage ahead of where you are.

STAGE 1 · FOUNDER-LED

1–5 Agents

Everything runs through you. Document now so you can hand it off.

STAGE 2 · SYSTEMS-LED

5–15 Agents

Most teams STALL HERE. Process must run without you. This is where most of you are.

STAGE 3 · LEADER-LED

15+ Agents

You work ON the business. Ops lead runs the rhythm. Agents self-manage.

Ops Specialist vs. Virtual Assistant — Hire for Ownership

OPERATIONS SPECIALIST

Owens the outcome

Client experience, systems execution, team communication. This is your first hire — not another agent.

Runs the relationship

Agent hands off the client; the Ops Specialist owns it from contract to close — full accountability, not just tasks.

Trained, not just tasked

You don't hire for a task list. You hire for ownership — then train them the way you'd train yourself.

\$3–7/hr

Typical overseas VA rate (confirm yours)

\$15–25+/hr

Typical Ops Specialist rate (confirm yours)

VIRTUAL ASSISTANT

Executes the backend

MLS entry, data entry, file prep — clear, repeatable tasks with a defined process.

Works inside the handoff

Picks up exactly where the Ops Specialist hands off. Never owns the client relationship.

Cost-efficient leverage

Lower cost, narrower scope. The right second hire — after ops, not instead of it.

24 hrs

Max time before the Ops Specialist confirms the handoff

0

Client relationships a VA should ever own

The 4x400 Handoff — No Dropped Baton

STATION 1

Agent

- Runs the appointment, wins the listing or contract
- Captures intake details in the system — not email
- Hands off the second the ink is dry
- Never touches the file again

STATION 2

Ops Specialist

- Confirms the handoff within 24 hours
- Owns communication start to close
- Coordinates every milestone with the client
- Escalates only what actually needs the agent

STATION 3

VA

- MLS entry and data entry
- Document prep and file organization
- Follow-up tasks on a checklist
- Reports status back to the Ops Specialist

STATION 4

Systems

- Intake forms replace email
- Triggers + automations move the baton on time
- Trackers make status visible to everyone
- Checklists remove memory from the process

WHAT MAKES IT WORK:

Clear roles · Defined order · Perfect timing · No dropped baton

WHAT BREAKS IT:

Email as the system · Unclear ownership · No handoff confirmation · Silence between stations

ACT 2 OF 3

The Ops Operating System

That Fixes All Five

Leverage = time. 3 layers, real tools, no theory.
This is what Lauren runs inside RESIDE.

Three Pillars of Team Ops That Actually Scales

People

Who owns what — and what happens when they don't deliver

- Clear role definitions for every function
- RACI so nothing falls through the cracks
- Off-ramp criteria defined on Day 1 — no surprises
- The right first hire (spoiler: it's ops, not agent)

Process

What gets done, how it gets done, when — without running through you

- Documented SOPs for the high-leverage 20%
- Weekly rhythm that runs without your presence
- Tech stack that agents actually use
- Ops lead who owns the cadence

Performance

What gets measured, what conversations happen, and what the consequences are

- 5 numbers per agent every single week
- Public visibility — clarity, not punishment
- Green/Yellow/Red with defined next steps
- Formal path: yellow → coached → red → decided

Most team leaders have one of these. High performers have all three working together as a single system. That's the gap.

The Weekly Rhythm That Replaces You As the Bottleneck

MONDAY

Numbers Review

- Pull the scorecard — no exceptions
- Flag Red/Yellow agents
- Set the week's intention publicly
- 20 minutes max

TUE – WED

1:1 Coaching

- 20 min per agent — scorecard only
- Yellow: 'What's blocking you?'
- Red: use the script (next slide)
- Green: protect their momentum

THURSDAY

Ops Review

- Ops lead runs this — NOT you
- Pipeline health + closings
- Blockers and escalations
- 30 minutes, hard stop

FRIDAY

Wrap + Recommit

- Each agent posts their week's #s
- Public in Slack or CRM
- 3 commitments for next week
- Leader reviews — doesn't respond

SCHEDULE THIS:

Monday numbers pull (30 min) · Tue–Wed 1:1s (blocked) · Thu ops review (ops lead runs it)

NEVER SCHEDULE:

Open-door 'strategy' chats with no agenda · Group meetings with no data · Anything that could be a Slack message

The Weekly Scorecard — 5 Numbers Every Agent Owns

Agent	Convos	Appts Set	Appts Held	Contracts	Pipeline \$	Status
Sarah M.	42 / 40	8 / 6	6 / 5	2 / 2	\$1.4M	GREEN
Marcus T.	28 / 40	4 / 6	3 / 5	1 / 2	\$740K	YELLOW
Priya K.	18 / 40	2 / 6	1 / 5	0 / 2	\$210K	RED
David L.	41 / 40	7 / 6	5 / 5	3 / 2	\$2.1M	GREEN
Jen R.	22 / 40	3 / 6	2 / 5	0 / 2	\$0	RED — WK 2

-  GREEN → Acknowledge publicly + ask what they need to stay here
-  YELLOW → 1:1 this week. 'What got in the way?' Co-create the fix.
-  RED (Week 1) → Structured conversation. Identify blocker. 7-day check.
-  RED (Week 2) → Formal decision conversation. 30-day window. Use the script.

The Conversation Most Team Leaders Get Wrong

WEEK 1 YELLOW — COACHING CONVERSATION

"Hey [Agent], scorecard shows you at 70% this week. Walk me through your week — what happened? ... What do you need from me to hit the number next week? I'm setting a checkpoint with you Thursday."

WEEK 1 RED — STRUCTURED CONVERSATION

"[Agent], you're at 45% of goal. Two key metrics we need to dig into. I'm not here to pile on — I need to know: is this a system issue or a focus issue? Which is it? ... Here's what I need from you this week, and here's what I'll do on my end."

WEEK 2 RED — FORMAL DECISION CONVERSATION

"[Agent], this is the second week in a row the numbers haven't moved. I'm going to be direct: we have a 30-day window. Here's exactly what that looks like. If the numbers don't change, this isn't going to work — and I'd rather tell you now than let this drag on for both of us."

WHAT NOT TO SAY

- 'I just feel like you're not really trying'
- 'We've talked about this before'
- 'I need more out of you'
- Anything said in a group before a private conversation

THE MINDSET SHIFT

You stop being the bad guy because the system is.

The scorecard shows the number. You just have the conversation it triggers.

That's not management — that's leadership.

The RACI Framework — What the Letters Mean

R

Responsible

- Does the work — hands-on execution of the task
- Usually just one person per row: the doer
- Never more than one Responsible per task
- If nobody is R, the task does not happen

A

Accountable

- Owens the outcome — the buck stops here
- Signs off before it counts as done
- Exactly one Accountable per task, no exceptions
- Usually the team leader or the ops lead

C

Consulted

- Asked for input before the decision
- Two-way — a real conversation
- Keep the list short
- Shapes the outcome, does not own it

I

Informed

- Told after the decision or action is made
- One-way update — no input needed, no reply
- Keeps everyone aligned without another meeting
- Most people on most rows should just be I

THE RULE:

One Responsible · One Accountable · Everyone else is C or I

WHY IT MATTERS:

No RACI = everything defaults back to you · Clear RACI = the next slide's chart actually holds

The RACI Chart — Who Owns What

Function	Team Leader	Ops Lead	Agents
Weekly scorecard review	A	R	I
1:1 coaching conversations	R	C	I
Lead assignment and routing	I	R	C
Transaction coordination	I	R	A
New agent onboarding	C	R	I
Vision, culture, growth strategy	R	I	I
Answering 'where is this file?'	NEVER	R	I
Following up on missed tasks	NEVER	R	A



R = Responsible



A = Accountable



C = Consulted



I = Informed



NEVER = You shouldn't touch this

The 90-Day Agent Roadmap — Producer or Passenger by Day 90

DAYS 1–14

Systems & Setup

- CRM setup + training done
- Branded profiles live
- Shadow 3 listing/buyer appts
- Learn weekly scorecard
- First 1:1 with team leader

DAY 30

First Reps

- Hitting 80% of scorecard targets
- At least 1 active client
- SOPs understood and followed
- Lead follow-up cadence live
- Decision: on-track or flag

DAY 60

Volume Check

- Hitting 100% of targets weekly
- 1+ contract written or pending
- Operating independently
- Sphere + referral contacts begun
- Decision: producer or exit talk

DAY 90

The Decision

- Full producer: stays, gets resources
- Below threshold: PIP or exit
- Fully documented — no surprises
- Passenger conversation is objective
- Team protected from drag

WHY IT WORKS:

Expectations are set on Day 1. The 90-day conversation is objective — it's not you being hard on them. It's the system working.

WHAT A PASSENGER COSTS YOU:

One underperformer costs 15–20% in lost culture and leader attention. Keeping a bad fit 8 months = \$40K+ in lost GCI and team capacity.

Before and After: What Great Ops Actually Looks Like

RIGHT NOW — MOST TEAMS

You are the bottleneck

Every decision, every fire, every 'where is this?' runs through you. You can't take a real week off.

Accountability = nagging

You're chasing agents. Following up on follow-ups. Babysitter, not CEO.

Growth = more chaos

Every new agent makes it harder. More people, same broken system, just louder.

200+

Transactions where this stops breaking

90

Days to install the full system

WITH THE SYSTEM IN PLACE

Team leader works **ON** the business

Vision. Partnerships. Growth strategy. You're a CEO. Ops lead runs the rhythm.

Agents self-manage against the scorecard

They know what green looks like. They know what red triggers. No chasing.

Growth is contained, not chaotic

New agents slot into the system. The process doesn't break when you add one.

30%

Avg production increase when scorecard goes live

0

Times you should be asked 'who do I send this to?'

ACT 3 OF 3

Your Next 30 Days

The Implementation Roadmap

No consultant. No new app. Just the system, installed in order.

Install It in This Order — Start Monday

WEEK 1

Build the Scorecard

Pick your 5 core metrics (conversations, appts set, appts held, contracts, pipeline)

- Set per-agent targets or team-level targets
- Build it in Google Sheets (seriously — start there)
- Share it publicly with the team
- Run your first Monday pull

WEEK 2

Install the Cadence

- Block Monday numbers review — 30 minutes, non-negotiable
- Schedule Tue–Wed 1:1s (20 min each, scorecard only)
- Set Friday wrap ritual in Slack or group text
- Announce the rhythm to the full team
- Expect resistance — it's normal and it means it's working

WEEK 3

Run Real 1:1s

- Use scorecard only — no small talk, straight to numbers
- Practice the green/yellow/red conversation scripts
- Document what each agent commits to
- First real test of the accountability framework
- Adjust targets if clearly miscalibrated

WEEK 4

Review + Adjust

- Are agents filling the scorecard? If not — why not?
- Who's on track? Who needs a formal red conversation?
- What's the next process to document?
- Who's your first ops hire candidate?
- What's your first RACI to build?

WHAT TO EXPECT:

Days 1–14: Resistance · Days 15–30: Clarity · Days 30–60: Either the team levels up — or the wrong people self-select out. Both are wins.

What Broken Ops Is Actually Costing You Right Now

Lost Production Per Underperformer

One agent at 50% on a team doing \$15M volume = \$750K in untapped production you're funding with your overhead. Every month you don't act.

Your Time at Opportunity Cost

15 hours/week on ops tasks you shouldn't touch, at \$300/hr opportunity cost = \$240K/year in leader-level time spent on coordinator work.

Good Agents Who Leave

High performers don't stay in chaotic environments. When your best producer leaves, you lose not just their GCI — but everything they would have produced over the next 3–5 years.

The Ceiling You Can't Break Through

Without a real ops system, 150–200 transactions is your ceiling. Not the market. Not your agents. The system physically cannot hold more volume.

The question isn't 'can I afford to fix my ops?' The question is: HOW MUCH LONGER CAN I AFFORD NOT TO?

How RESIDE Helps You Actually Install This

Coaching

Work directly with Lauren to install the scorecard, cadence, and accountability structure inside YOUR business — not a generic framework.

Community

600+ agents and team leaders inside RESIDE. When you have a question at 9pm, someone's already solved it.

Frameworks

Every template, SOP, RACI, and scorecard from today — fully built, ready to deploy. Not starting from scratch.

90-Day Accountability

We run the rhythm WITH you for the first 90 days until the system is self-sustaining. You don't go dark and hope it sticks.

FOR TEAMS DOING 50–500 TRANSACTIONS who know ops is the ceiling. Not for solo agents. Not for people looking for magic. For leaders ready to build.

YOUR NEXT STEP

Download the Full Ops Playbook

Every template, script, and framework from today — fully built.

[Download the Playbook →](https://resideplatform.com/the-100-deal-ceiling/)

<https://resideplatform.com/the-100-deal-ceiling/>

Or book a strategy call:

[Book a Strategy Call →](https://resideplatform.com/join-reside/)

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Thank You.

Now go fix your ops.

Lauren Rathgeb-Holland

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- Ebook / Playbook — resideplatform.com/ops-playbook
- Book a Strategy Call — resideplatform.com/call
- RESIDE Website — resideplatform.com

You walked away with:

- The 5 ops mistakes to stop making
- The weekly scorecard + scoring
- The accountability conversation scripts
- The 90-day agent roadmap
- The RACI + role framework
- Your first-hire breakdown — Ops Specialist vs. VA — + 30-day plan