

A Manager's Prioritized Job Description and Schedule

The time frames are here to give you a relative 'picture' of how a manager's week should be structured. Use this to hire and coach a 'people developing' manager, who will increase profitability aggressively. Our [Leadership Mastery Coaching](#) program teaches leadership how to accomplish this job description. Our Leadership resources for managers provide guidance (see www.carlacross.com)

Category One: Production/Profitability Development Activities

Implement your Agent Development Plan This = Profits!

1. Recruit and select would-be and productive salespeople

2 hours a day, 4 days a week—lead generate (make recruiting calls)

1½ hours a day, 5 days a week—hold selection interviews

(Regular standards: 5 interviews per week/1 hire)

Implement recruiting marketing plan

2 hours per week (build a plan for the 10 sources of recruits and delegate some of the implementation)

2. Train would-be and productive salespeople

2 hours per week—new people

3 hours per week—experienced salespeople

3. Coach and develop salespeople (one-on-one coaching)

5 hours per week (coach developing individuals)

4. Lead salespeople

1 hour per week: Leadership activities (Agent Advisory Council/task forces, etc.)

Create and lead sales meetings

Category Two: Support Activities (Maintenance Activities)

Create your business/recruiting plan

Measure the results of your plan weekly/monthly

1 hour per week

Manage your staff

Meet weekly with your staff

1 hour per week

Organizational activities

Create training; create coaching; create meeting agendas; create marketing tactics

3 hours per week

Manage the paperwork

Review transactions; review office mechanics, broker work

6 hours/week

