

A man in a suit is speaking to a large audience in a stadium. The image is overlaid with a yellow geometric design consisting of several overlapping triangles and lines. The text is in a bold, sans-serif font.

YOUR 2021 PLAYBOOK

The 5 Irrefutable Principles of High-Performance Mortgage and Real Estate Practices



**HIGH TRUST
COACHING™**

2021
TODD DUNCAN

MAKE MORE
MONEY IN
LESS TIME
WITH LESS STRESS



**HIGH TRUST
COACHING™**



TODD DUNCAN

2021

The 5 Irrefutable Principles of High-Performance Mortgage and Real Estate Practices for 2021

By Todd Duncan

2020 was a blockbuster year in Mortgage Lending! Real Estate inventory is tight! Market conditions have set records for volume and income. Even with all that, what if I told you that you're still just scratching the surface of your potential? And more importantly, is your business prepped for 2021? Conditions will change!

As you take a deep dive for the next hour in this eBook and think through these 5 transforming principles, my hope is that you will see so much more of what's possible for your business and life!

Let's go!

What if success, **massive success**, all came down to one simple concept? What if I told you there is only one word you need to understand and apply to have all the success you've ever dreamed of! Would you want to know the word? Sure, you would. Who wouldn't?

I'm guessing the reason you chose this business was because you saw an opportunity, felt excited and energized, and knew you could "make it" and "make it big." I'm also guessing that because you are reading this, you might have had some ups and downs along the way, and why wouldn't you? It's a dynamic industry with ever-changing markets, prices, demands, rules, ethics, compliance, and challenges. And, that is a given. But high-performers know that, and they have arrived at a mindset that follows this thinking – **it's never the market that determines my success, it is how I am in that market!**

At the age of 23, newly minted with a College degree, my baseball coach through much of my youth, happened also to own the largest independent Real Estate company on the West Coast along with a Mortgage Company, and he talked me into my first career at a July 4th BBQ. No visions as a kid for this career path! Fireman, Policeman, Doctor, yes. But I never dreamed about selling, listing, or financing a property for people. I got my Brokers license and started down the path.

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My first mentor sat down with me shortly thereafter and he asked me, "If I could tell one word that you need to embrace that will guarantee your success, would you want to know what that word was?" I said, "Yes" just like you did. And that one word changed everything. **Principles!** That's it. **Principles!** He went on, "That is the only word you ever need to know to succeed." I grabbed it and never looked back.

Early on this became the guiding force in my life and it was the difference maker that allowed me to be involved in nearly 6,000 real estate transactions in 10 years. I ate this word up and, in that pursuit, I stumbled across Harrington Emerson. He had died 5 years before I was born, but somehow at the local library, he was the top resource around this word in business. His Wikipedia page says, “he was an American efficiency engineer and business theorist.” He is the author of *The Twelve Principles of Efficiency* which he wrote in 1913.

This is how you change your game.....

“As to methods there may be a million and then some, but principles are few. The man who grasps principles can successfully select his own methods. The man who tries methods, ignoring principles, is sure to have trouble.”

- Harrington Emerson

In this eBook, I will showcase the 5 Principles I have embraced, taught, and coached tens of thousands of Mortgage and Real Estate professionals to embrace in order to crush it in business and life. Our highest paid **ELITE** coaching clients follow all five of these Principles and perfect them in their mortgage and real estate practices. It’s not surprising they all earn over 7 figures a year and many eclipsed \$4,000,000 in commissions this year! But and this is a BIG BUT – none of them started at that level. They all had to Master these 5 Principles.

No matter how far you want to go or at what level you want to earn, these Principles will change your life! It doesn’t matter where you are right now. It matters that you grasp these principles and make them the centerpiece of your life and your business. There is so much upside, it would blow your mind. For example, Jake has been immersed in integrating these Principles into his mortgage business. At the end of 2018, he’d earned \$188,000. Not bad! He got serious about these Principles, came to several of our events the next year, and by the end of 2019 he’d earned \$406,000. In 2020 he continued focusing on the Principles and he earned over \$1,000,000!

This is serious stuff! Ready?

Principle #1: Everything Can Be Improved

At first glance, I can say you might be taking too long to get your results. And, if you are not measuring the things that matter most, you can’t begin to improve those things. I learned that this principle will produce three specific business results; **more money, in less time with less stress**. There is no “silver bullet” to success but one truth is you can only improve what you measure.

A real estate agent named Jim told me recently that when he finally understood this principle his business went from \$8M in sales to \$40M in sales in 3-years. A mortgage professional whom we coach, Susan, attends our [Sales Mastery Event](#) each year and went from 118 transactions to 184 transactions a year in less than 12-months and she shortened her workweek to 28-hours, and she lost 100 pounds.

There are two key points to this principle.

Teaching Point #1: If you want to make more money, you need to spend more time on what makes you money, the most money, per minute. According to Indeed.com on July 4, 2020, the average real estate agent in America is making \$18.49 an hour and the average Loan Originator in America is making \$37.52 an hour. So, the truth is, the hours you work are nowhere as important as the work you do during those hours. What makes you the most money is meeting with, connecting with, and converting prospects to customers to clients, and then keep them for life. The better you get at that, the easier, faster, and more permanent those results are. That's it.

In our [Coaching Company](#), we measure hourly rate every two weeks with our coaching clients. It is not uncommon for them to go from \$50 dollars an hour to over \$500 an hour in under 6-months. They measure everything; how many hours with clients, showings, presentations. How many hours on interruptions, email, low-income tasks? It starts with the "X-Ray" of where time is going and then, over time, how to reverse those trends by applying focus, skill mastery, and delegation of the lowest income time robbers.

There is a crazy mindset to this, bordering on obsession with all top performers, and it sounds like this, "Why take 40-years to do what I could do in 10-years? Why take a week to do what I could do in a day? Why take a day to do what I could do in an hour? Why take an hour with a client when I could do a better job and cut that in half and see twice as many people. Why talk to 10 prospects to get 1 deal when I could do a better job with 1 prospect and get 10 referrals/deals? Why show 10 properties, when I could show 2-3? Why take 3-hours to do one open house when I can do three open houses, an hour each, and triple exposure and create a buying frenzy?"

Are you getting this principle?

Teaching Point #2: There is no limit to how much money you can make per hour, which is the most important metric you measure. (While producing extraordinary customer experiences)

If everything can be improved, and it can, what is preventing you from earning in an hour what you usually make in a day? The answer is your head – and **believe** that you can. Thomas Dreier, another Business Theorist said,

“The life each of us lives is the life within the limits of our own thinking. To have life more abundant, we must think in limitless terms of abundance.”

Mindset is everything! Everyone has an income gap. The gap is large if the mind is small and if the skills are poor. Not so much, when belief is high. And once you move to increase revenue “per minute”, you never want to go back. If you’re making a dollar an hour, and you embrace the first teaching point, once you are at ten dollars an hour, going back to a dollar an hour is not going to happen...unless you stop measuring and improving.

We teach that the better you get at business; the better business gets for you. What’s required? **Spend the most time on the fewest things that produce the greatest revenue for your time.**

When I was 13, I went with my dad to one of his hospitals. He was a radiologist and when he showed me the X-Ray room where a technician was taking X-Rays, I asked him, “Dad, why don’t you take the X-Rays?” He said, “Because I get paid to read them.” That impacted me and I never forgot that.

So, the prescriptive idea here is to do what you get paid to do. Do as much of it as you can, efficiently and profitably. Don’t do things that fall outside of your core talent areas, or things that others can do better and less expensively than it will cost you to do it. **And be vigilant and courageous because when you don’t follow this principle, you will work too hard, too long and when you are trading time for money, and you can’t get more time, the only thing that makes reasonable sense is to make more money for the time you put in.**

One of our clients sent me this recently, “I have bought 101 rental properties in the last 5-years, live off 25% of my income, and have no debts other than my mortgages, plus I take 20-weeks of vacation per year, thanks to you.”

That’s what happens when you embrace **Principle #1: Everything Can Be Improved.**

This word, Principles, governs all success and happiness. When you embrace this word and use it in all your pursuits, you will have access to a deeper purpose and will accelerate your performance in ways that would redefine your life and business forever.

A vigilant and consistent eye towards improvement is the fast track to compounding your success.

Next, I want to introduce you to **Principle #2**. But before I do, I want you to answer a few questions. Do you have goals you want to attain but have not? Do you have areas of your life you want to improve but have not? Has more than several months gone by since you thought about doing something and right now you haven't started? If you look back over the last year, have you accomplished the important things in your life? If not, why?

I ask these questions to frame our next Principle...

Principle #2: Success can only be built on failure.

If you own in totality Principle #1, that everything can be improved, Principle #2 supports the action to make Principle #1 work. **Because all things can be improved, your attitude towards failing, in the attempt to improve, should be fully and excitedly engaged every step of the way.**

Most people associate the words FEAR and FAILURE in the same thought. That is where it goes wrong immediately. Here's why! Would there be such a thing as "cold" if there were not such a thing as "hot"? Of course not; those "opposites" must exist for either cold or hot to have meaning. Would there be such a thing as "dark" if there were not such a thing as "light"? Of course not; those "opposites" must exist for either dark or light to have meaning. Would there be such a thing as "success" if there were not such a thing as "failure"? Of course not; those "opposites" must exist for either success or failure to have meaning. The Principle unfolds with this simple truth: **The possibility of failure must exist to create the possibility for success.** In other words, failure is the necessary ingredient for success to happen.

When I look at top producing real estate and mortgage practices, in route to being top performers, there are three mindsets they have around thinking differently about failure:

Mindset #1: Failure is a good thing; early failure is a great thing. There is nothing negative about failure unless it occurs through the absence of intentional trial and error. Otherwise, **failure is proof of how something doesn't work.** Each discovery gets you one step closer to success.

Mindset #2: Failure is positive. Because of a positive attitude towards failure, success occurs more quickly and remains more permanent as an outcome of new and improved actions. New habits and compounding are the outcomes.

Mindset #3: Failure is disruptive. Embracing failure creates a competitive advantage. Because most fear failure, they cannot offer the same value propositions and they get lost in the masses with no distinct reason to stand out. The person that handles failure the best is attractive in the marketplace.

Mindset is everything when it comes to embracing Principles for success. I came across a mindset embraced by Henry Ford as he transformed the transportation business over 125 years ago, when he said,

“Failure is just a resting place. It is an opportunity to begin again, more intelligently.”

That’s solid advice. Action promotes progress. Progress promotes confidence. Competence, confidence, and consistency are all part of the success equation and none are accessible without a healthy attitude towards failure.

One of the Laws I teach in my book, *High Trust Selling, Make More in Less Time with Less Stress is The Law of the Dress Rehearsal*. The Law states, **“Practicing Your Lines Elevates the Level of Your Performance”**. It is profoundly important to own the idea that you play as you practice. It is equally important to understand that if you practice more than you play when you play, you will look like you have practiced. You, your clients, and your world need you to be “game ready”.

I had a conversation years ago with Football Legend, Joe Montana. We were chatting at a function and I asked him, “how many hours do you spend preparing for a football game each week.” He took a moment, went through a mental checklist, and said, “I’m guessing about 50-hours.” No wonder he is in the Pro Football Hall of Fame.

It birthed in my mind the essential question for success, and how to use practice as the insurance policy to minimize failure. The question was and is, “What is your practice to play ratio?” In Montana’s case, it was 50:1; 50 hours of practice for 1 hour of play. There you have it – **the purpose of practice is to minimize failure and optimize success.**

When COVID hit, we had to pivot. There was no certainty when we could resume doing live events. Inside of 4-weeks we assembled a new strategy, remodeled our recording studio to state of art standards, 4K recording quality, high-speed streaming, and almost anything else you could think of to create a beautiful customer experience. But we needed to test it. We’d rather fail small than fail big. In a nutshell, we did a trial Digital Live Stream event for 20 people. A lot of lessons. We fixed them.

Then we did a Digital Live Stream Event for 100 people. A lot of new lessons. We fixed them. Then we did a Digital Live Stream Event for 4,000 mortgage and real estate professionals. Fewer new lessons and confirmation that the fixes worked. This past September, we had successfully converted our flagship event, Sales Mastery, into a [Global Live Digital Experience](#). We’ve done this event for 27 years. We always get around 2,000 people to attend. This year we had over 48,000 people from 9 Countries attend. I share this story only to state that all of us, every single one of us must continually grow and we must always test, and we must always have a growth mindset around failure.

Where do you need more practice? What new behaviors are necessary for you to play at a higher level of competitiveness in the market? What skills are you trying to get good at that are not in your DNA, that you will never be good at, and that suggests a different course toward delegation? Perhaps even more poignant is this question – as a lender, “do you have a 100% conversion rate of borrowers to contracts that close?” Every borrower who doesn’t go with you is a “failure.” That should force a conversation, “where are my scripts weak? Have you perfected what you say to convert a borrower to a client? If not, try new things, use different words, [connect at a deeper level](#).

Mistakes will happen. Learning from them is optional.

If you embrace **Principle #2: Success Can Only be Built on Failure**, you will never fail again!

Principle #3: Emotional Connection Deepens Trust and Expedites Conversion

“Businesses that optimize emotional connection outperform the competition by 26% in gross margin and 85% in sales growth. Their customers spend more, return more often, and stay longer!”

- Gallup

Emotional connection is the most effective form of influence and creates massive loyalty in a business relationship. Empathy is at the center of all humanity and is the most vital element for Emotional Connection to show up. Empathy is the ability to understand and share the feelings of another. Being emotionally connected is a “relationship with a person”, and profound in how we do business with each other.

Emotion manifests itself in the interactions and experiences we have with others, and that they have with us. Knowing those expectations and fostering a culture around delivering them, consistently, forms the basis for loyalty, repeat purchases, and perhaps even more important, word of mouth referrals.

Emotional connection is now the #1 driver of a great consumer experience – outpacing ease and effectiveness. The more significant the purchase on one’s life, like mortgages and real estate, the more this emotional connection will be needed, and maybe demand.

Every relationship that ties the buyer and seller together will thrive when an emotional connection exists.

There is too much promotion in the world and not enough emotion. I tell our coaching members repeatedly to **“Stop selling what you do and start selling why you do it.”** [High Trust Coaching](#) equips mortgage and real estate professionals to sell more while selling less. They spend more time connecting which creates increased odds for the sale. High-performing people don't look for sales or orders; they look to transform the purchase or buying experience.

Apple does this. They don't sell a product or even a list of features a product might have. **It is about the human experience.** They bring you in emotionally, and once you are “in”, you could end up owning many of their products. Here is one of their branding promises:

“We believe in changing the status quo and thinking differently. We build beautifully designed tools that unleash your creative potential and help you change the world.”

All they have to do next is ask, “Do you want to buy?” I am an Apple brand loyalist! I own 12 Apple “tools”!

How do we say this in Mortgage or Real Estate speak?

Lender:

“We design beautifully architected home loan experiences that give you the safest and most secure mortgage, reducing your risk, while giving you peace of mind as you make memories in your new home.”

Agent:

“We design superior home purchasing experiences giving you the confidence and comfort you will get the best home for the best price and experience joy and comfort on the journey.”

The Three Tenets of Emotional Connection

Every Emotionally Connected relationship **MUST** have these elements. And they must happen in this order to fully develop Emotional Connection and Trust.

Tenet #1: Chemistry

“If two people want to do business together, the details will not get in the way. If they don't want to do business together, the details will not make it happen.”

- Dr. Tony Alessandra

If you are not attracted to or you don't like the people you are working with you will not work with them well. You must have chemistry. **If we are connected on the inside, we can be very successful together on the outside!**

American Business Philosopher, Jim Rohn, had a governing thought on this worth contemplating.

“There are enough people who will do business your way not to worry about those who won't.”

Oil and water don't mix. Chemicals that don't mix are said to be immiscible like these examples:

- If I am honest, and another person is not...
- If I am efficient, and another person is not...
- If I am professional, and another person is not...
- If I am punctual, and another person is not...

Some relationships are “immiscible”. No matter how hard you try, the relationship will never be in sync or functional and will always require effort. You should walk away!

Tenet #2: Conversation and Collaboration

Have you ever been in a restaurant and looked at another couple at a table, and they aren't talking? Or, they are both busy texting?

The conversation is at the level of chemistry they have. The higher the chemistry, the more conversation, and collaboration happens, naturally. The lower the chemistry, the less conversation, and collaboration there will be, naturally, for the same reasons. If you are not “attracted”, what is there to talk about?

In business, it's the same. If you don't have high chemistry with people you work with, you won't have real conversations.

Fully functional relationships desire and thrive on conversation and collaboration – it's enjoyable, rich, revealing, and surprise, “Connected”. The best conversations CAN'T be forced. If they are, there is no chemistry. When chemistry exists, you can't wait to talk and converse. Have you ever had a 3-hour phone conversation with someone? Chances are chemistry is high. Have you ever seen caller ID, and you don't answer? Maybe, just maybe, there is little or no chemistry, or maybe you are conflict avoidant?

When the chemistry is high, there is usually a deeper desire to collaborate and work out conflicts. After all, if I like you and you like me, we would want to work through any of the speedbumps. We need healthier conversations in business. We don't show deep curiosity in dialogs. Or worse, we have started to take the relationship for granted, and not showed the same commitment and interest we did when it was fresh and new.

Conversations are the catalyst for growth, loyalty, and performance. Conversations are like lubrication – they allow the relationship to function at easier, smoother levels.

Conversations require four things beyond chemistry:

1. Asking questions, you have never asked;
2. Learning things you have never learned;
3. Solving with value things you have never solved;
4. Insane, connected, listening!

Collaboration is built on conversation. In the [High Trust Selling model](#), this is how relationships continue to get more and more valuable.

While there are many layers of collaboration, I will simplify it here. I'm a Mortgage Originator. I'm working with Real Estate Agents. In a Collaborative Relationship, I am meeting regularly, having deeper needs-based conversations, assessing how we are doing together, examining how to be more efficient, generate more business, create more cash flow, and on and on. The conversation is good, collaboration is better. If I learn that as an Agent, you value Communication (conversation) If I collaborate, I will know every single thing about communication that is important to you, and be able to add value more intentionally, improving our productivity as a "partnership." Deeper conversations will always produce more ways for both parties to help each other win!

Tenet #3: Conflict Resolution

Conflict is real. **Resolving conflict is a master skill.** If two people avoid the discussions around conflict, it crushes conversations, collaboration, and ultimately, CONNECTION. Conflict resolution requires a mutual commitment to work together and improve. There is no higher calling than for two people to respect each other through resolving conflict.

For 11 years, I met with every one of my Agents twice a month to converse, collaborate, and yes, solve conflicts. How are we doing? What can we do better? Where do my team and I need to help? I called this Partnership Planning (business reviews) – and it became a twice a month discipline.

Deb and I have a Weekly Debrief. Every Sunday night we have about a half-hour to CONNECT!ON time. It's always bathed in positivity. In fact, it begins with one of us asking the other, "Would you like to know what you did well this week?" Of course! Who wouldn't?

Healthy relationships have a consistent need for both parties to make emotional deposits into the other. The deposits add up and the balance gets healthy. If you don't do this, you can't make the withdrawals when you need them in the form of "conflict resolution". You will overdraw your account, and there is no overdraft protection, and it's harder and harder to resolve anything in that state. If, on the other hand, if it is full and the deposits are consistent and heartfelt, you have emotional equity! Very few things will be as important as emotional equity, ever.

Our Sunday night experience is 90% making deposits, and 10%, making a withdrawal, in the form of the ask, then there is always a healthy, positive balance. That's it. Substitute a client! Same thing. A child! Same thing. An employee! Same thing! Make 90% of the relationship positive and valuable, and 10% about growth and change.

Your motive with conflict resolution is a mutual win. When you connect at the heart, releasing emotional connection, you will have more business, less stress, more loyalty, and more referrals.

If you embrace **Principle #3: Emotional Connection Deepens Trust and Expedites Conversion**, you'll never have to prospect again!

As we roll into Principle #4, consider this awesome truth from one of the best success coaches ever.

"Inaction breeds doubt and fear. Action breeds confidence and courage. If you want to conquer fear, do not sit home and think about it. Go out and get busy!"

- Dale Carnegie

I recall a particularly difficult discussion. My youngest son Matt, just 8 years old at the time, had finished his guitar lesson. As I walked with his teacher to the front door, he turned toward me and said a couple of things. "Matt has great potential. The only obstacle standing in his way is his attitude. He has to understand that without practice, there is no growth and no greatness."

My son had greatness in him. I believed that. But it would never show itself if his attitude towards practicing didn't change. I did some research and came across this piece which I felt not only spoke truth, but it also involved music.

Later that evening, I sat with Matt and we read this together:

If you practice, you get better.
If you get better, you play with better players.
If you play with better players, you play better music.
If you play better music, you have more fun.
If you have more fun, you want to practice more.
If you practice more, you get better.

Matt got it. He turned his attitude about practicing guitar from arduous and painful to exciting and fun. That afternoon I said to Matt, "competence leads to confidence; confidence leads to consistency!" Today Matt is a masterful guitar player who has so much fun writing and performing music.

Choosing greatness is the key to everything. It is the choice of all choices.

In a recent Nike commercial, an overweight kid has decided to claim his greatness. The film shows him jogging, slowly, being painfully aware this his first attempt at this, maybe ever. He slowly runs while shuffling his feet, barely able to lift them from the ground while the narrative goes like this:

"Greatness! It's just something we made up. Somehow, we've come to believe that greatness is a gift, reserved for a chosen few; for prodigies, for superstars, and the rest of us can only stand by watching. You can forget that. Greatness is not some rare DNA strand. It's not some precious thing. Greatness is no more unique to us than breathing. We're all capable of it. All of us."

It was at this moment that I began to realize the pattern that all people possess who want to unleash their greatness. It formed..

Principle #4: Competence leads to confidence; confidence leads to consistency.

In the world of achievement, nothing is more important than doing what you do well, at the highest level of competence possible. When you do that, the confidence to execute gets stronger and stronger. When your confidence is high, you will want to do the thing as consistently as possible, **because you are great at it.**

Let's look at this in a key discipline every mortgage and real estate professional would want to practice as much as possible, to be as great as possible, to execute as consistently as possible – an initial conversation with a potential borrower (buyer/seller) who wants to buy a home and is inquiring about financing. The objective is to be unique and differentiated and say things confidently that attract the buyer to you because of the unique value you offer.

So let's say you are being coached by me or one of our [Coaching Faculty](#), and it becomes clear that your confidence in talking with buyers is low, you lack any sense of your Unique Value Proposition, and you tend to “wing” it when speaking with a new prospect. To help, we write this script for you:

Most lenders will quote you a rate in the first 3-minutes of speaking with you. How I am different is I'm a Home Loan Strategist. You were referred to me by XX because they value that difference for their friends and clients. There are dozens of variables on what gives you the rate and program that is a “real” one and the best one for you and your family. What most consumers don't realize is the lowest rate with the wrong mortgage strategy could cost more than a slightly higher rate with the right strategy.

Our approach is to custom design a Complete Cost Analysis for you, presenting 2-3 options that integrate into your long and short-term financial and investment goals and your payment, equity, and cash flow priorities.

Here's how we get started.....

I'm sure reading this for the first time, it feels weird to you, clunky maybe, and you may have some doubt on whether or not you'd ever be able to say that to a buyer. And, that's fair. But if you practice, you get better, when you get better, you will work with better and more qualified people. This script is not wrong because it's uncomfortable; it just FEELS wrong because it's not you, yet. If you started memorizing this and making it yours, within about 4 hours you'd be pretty good at this. And what if, just what if, this improved your conversion rate by 10-15% every year for the next 3 years? You'd be in the top 1% in the industry in this most important category.

Competence + Confidence = Consistency

So where do you need to get better? Where would a higher level of Mastery impact your confidence and therefore, your consistency? Have you ever done an honest assessment of your business practices?

It is not uncommon for people to improve their performance by 5-10X in 12-calendar months when they seek the learning for where they have gaps in their performance.

Dominic Dangora is a mortgage professional whom we have trained and coached who began his LO career in 2013. That year, he closed 20 loans for \$2.6M. Last year, in 2019, he helped 255 families finance real estate for \$51M. And he will finish this year helping 417 families for \$91M in real estate financing. One of the treasured quotes he forwarded....

“You gave me the confidence to consistently implement the skill sets of top producers. My life has changed drastically – personally, professionally, and financially.”

That’s the goal – improvement. And understanding that greatness doesn’t happen in a day; it happens daily, is the mindset of all high performing mortgage and real estate practices. One thing that you must understand is **Compounding**. The idea that a little bit of “forward” every day produces a whole bunch of “forward” someday.

In [**High Trust Coaching**](#), we help our members with this profound concept. We are constantly measuring 6 different metrics that we believe are the most important growth areas for Mortgage and Real Estate professionals. Let me share a recent illustration from one student as to this focus on **Compounding**.

When we began coaching Mike, his Pre-Qual conversion of Conversations to Applications was 22%. And, about 87% of those loans ultimately funded. Those metrics were producing around \$27,000 in commissions monthly.

We started working with Mike on how buyers were being referred to him, and what he was saying to hook borrowers into agreeing to meet with him. We asked him to commit to improving his Conversion rate by 2% a month for a year. Tweaks here changes there, and yes, memorizing that “weird” script, and before you know it, he’s now at 46% Conversion rate.

His income **increased** by \$30,220 a month. One thing we do in Coaching is to help our members build true wealth. In Mike’s case, we had him invest the extra revenue into a strategic growth fund and in 10-years **he will have an extra \$4.8M saved**.

The value of this formula, competence + confidence = consistency, is you will have a better business, more intentional and predictive growth, more revenue per minute worked, and more than likely 2-4x growth per year in your personal income.

Compounding is Crucial

I was in the back of an Uber having just landed in Boston. In route to the hotel, the driver looked into the rear-view mirror and asked, “So what do you do?” I looked into the mirror and told him, “I’m an author and speaker and have a speech with one of our key clients tomorrow.” He returned the look and said, “So you are one of those motivators?”

It was an interesting question. I thought briefly and would like to think I motivate people to think about the possibility of a high-performance life and business. Then I quickly realized I had it wrong. I think what I do is more transformational than motivational. I think I awaken people to possibilities. I believe that this ‘awakening’ can happen at any time for anyone if they are open to receive it. **Receive, because being awakened as a human being is possibly the greatest gift there is. And when the awakening happens the person will be motivated to take action, and those actions will transform their life experience, for the better.**

The Uber driver’s name was Jim. When I confirmed that I was a ‘motivator’ but more importantly, a ‘transformer’, he looked at me and simply said, “Then motivate me!” That was it. Three words! And yet the truth is I can’t motivate Jim. He has to motivate himself. You have to motivate yourself, too. You are the ultimate motivator of yourself. You are the one that has to do the work. You are the one that has to make different choices. You are the one that has to decide how bad you want it. All success, growth, and achievement will come from your actions, right actions. But right actions are more likely to be taken, completed, and transformed into **inspiring habits** only when you embrace accountability.

Teaching Point #1: Success doesn’t happen in a day; it happens daily!

In the conversation that continued with Jim, I learned that he was depressed and frustrated that he’d been trying to lose weight for a couple of months and every Saturday when he weighed, there was either little or no progress, and even weight gain. I could tell he was hurting.

I told him that the key to success having coached thousands of people is found in **micro-victories**. Taking a series of **micro-actions**, that when compounded, create a **micro victory**, is essential to moving towards a goal. Victory association is one of the greatest motivators there is. The key is found in the teaching point; **success does not happen in a day, it happens daily**. And in Jim’s case, it might require dozens of new **micro-actions** and **micro choices** per day to give him the victories he needs to continue to take the actions that create a winning state of mind.

When you are 'winning', you will succeed more often, as long as you keep your eye on the actions and seek some form of accountability until they are habits. When you are 'losing', you won't succeed more often UNTIL you change the actions that lead to the victories that bring you back into winning. And the TRUTH for most is they'd rather bring in the winning state of mind. Is that true for you?

This leads us to the fifth principle of a high-performance Mortgage and Real Estate practice for 2021.

Principle #5: Accountability is More Important Than Action and Nothing Happens Without Action

I told Jim I thought he'd find losing weight a little easier if he got a victory every day rather than the overwhelming feeling like a failure when he did his weekly weigh in. I went on to explain that mindset has so much to do with engaging in a different set of actions. I explained people are usually more successful when their mindset goes from 'losing weight', to 'gaining thin'. You will never be **thin** without **thin habits**. You will never be **wealthy** without **wealth habits**. You will never be **happy** without **happy habits**. **Mindset rules – what you think, you become.** I needed Jim to start thinking 'thin' and embrace the truth what he does over the next 2-6 months will change his life forever.

You need to know that on average, it takes two months before a new behavior becomes automatic – 66 days to be exact. How long it takes a new habit to form can be up to 254 days, especially if it's a habit that is radically life-changing. Critical thinking for Jim. He did not get fat and out of shape in a day, but daily. And he wouldn't get thin and back into shape in a day, but daily.

The Transformation

Remember **Principle #1: Everything can be improved.** If I could get Jim thinking this way regarding his approach to health and embrace **Principle #5: Accountability is more important than action**, my bet was we'd get him moving in the right direction.

We began with him needing to buy a scale that measured pounds and decimals. And I told him that if he paid attention to the decimals, the pounds would take care of themselves – micro victories. I also let him know that the best practices would be to have a morning routine:

- Awake time
- Bathroom, preferable do both #1 and #2
- Weigh naked
- Track and associate. A loss on the scale of .1oz is a micro victory

I went on to encourage him to have a series of micro-victories in the first hour of the day. These would align with anchoring the mindset and getting the day off to the right start. So, no doubt, that would include applying the micro action and micro victory mindset to the day. While there are about 30 things Jim did to create micro change, I'll share two specifics.

First, he used to have a Large Hazelnut Frozen coffee from the local doughnut shop – 1,160 calories and loaded with sugar and cream and fat. He switched to a Large Iced Coffee and added his Hazelnut sweetener drops purchased from his local health store. The new concoction satisfied his need for sweetness, but in a healthy way and the new drink had zero calories. This micro change that produced an annual reduction in calories of 423,400, which is 120 pounds. And by the way, it was three dollars cheaper every day – that's a thousand bucks in a year.

Second, he stopped drinking. Same thing! Needed a micro victory there too. Two Vodka tonics every night was 127,750 calories a year, or 36 pounds. And some drinks like a Long Island Iced Tea pack a whopping 450 calories. You don't have to give up drinking as Jim did, but you can always have healthier versions of most drinks. The point is the calories add up.

I think by now you are very clear what I'm trying to suggest here; what you do or don't do daily, or even hourly, is what impacts at what level you will succeed in business or life. Jim set a goal of gaining thinness by shedding 60 pounds, or 960 ounces. He created some simple math and calculated that if he reduced his weight by 2.6 ounces a day, he'd hit that goal in a year. With the micro victory mindset, he'd needed he started winning daily and within a year, had lost over 100 pounds. Jim would tell you that more important than this new action mindset, accountability was the key ingredient to form these new habits. And there are Four Levels.

The Four Levels of Accountability

"If you could kick the person in the ass responsible for most of your trouble, you wouldn't sit for a week."

- President Theodore Roosevelt

Often, we are our own worst enemy. That is why it is important to understand accountability in the most favorable way possible. We all need some or all the following levels of accountability to aid us on our journey to our greatness.

Personal Accountability: this type of accountability is found when you link an action with your purpose in life. When you are clear on your “why”, you can use that as the catalyst for creating a discipline around actions. Jim’s “why” was to make a difference as a dad and husband. Every time he was presented with a mini action, the filter was ‘will this help me make a difference as a dad and husband?’ Yes, meant do it; No meant don’t do it. Over time, this accountably got him on the right track.

He also used technology to help him with staying disciplined. He knew his calorie intake goals, his work-out goals, and even his food goals, and every day was able to use his app to keep him going in the right direction. Imagine when you see your trend line going down – micro victory!

Partner Accountability: Jim’s wife was a little out of shape too. When he shared the vision which he had with his health and weight and how he felt it would help him be a better dad and husband, she connected with this, of course, and decided to join him. This “Buddy System” has a HUGE impact on accountability. An ancient scripture says, “a cord of many is not easily severed; as iron sharpens iron, so one person sharpens another.”

And it’s bigger than just getting in shape. Your partner and you can work on any discipline together. Financial, Spiritual, Professional, and on and on. It’s life inclusive and should be!

Professional Accountability: Hire a trainer! [Hire a business coach!](#) Ask your manager to help you! Ask a colleague to help you! And when you “hire” a professional to help you be your best, it has a payoff. Jim hired a trainer who was both a physical trainer and a nutritionist. He was responsible for daily accountability to his trainer on nutrition, calories, weight, and exercise. Yep, had to report in daily. Our coaches at High Trust have you check in every day and record your business metrics for the day:

- Total Sales Calls Made
 - o DataBase calls
 - o Referral Partner calls
- Loans/Contracts as a % of the calls
- Closed Transactions as a % of the Loans/Contracts
- Hour Rate (every two weeks)

[In our High Trust Coaching offering, we have a group called ELITE. It’s made up of 24 very committed professionals.](#) Yesterday I was checking in with two of those members and one of the individuals 5 years ago was at an hourly rate of \$517. That is huge! This year he is at \$2,260 per hour, or close to 5M a year in income, doing loans!

You got to invest money to increase your returns; whatever your goals are.

Prayerful/Meditative Accountability: This type of accountability is very powerful. It involves getting quiet. Most find the best time in the morning. Having a ritual around centering your life and goals for the day in a rich and empowering way is a type of insurance policy for the day. Jim's Morning Routine had several parts and follows James Clear's formula of "Habit Stacking" explained in his blockbuster, Atomic Habits:

- Weighing in and recording
- Reviewing Food Journal and meal planning
- Stretching for 15-minutes
- Healthy coffee/tea
- 20 minutes meditation and visual centering (vision boards, goals, mantras)
- 20 minutes of scripture, mindset, or empowered reading
- Prayer

I was just in Atlanta with my good friend and leadership expert John Maxwell. We were doing some work together and chatting. He said something that I quickly wrote down that captured the essence of this 5th and final Principle. Here it is for you.

"Action backed by accountability is what converts human dreams into significance."

Never forget, principles are what create growth and success. Master these 5 and you will go far in business and life!

The 5 Irrefutable Principles of High-Performance Mortgage and Real Estate Practices for 2021

Principle #1: Everything can be improved

Principle #2: Success can only be built on failure

Principle #3: Emotional connection deepens trust

Principle #4: Competence leads to confidence; confidence leads to consistency

Principle #5: Accountability is more important than action, and nothing happens without action