

Keller Williams University

# The Six Personal Perspectives

**FOUNDATIONAL PERSPECTIVES TO PROPEL YOU TO THE  
HIGHEST LEVEL OF ACHIEVEMENT**





## Notices

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- calculation of agent compensation;
- evaluation of a Market Center's financial results;
- agent productivity strategies; and
- estimates of return on investment.

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# Notes

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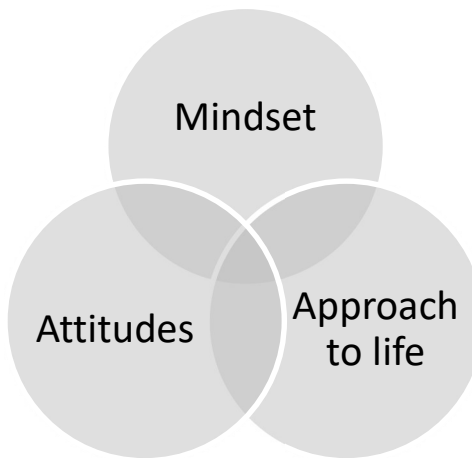
# The Six Personal Perspectives Defined



The Six Personal Perspectives are foundational to Keller Williams Realty. They are a part of our basic vocabulary and philosophy of leadership and achievement. These perspectives came into existence when Gary Keller, Executive Chairman of KWx and Keller Williams Realty, asked the question,

*“What is it that differentiates those who achieve at the highest level from those who don’t seem to accomplish as much?”*

And after thoroughly researching this question, Gary discovered that all high achievers have three basic attributes in common.



## Mindset Is Key

Gary has said, “When you interview the very top people and ask them what their biggest challenge is, invariably they will tell you it is **mindset**—keeping it strong, focused, and positive amid the many challenges they encounter every day on their way to the top.

Gary continues, “Life is an inside to the outside experience. When you get this at a deep level, you realize that who you are inside determines and drives what you are outside. The very best achievers know this and therefore truly work on and protect their mindset.”



## 8 The Six Personal Perspectives Defined

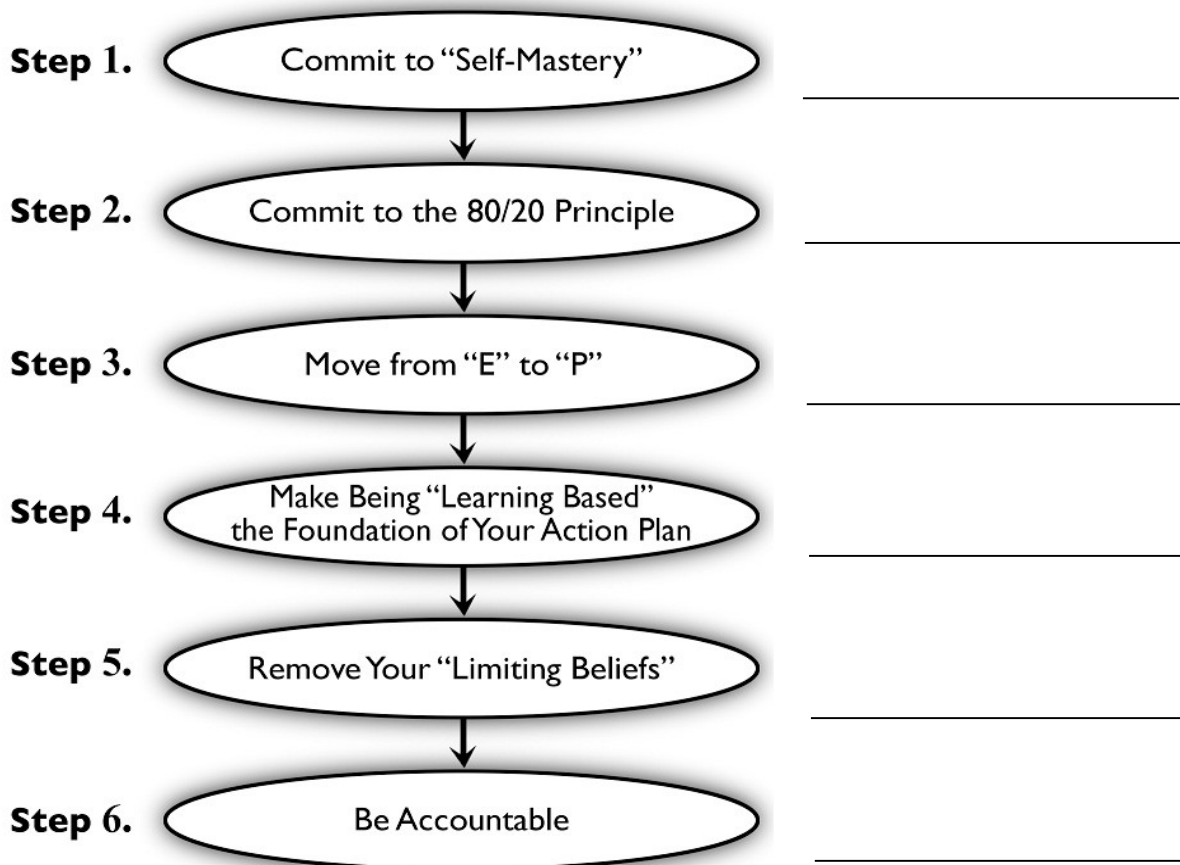
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### Notes

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## The Six Personal Perspectives



## 10 The Six Personal Perspectives Defined

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### Notes

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*“I no longer want to postpone anything in life. That urgency, that purpose, has really changed my life.”*

*RIC ELLAS*

*US AIRWAYS “MIRACLE ON THE HUDSON” FLIGHT 1549 PASSENGER*

## Powerful Perspective

Ric Elias was in the front row on US Airways, “Miracle on the Hudson” Flight 1549.

*That experience, understandably, changed his perspective on life forever.*

Ric says, “... I was given the gift of seeing into the future, and then coming back and living differently.” For the rest of this class, imagine you got the same gift.

### Your Challenge

How would you change? What would you do that you are waiting to get done because you think you will be here forever?

### What 3 Things Would You Like to Accomplish in Your Life ...

... that you haven’t achieved yet. You can think of what you’d like to *be, do, or achieve.*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



For more information on Ric Elias, or to watch the video, go to [www.ted.com/talks/ric\\_elias](http://www.ted.com/talks/ric_elias)

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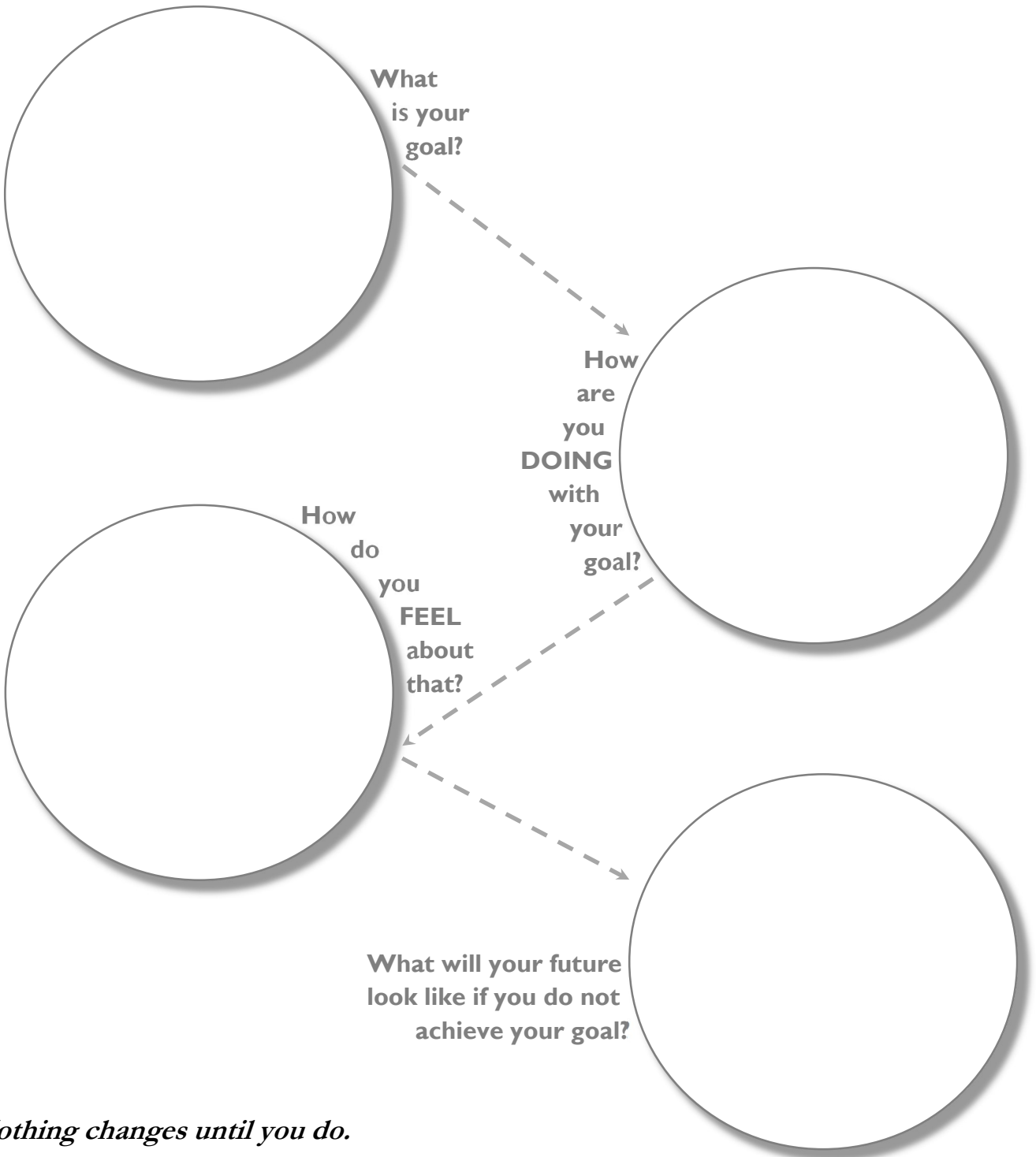


*“Imagine for a moment your own version of a perfect future. Now take the memory of that future and bring it here into the present. Let it influence how you will behave from this moment on.”*

*DEEPAK CHOPRA  
PHYSICIAN AND WRITER*

## Do a Reality Check

High achievers all have a reality mindset—that is, the first thing they do is recognize where they are and proactively take action based on that reality. *Without* this reality check, many people are under the delusion that they are farther along than they actually are. *With* a sound reality check, they can calibrate the tools and resources they will need to achieve the goal.



***Nothing changes until you do.***

Notes

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## Aha's

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1. What are your aha's? What action step will make this aha part of your reality?

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Be prepared to share with your instructor and class.

2. Circle the ONE aha that resonates the most with you.

Notes

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*“One can have no smaller or greater mastery than  
mastery of oneself.”*

LEONARDO DA VINCI  
ARTIST



# Step I: Commit to Self-Mastery



## Self-mastery is ...

... the possession of great knowledge, skills, and habits that make YOU the master of YOU.

High achievers understand that before they can pursue mastery of any endeavor they choose to undertake, they must commit to pursuing a baseline of self-mastery that, once attained, will allow them to master other things outside themselves.

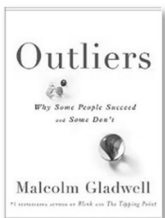
### When you commit to achieving self-mastery, you

1. know your goals,
2. know your strengths and weaknesses, and
3. know how to work with both your strengths and weaknesses to seek and master the necessary knowledge, skills, and habits to reach your goals.

## Mastery is ...

... the possession of great knowledge, skills, and habits that make one a master of a subject.

When a person masters something, they begin to perceive, plan, and operate at a very high level when performing that something. Others will be drawn to this master because they seek to learn what the master appears to know so effortlessly. As an individual's mastery develops, so does their circle of influence.



### It's a Journey, Not an Event

In the book *Outliers*, author Malcolm Gladwell claims that the key to mastery in any field is roughly ten thousand hours of practice. According to his research, practice is more critical to success than ambition, intelligence, or natural talent. A commitment to true mastery will not be achieved by taking a class on the subject or even reading a few books about it, but rather by repetitive practice—in other words, time on task, over time.

Notes

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***“Be first the master of yourself, and only then a master of anything else.”***

*BALTASAR GRACIAN*  
*AUTHOR*

## Put the Pieces Together to Achieve Self-Mastery

The first piece of the puzzle is to identify your goal. Let's say yours is to master prospecting.



The next step is to identify your strengths and weaknesses.



Once you're aware of these three pieces, you can create a plan to master prospecting.



By knowing your goal (mastering prospecting), knowing your strengths and weaknesses (good with people, uncomfortable bringing up business), and by making a plan (take BOLD!) to work with both, you are well on your way to self-mastery and mastering prospecting!



Watch John Clidy, Divisional Leader, talk about Committing to Self-Mastery.

Notes

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***“Mastery starts with a decision. You can never master anything by accident.”***

MADISON OFFENHAUSER  
OPERATING PRINCIPAL

## Partner Exercise: Achieve Goals Through Self-Mastery

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1. On p. 13, you wrote down your goal.
  - List three obstacles you think might hinder your success.
  - Consult and discuss with your partner so you are sure to dig deep—it's not always the most obvious choice!

**Obstacle 1:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Obstacle 2:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Obstacle 3:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Notes**

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**High achievers ...**

... make a commitment to self-mastery.

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## Partner Exercise: Achieve Goals Through Self-Mastery (cont.)

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2. Share with your partner what strengths you feel you have that will help you overcome the obstacles, and be sure to write them in the space below.

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3. What weaknesses might hinder you from overcoming the obstacles? How can you conquer these weaknesses? Again, you and your partner should work together to brainstorm ideas.

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4. Are the obstacles movable? Utilizing your strengths and being aware of your weaknesses, what is your plan to get around or over these roadblocks?

Is there something you can master that will help? Discuss with your partner.

Write the action steps for your plan below. Be sure to hang on to them, as you will be utilizing them in a later chapter.

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**Time: 10 minutes**

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## Aha's

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1. What are your aha's? What action step will make this aha part of your reality?

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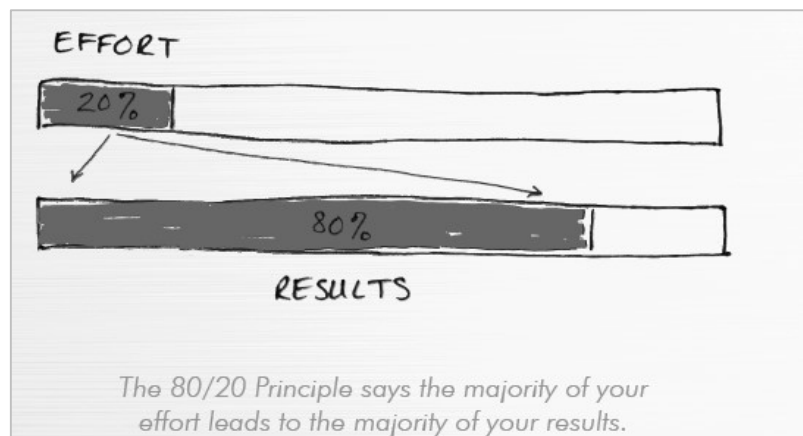
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Be prepared to share with your instructor and class.

2. Circle the ONE aha that resonates the most with you.

Notes

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# Step 2: Commit to the 80/20 Principle



When you're committed to self-mastery and have set your goals for the tasks and topics you want to master, the 80/20 Principle will help you focus your efforts on what's necessary to attain those goals.

## Truth

**There is a pattern of predictable imbalance in life.  
It is called the 80/20 Principle.**

### **More results, fewer activities . . .** (excerpt from *The Millionaire Real Estate Investor*)



In the 1940s, quality control manager Dr. Joseph M. Juran documented a life-changing universal principle that he called the “vital few and trivial many.” The idea was that a relatively small percentage of your efforts lead to the vast majority of your results. He attributed some of his findings to the statistical work of the Italian economist Vilfredo Pareto, who had observed that 80 percent of the wealth in his country was owned by 20 percent of the population. As fate would have it, that broadly embraced principle came to be known not as Juran’s Law, but as Pareto’s Principle. These days, we simply call it the 80/20 Principle.

The idea that 20 percent of your actions lead to 80 percent of your results may be one of the most powerful principles you can apply to your life. It’s about getting the most from your time and effort. It’s about maximizing your results. It’s about having *focus*.

Focus is the key to great success, more than effort, experience, or even natural ability. Look at the highest achievers in any field and you’ll discover that they have powerful focus; just as importantly, you’ll learn that they focus on the right things: the handful of truly important issues that make the biggest difference.



Watch Jonathan Dupree, Divisional Leader, talk about Committing to the 80/20 Principle.

### Notes

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Gene Arant, Mega Agent in Austin, Texas, remembers one of his first breakthroughs in mastering this principle. “Before I took BOLD, I used to spend a lot of time every day putting out fires. I felt productive because I was very busy and, subconsciously, it made me feel like a hero when I ‘saved the day.’ Then, in my very first BOLD, we spent time going through our calendars and identifying our dollar-productive activities. I was shocked to see how much money I was losing by spending my valuable time on tasks that were nowhere near my 20 percent. Now I focus my time on my ONE Thing—lead generation—and I feel like a hero when I see how well I am providing for my family.”

## The Big Rocks Come First

This principle isn't intuitive; we feel like the more we do, the greater the results we should see—yet when we prioritize what really matters, we achieve the most.



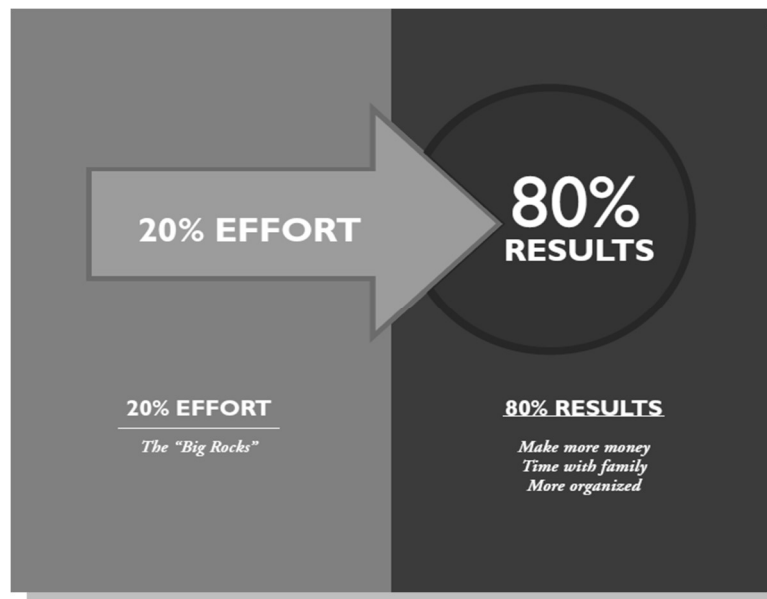
A philosophy professor decided to teach his class a lesson on priorities. He pulled out a jar, and added as many big rocks as he could fit. He asked the students if it was full, and they agreed it was. So the professor picked up a box of pebbles and poured them in. He shook the jar lightly. The pebbles, of course, rolled into the open areas between the rocks. He then asked the students again if the jar was full. Fewer students agreed it was this time.

The professor picked up a box of sand and poured it in. Of course, the sand filled up everything else. When he asked the students again if it was full, he heard a few tentative “yesses” before he pulled out a watering can and proceeded to fill the jar to the brim. He looked out at the expectant faces. “We can all finally agree that this jar is full, right?” The students nodded, wondering where he was going with his demonstration.

He pulled out another empty jar (identical to the first), more big rocks, more small rocks, more pebbles, more sand, and more water. In reverse order—starting with the water—he asked if he filled the jar with those things, would there be room for any of the other things. All of the students said, “No.”

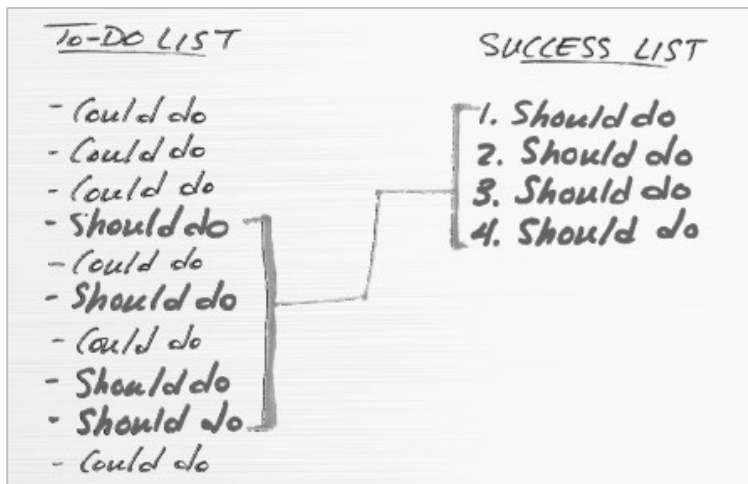
When he got to the big rocks, he exclaimed, “The big rocks must go in first. This jar is symbolic of your life. Everything here represents a priority in your life. The big rocks represent the highest priorities in your life, your list of essential non-negotiables. The others represent smaller and less important priorities in your life. If you spend all of your life chasing trivial things that don't matter, you will never achieve your highest priorities.”

“Whatever your highest priorities are, make sure that you make adequate time and space in your life to accomplish them.”



Notes

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## Extreme Pareto

What Pareto started, you've got to finish. The 80/20 principle is the first word, but not the last, on success.

### Identify Your 20 Percent ...

... then go even smaller by finding the vital few of the vital few.

## Much To-Do About Nothing

(excerpt from *The ONE Thing*)



While to-do lists serve as a useful collection of our best intentions, they also tyrannize us with trivial, unimportant stuff that we feel obligated to get done—because it's on our list. Achievers operate differently. They have an eye for the essential.

Left in its raw state, as a simple inventory, a to-do list can easily lead you astray. The first thing on your list is just the first thing you thought of. To-do lists inherently lack the intent of success. Long hours spent checking off a to-do list and ending the day with a full trash can and a clear desk have nothing to do with success.

Instead of a to-do list, you need a success list—a list that is purposefully created around extraordinary results.

To-do lists tend to be long; success lists are short. One pulls you in all directions; the other aims you in a specific direction. If your to-do list contains everything, then it is probably taking you everywhere but where you really want to go.

## Make a Success List, Not a To-Do List

There is a difference between being busy and being productive. Let's say your goal is to run a marathon. Of all the activities on your to-do list, some will lead to more success than others—and it's the 20 percent from the success list that will have the most impact.

### RUN A MARATHON

- 4 WORK ON DIET + PLAN
- 5 WORK ON HYDRATION + PLAN
- 2 SELECT STRENGTH PROGRAM
- 1 SELECT RUNNING REGIMEN
- 3 FIND A COMPATIBLE RUNNING GROUP

### SELECT RUNNING REGIMEN

- 3 JOIN UPCOMING 5K + 10KS
- 5 PRACTICE ON HILLS
- 1 TIME BLOCK TRAINING SCHEDULE
- 2 CHECK EQUIPMENT
- 4 PLAN PRACTICE ROUTES

### TIME BLOCK TRAINING SCHEDULE

- 2 CHOOSE AM + PM TO WEEKLY DEDICATE TO TRAINING
- 3 ARRANGE BABY SITTER + DOG SITTER FOR BLOCKED TIME
- 5 GET RUNNING WATCH
- 1 COORDINATE WITH AN EXPERIENCED RUNNING PARTNER OR COACH
- 4 IDENTIFY INDOOR TRAINING ALTERNATIVES FOR WEATHER DAYS

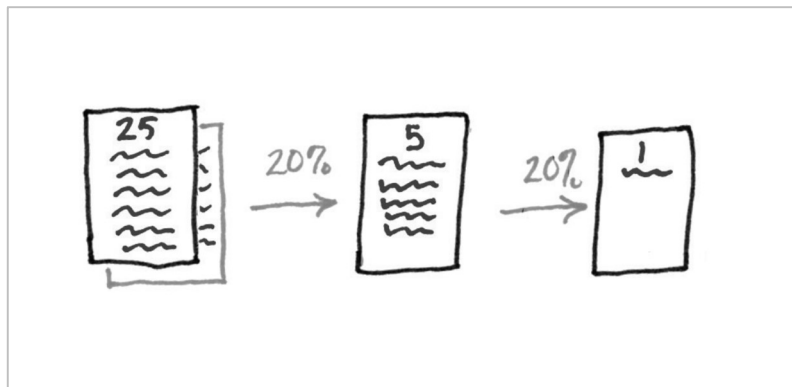
COORDINATE WITH AN EXPERIENCED RUNNING PARTNER OR COACH

## 32 Step 2: Commit to the 80/20 Principle

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### Notes

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## Individual Exercise: Extreme Pareto

1. Write your goal from p. 13.

Goal
<hr style="border: 0; border-top: 1px solid black; margin-bottom: 10px;"/>

2. List as many of the things you can think of that you are doing/could be doing to make this goal a reality.

To-Do list	
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>

3. Now create a **success list** by circling only the tasks from the to-do list that are going to have the most impact on your goal.
4. Your Success List is your 20 percent—everything on it is driving you to your goal, but can you identify the ONE Thing that will have the most impact of all?

**What's The ONE Thing I can do, such that by doing it everything else is easier or unnecessary?**

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Notes

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*“Activity is often unrelated to productivity, and busyness rarely takes care of business.”*

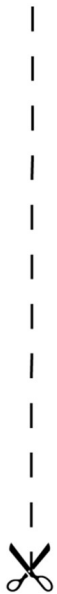
GARY KELLER AND JAY PAPASAN  
THE ONE THING

## Focus with the 4-1-1

The 4-1-1 Action Goal Worksheet is a tool you can use to keep track of and stay focused on your goals.

The 4-1-1 is a reflection of top priorities—the “Big Rocks” (the 20 percent). It is a list of goals broken down into annual, monthly, and weekly categories. It is designed to help set both long-range goals (results) and short-range goals (activities), that bring those results to fruition.

### Build a Powerful and Effective 4-1-1 Checklist



<input type="checkbox"/>	1. Set weekly goals that correspond to larger monthly goals.
<input type="checkbox"/>	2. Set monthly goals that correspond to larger annual goals.
<input type="checkbox"/>	3. Make sure weekly goals are a success list, not a to-do list.
<input type="checkbox"/>	4. Plan weekly goals/activities no more than one week in advance, to allow for a change in direction if needed.
<input type="checkbox"/>	5. Set annual goals that can realistically be accomplished in a twelve-month time period.
<input type="checkbox"/>	6. Avoid revising goals set in prior weeks or months—to reflect new goals or missed goals, for example.

To download a customizable checklist, go to the Files tab at [www.KWConnect.com](http://www.KWConnect.com) on the Six Personal Perspectives course page.

## 36 Step 2: Commit to the 80/20 Principle

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Sample Mega Agent 4-I-I

**4-I-I ACTION GOAL WORKSHEET**

Name: Mike the Mega Agent

**MY ANNUAL GOALS** YEAR OF \_\_\_\_\_

Job	Business	Personal Financial	Personal
1) 24 Listings Sold 2) 18 Buyer Sales 3) 60 Quality Listings 4) 150 Listing Appointments	1) 76 Buyer Sales (18 + 58 from BSs) 2) 24 Listings Sold 3) 2 New Projects/Month 4) \$750,000 GCI 5) \$200,000 Net Profit	1) Monitor investments 2) Repay loan	1) Read 1-2 books/month 2) Lose 15 pounds 3) Complete a course in conversational Spanish

**MY MONTHLY GOALS** MONTH OF \_\_\_\_\_

Job	Business	Personal Financial	Personal
1) 5 Listings 2) 2 Listings Sold 3) 2 Buyers in Escrow 4) 3 Buyer Contracts Closed 5) 15 Listing Appointments 6) Lead generate 3 hours/day	1) Refine lead follow-up system with admin asst. 2) 4 Buyer Specialist Closings 3) Hire new Buyer Specialist 4) 60,000 GCI 5) Develop investor farm strategy 6) Teach Ignite class	1) Purchase investment property 2) Make loan payment	1) Read <i>SHIFT</i> 2) Go to the gym twice a week 3) Research local colleges and training centers for Spanish courses; submit application(s)

**MY WEEKLY GOALS**

WEEK: _____	WEEK: _____	WEEK: _____	WEEK: _____
<b>Job</b> 1) Attend 5 listing appointments 2) Close 1 buyer contract 3) Lead generate 3 hours/day <b>Business</b> 1) Interview two candidates for Buyer Specialist position 2) Teach Ignite class 3) Lead ALC Committee meeting. 4) Work on materials for investor farm <b>Personal Financial</b> 1) Preview potential investment properties 2) Make loan payment <b>Personal</b> 1) Read first 50 pages of <i>SHIFT</i> . 2) Go to gym M-W 3) Call local community college regarding upcoming Spanish course	<b>Job</b>  <b>Business</b>  <b>Personal Financial</b>  <b>Personal</b>	<b>Job</b>  <b>Business</b>  <b>Personal Financial</b>  <b>Personal</b>	<b>Job</b>  <b>Business</b>  <b>Personal Financial</b>  <b>Personal</b>

## 38 Step 2: Commit to the 80/20 Principle

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Notes

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Individual Exercise: Build Your 4-1-1

<b>4-1-1 ACTION GOAL WORKSHEET</b>			
Name: _____			
<b>MY ANNUAL GOALS</b>			<b>YEAR OF</b> _____
Job	Business	Personal Financial	Personal
<b>MY MONTHLY GOALS</b>			<b>MONTH OF</b> _____
Job	Business	Personal Financial	Personal
<b>MY WEEKLY GOALS</b>			
<b>WEEK:</b> _____	<b>WEEK:</b> _____	<b>WEEK:</b> _____	<b>WEEK:</b> _____
Job	Job	Job	Job
Business	Business	Business	Business
Personal Financial	Personal Financial	Personal Financial	Personal Financial
Personal	Personal	Personal	Personal

*For additional information on the 4-1-1, and to build and customize a 4-1-1 online, go to [www.mykw.kw.com](http://www.mykw.kw.com), click on the Resources tab, then click Online 411.*

# 40 Step 2: Commit to the 80/20 Principle

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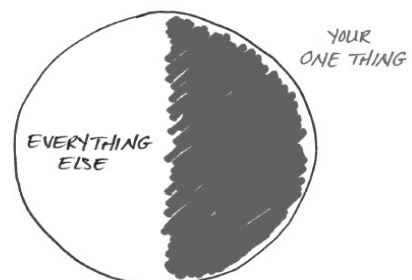
## Notes

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THE TYPICAL DAY



THE PRODUCTIVE DAY





## Time Blocking: Manage Your 80/20

We are always doing something—if we are alive, we’re doing something. Every minute of every day, the question is never will we be doing something, but rather what that something is we’ll be doing.

### Truth

People think there is never enough time to be successful, but there is when you time block it.

Productive action transforms lives. Putting together a life of extraordinary results simply comes down to getting the most out of what you do when what you do matters.

## Four Keys to Successful Time Blocking

1. Be consistent enough to set the habit.  
\_\_\_\_\_
2. Be thoughtful and purposeful about the items you list on your calendar.  
\_\_\_\_\_
3. Always time block for the 20 percent that ensures your success and the success of your business.  
\_\_\_\_\_
4. **If you erase, you must replace!**  
\_\_\_\_\_



## **BOLDLaw:**

If it's not in your schedule,  
it doesn't exist.

Notes

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**High achievers ...**

... know time blocking is a way of making sure that what has to be done *gets* done.

## Real Play: Time Block Your 20 Percent

1. Refer to your weekly goals on your 4-1-1.
2. Open your calendar on your mobile device, or pull out your daily planner.
3. Starting with a day next week, time block what a typical day looks like if you are to achieve your goals for the week.

<b>Today and Every Day</b>
<b>8:00 a.m.</b>
<b>8:30 a.m.</b>
<b>9:00 a.m.</b>
<b>9:30 a.m.</b>
<b>10:00 a.m.</b>
<b>10:30 a.m.</b>
<b>11:00 a.m.</b>
<b>11:30 a.m.</b>
<b>12:00 p.m.</b>
<b>12:30 p.m.</b>
<b>1:00 p.m.</b>
<b>1:30 p.m.</b>
<b>2:00 p.m.</b>
<b>2:30 p.m.</b>
<b>3:00 p.m.</b>
<b>3:30 p.m.</b>
<b>4:00 p.m.</b>
<b>4:30 p.m.</b>
<b>5:00 p.m.</b>

Notes

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***“Protect your time.  
Don’t let others dictate your day.”***

*JACKIE ELLIS  
MEGA AGENT AND MARKET CENTER OPERATING PRINCIPAL*

## Protect Your Time Block

For time blocks to actually block time, they must be protected. Although time blocking isn't hard, protecting the time you've blocked is.

### Truth

The world doesn't know your purpose and priorities and isn't responsible for them—you are.

*It's your job to protect your time blocks from all those who don't know what matters most to you, and from yourself when you forget.*



Deploy these four proven techniques from *The ONE Thing* to battle distractions and keep your eye on your 20 percent.

1. **Build a bunker:** Find somewhere to work that takes you out of the path of disruption and interruption.  
My bunker: \_\_\_\_\_
2. **Store provisions:** Have the supplies, snacks, and beverages you need on hand to avoid leaving your bunker for any other reason than going to the bathroom!  
My supplies: \_\_\_\_\_
3. **Sweep for mines:** Turn off your phone, shut down your email, and exit your Internet browser. Important work deserves 100 percent of your attention.  
Mines to sweep: \_\_\_\_\_
4. **Enlist support:** Tell those most likely to seek you out what you're doing and when you will be available. They will be accommodating when they see the big picture and know when they can access you.  
Support to enlist: \_\_\_\_\_



*If you had an appointment with your hero or heroine, you wouldn't allow anyone to interrupt or take that time. Isn't an appointment with yourself just as important?*

To download a customizable checklist, go to the Files tab at [www.KWConnect.com](http://www.KWConnect.com) on the Six Personal Perspectives course page.

Notes

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## Aha's

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1. What are your aha's? What action step will make this aha part of your reality?

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Be prepared to share with your instructor and class.

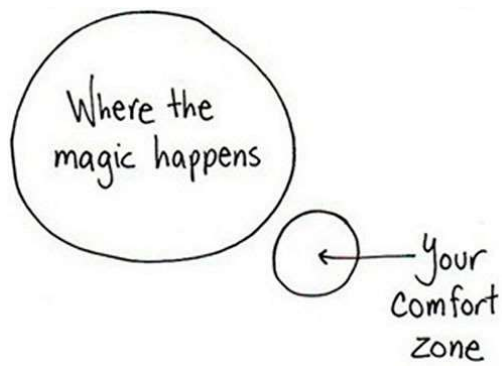
2. Circle the ONE aha that resonates the most with you.

## 48 Step 2: Commit to the 80/20 Principle

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### Notes

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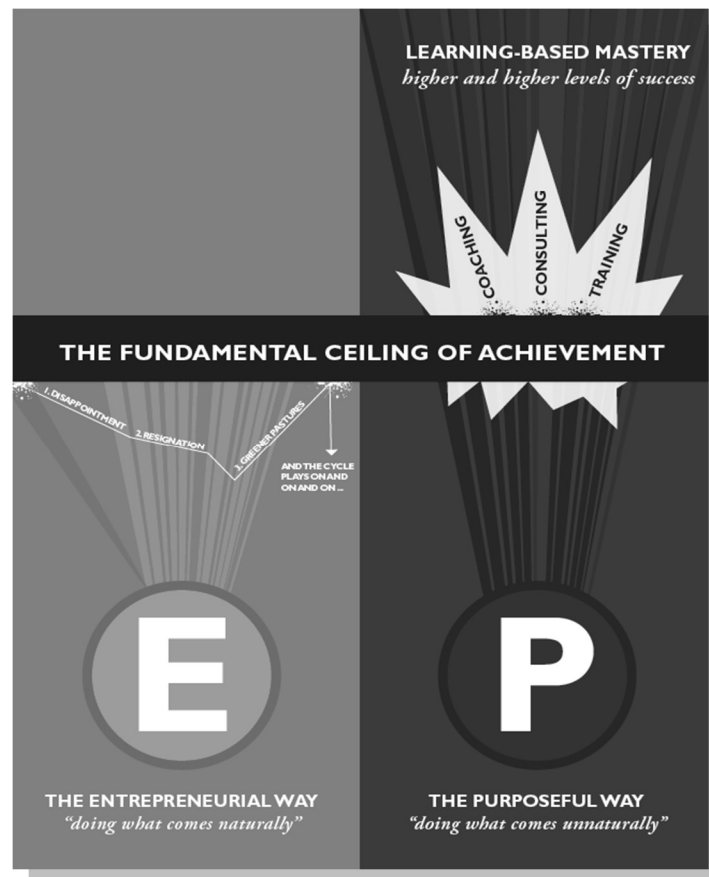
# Step 3: Move from “E” to “P”



By committing to self-mastery, you know how to work with your strengths and weaknesses to master a task or topic to achieve your goals. Using the 80/20 Principle, you have pinpointed your ONE Thing and harnessed the tools you need to help you time block.

*Now get purposeful—move from “E” to “P”—to excel at those activities.*

You can attain a certain level of success utilizing your natural abilities, but expect to hit a ceiling at some point. Wouldn't you like to achieve even greater success and break through that ceiling? How about living a larger life? Or attaining your ONE Thing?



Notes

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**High achievers ...**

... are always looking for the purposeful way.  
By doing this, they break through the ceiling of their natural behavior.

## Break Through the Ceiling!



Watch Wendi Harrelson, Divisional Leader, talk about Moving from “E” to “P”.

### Five Steps to Getting Purposeful

1.	<b>Focus</b>	<input type="checkbox"/> Write your goals. <input type="checkbox"/> Focus on the 20 percent.
2.	<b>Find Strategic Options</b>	Ask ... <input type="checkbox"/> “How can this be done?” <input type="checkbox"/> “Are there different, better ways to do it?”
3.	<b>Find Models to Follow</b>	<input type="checkbox"/> Attend training that teaches you how to get where you want to go. <input type="checkbox"/> Identify mentors/people who have done it.
4.	<b>Install Systems</b>	<input type="checkbox"/> Time block. <input type="checkbox"/> Create Checklists. <input type="checkbox"/> Test the systems to make sure they work.
5.	<b>Bring in Accountability</b>	<input type="checkbox"/> Keep Track with your 4-I-I. <input type="checkbox"/> Measure what you do. <input type="checkbox"/> Have an Accountability Partner.

*Yay!  
You already identified these!*

*You'll plan a learning path in Perspective 4.*

*Way to go!  
You've already started these!*

*You'll build an Accountability Team in Perspective 6.*



To download a customizable checklist, go to the Files tab at [www.KWConnect.com](http://www.KWConnect.com) on the Six Personal Perspectives course page.

Notes

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## Aha's

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1. What are your aha's? What action step will make this aha part of your reality?

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Be prepared to share with your instructor and class.

2. Circle the ONE aha that resonates the most with you.

Notes

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*“The more you read, the more things you will know.  
The more you learn, the more places you’ll go.”*

*DR. SEUSS,  
AUTHOR, I CAN READ WITH MY EYES SHUT*

# Step 4: Make Being “Learning Based” the Foundation of Your Action Plan

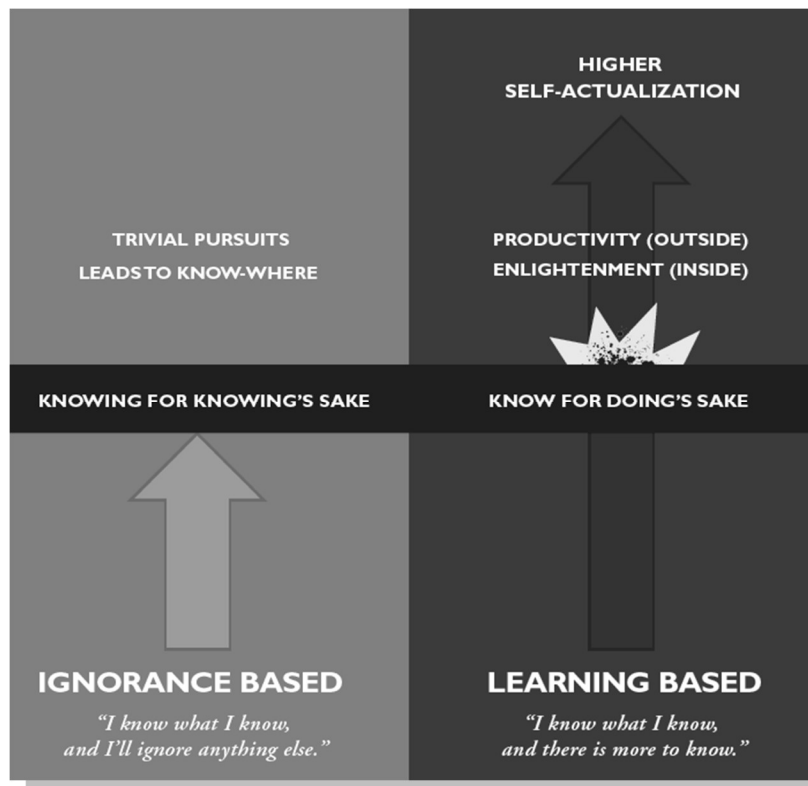


In Step 3: Move from “E” to “P,” we learned that training and education are a big part of moving forward to attain your goals and succeed at a high level.

## A learning-based individual is ...

... an individual who has made the decision to use effective learning as the foundational piece for their action plan to develop their life

## Know for Doing’s Sake



## **56** Step 4: Make Being “Learning Based” the Foundation of Your Action Plan

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Notes

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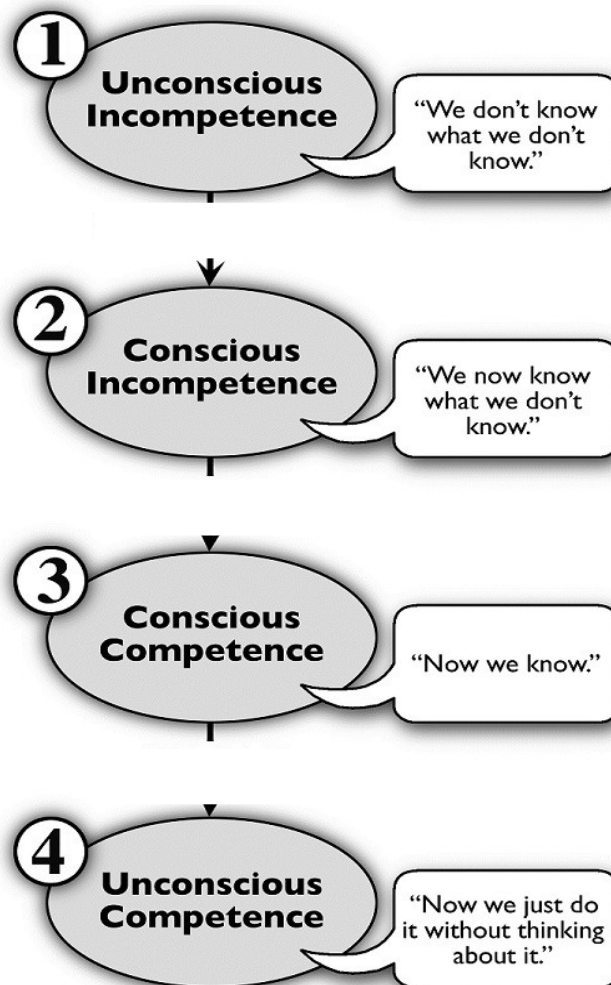


## Four Levels of Competency

Learning-based individuals commit to the process of acquiring skill-based habits. There are four levels of competency in this process.

1. You start this process at level one: **Unconscious Incompetence**. At this level, you don’t know what you don’t know. For example, if you’ve never driven a car, you have no idea how complicated it can be.
2. If you acquire some knowledge, you move to level two: **Conscious Incompetence**. At level two, you know what you don’t know. For example, once you start to drive, you might figure out that parallel parking can be a challenge!
3. If you apply wisdom to your knowledge, you will move to level three: **Conscious Competence**. In our example, this is when you become proficient at parallel parking, though you may have to focus on each step.
4. Over time, with additional practice, your competence becomes a habit and you move to level four: **Unconscious Competence**. At this level, you could readily parallel park while you’re singing along to the radio.

*Attain Unconscious Competence in your 20 percent tasks to unlimit your success.*



# 58 Step 4: Make Being “Learning Based” the Foundation of Your Action Plan

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## Notes

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## The Keller Williams Curriculum: Learning for Earning’s Sake!

Keller Williams Realty offers courses on every aspect of real estate, Market Center leadership, and mindset, so you can stay learning based about your role and your business. For the Operating Principal, Team Leader, Market Center Administrator, and Agent curriculums, as well as additional learning resources, visit [www.KWConnect.com](http://www.KWConnect.com).

### Tools You Can Use

In addition to learning models and systems and practicing new skill sets, you also have access to turn-key resources such as lead sheets, listing presentations, job descriptions, checklists, and more in the toolkits of the KWU classes you take. To access, visit [www.KWConnect.com](http://www.KWConnect.com) and use the search.

### High achievers ...

... reach their goals by making training, education, and self-development the foundational pieces of their action plan.



Watch Mark Brenneman, Divisional Leader, talk about making “Learning Based” the Foundation of Your Action Plan.

**60** **Step 4: Make Being “Learning Based” the Foundation of Your Action Plan**

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**Notes**

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**Agent Curriculum: Launch** *(Annual Unit Production: 0–16 Units)*

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**Ignite**

Ignite has one goal: to propel agents into immediate productivity. It’s designed for both new and experienced agents wanting to jump-start their careers. It teaches basic sales and customer service skills and activities, with models and systems to take associates from surviving to thriving in 90 days. You will learn how to get leads, service customers, and close deals.

---



**Time Management with the 4-1-1**

To create the work-life balance we all strive to achieve, look to Time Management with the 4-1-1. This course prioritizes the tools and systems you need to accomplish more in the time you work, rather than spending more time working.

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## **62** Step 4: Make Being “Learning Based” the Foundation of Your Action Plan

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Notes

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**Agent Curriculum: Growth** *(Annual Unit Production: 16–36 Units)*



**Lead Generation 36:12:3** (Close 36 Transactions in 12 Months with 3 Hours Per Workday of Lead Generation)

Lead Generation 36:12:3 is designed for anybody who is serious about succeeding in real estate. It arms associates with practical lead generation skills—including strategies, scripts, and systems—to generate a consistent pipeline of leads.

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**Win with Buyers**

Learn the best practices, habits, and techniques that helped agents just like you rise to the top. The course takes you through the Seven-Step Buyer Service Cycle, emphasizing proven models, systems, techniques, best practices, and scripts that will put you on the path to mastery. Whether you are a solo agent or a team, you will learn how to improve your level of service and become more efficient when working with any type of buyer. The Win with Buyers workbook is full of relevant content, industry statistics, and words of wisdom to help you work with an unlimited amount of buyers for life.

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**Win with Sellers**

Get on the path of mastery to create clients for life. Learn how seller masters developed their skills and what their best tips and tricks are for building a great listing business. The course takes you through the Seven-Step Seller Service Cycle, emphasizing the models, systems, and techniques proven by top agents. Whether you’re a solo agent or a team, you’ll learn how to maximize conversion of seller leads to appointments, how to close those appointments for listings, and how to market and service listings that close and yield extremely satisfied customers that bring you future business.

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## **64** Step 4: Make Being “Learning Based” the Foundation of Your Action Plan

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Notes

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**Agent Curriculum: Achievement** *(Annual Unit Production: 36+ Units)*



**MREA Curriculum**

The MREA (Millionaire Real Estate Agent) Curriculum, which includes Business Planning and The 24 Topics, focuses on the crucial MREA models and systems you need to master to build and maintain a successful real estate business.

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**Leverage Series: Career Visioning**

Career Visioning will enable you to implement proven hiring systems that ensure the best and the brightest—the candidates most likely to succeed—join your team. This hiring system is the only one to follow when you are in the market for talent.

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**Leverage Series: 30-60-90**

30-60-90 propels your great talent into performance and productivity quickly. In this course, you will learn a 90-day system for goals and accountability along with training tailored to the needs of your new team member, the specific job role, and your Market Center. The end result is a self-managed team member and the foundation for an ongoing relationship of accountability and trust.

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**Leverage Series: Success through Others**

Today, leadership requires flexibility to calibrate your response to a particular person or situation. This one-day course, the final course in the Leverage Series, gives you that flexibility.

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## **66** Step 4: Make Being “Learning Based” the Foundation of Your Action Plan

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Notes

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## Agent Curriculum: All Levels

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### **Grow Your Profit Share Tree**

At Keller Williams Realty, we believe our associates should be treated like stakeholders, because we truly believe that together everyone achieves more. Out of this culture, the Profit Share System was developed. You can opt in to this phenomenal, unlimited opportunity, and in the process, opt in to a program that could change your life!

---



### **Wealth-Building Workshop: Profit Share**

This workshop can be thought of as an achievement journey. Each workshop is a dynamic and flexible experience. In each session, you'll experience a fresh knowledge piece and work through a new skills-based exercise. Then, you'll strategize your next steps and engage in group accountability. It's a journey to mastery which, in this case, means a journey to wealth.

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### **Quantum Leap**

Developed by Gary Keller, cofounder and chairman of the board of Keller Williams Realty, Quantum Leap digs into the personal power principles that can help everyone achieve a more abundant life. Useable models, road maps that address your life as a whole, and keys to living with purpose and direction are all part of this profound course.

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## 68 Step 4: Make Being “Learning Based” the Foundation of Your Action Plan

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Notes

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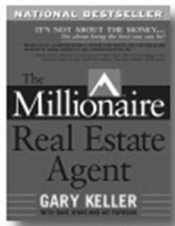
## Supplement the Curriculum

In addition to Keller Williams University courses, there are many other resources with which you can supplement your learning—no matter your level of production.

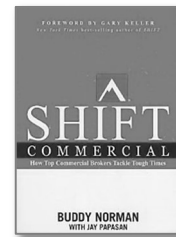
### The Millionaire Real Estate Series

The Millionaire Real Estate books and products truly set Keller Williams Realty apart. These business books inspire you to take action and give solid, step-by-step instructions that will lead you to success in your real estate business.

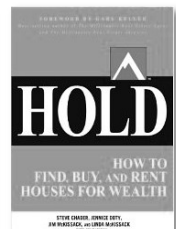
MREA  
&  
MREI



SHIFT



FLIP  
&  
HOLD



### The ONE Thing

*The ONE Thing* delivers extraordinary results in every area of your life—work, personal, family, and spiritual. In *The ONE Thing*, you’ll learn to:



- Cut through the clutter
- Achieve better results in less time
- Build momentum toward your goal
- Dial down the stress
- Overcome that overwhelmed feeling
- Revive your energy
- Stay on track
- Master what matters to you

## **70** Step 4: Make Being “Learning Based” the Foundation of Your Action Plan

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### Notes

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## Supplement the Curriculum (cont.)

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### Online Learning Tools

KWConnect brings online, anytime, and anywhere learning tools directly to you. From basic skills to technology and culture, KWConnect covers a broad range of current topics, in ready-to-use formats that can be accessed quickly and conveniently, twenty-four hours a day.

**KWConnect**®

### KWMAPS Coaching

The KWMAPS Coaching program is designed to promote personal growth and career development and is based on the idea that "Everyone needs to be accountable to someone; no one succeeds alone." To support this core Keller Williams belief, KWMAPS offers a large variety of coaching programs to meet the needs of all KW associates.

**kwMAPS**  
COACHING

### Events

At Keller Williams events—such as Family Reunion, Mega Camp, and Masterminds—you have a chance to participate in world-class training, mastermind with other successful KW associates, and interact with top people in our company and the industry.

**FAMILY REUNION**   **MEGA CAMP**   **MASTERMINDS**

## 72 Step 4: Make Being “Learning Based” the Foundation of Your Action Plan

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Notes

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## Exercise: Plan Your Learning Path

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1. **No more writing down your goal!** This time turn to your neighbor and share it with them.
2. **Be consciously incompetent.** What don't you know? Look back on pp. 61–71 at the courses, books, and other resources you have not tapped into yet. Choose at least three you intend to learn from.

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

3. **Really commit to learning.** If you have a smartphone or tablet, go online and either register for the class you want to take, download the tool you need, or order the book you want to read!\*

- **Register:** [www.KWConnect.com](http://www.KWConnect.com) click on Calendar.
- **Download a tool:** [www.KWConnect.com](http://www.KWConnect.com) and use the search.
- **Order a book:** Go to Amazon.com and type “Gary Keller” (or business thought leaders from other industries) into the search box.

\* Be sure to add these to your 4-4-1

4. **Think strategically.** Leverage KWU to connect and build relationships with agents who are a good fit for Keller Williams and an excellent addition to your downline! Invite them to a class, share a tool with them, or gift them a book. They'll thank you for it.

- I'll invite \_\_\_\_\_ (*name of agent*) to \_\_\_\_\_ (*name of class*).
- I'll share \_\_\_\_\_ (*name of tool*) with \_\_\_\_\_ (*name of agent*).
- I'll give \_\_\_\_\_ (*name of book*) to \_\_\_\_\_ (*name of agent*).

**Time: 5–10 minutes**

## 74 Step 4: Make Being “Learning Based” the Foundation of Your Action Plan

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### Notes

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## Aha's

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1. What are your aha's? What action step will make this aha part of your reality?

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Be prepared to share with your instructor and class.

2. Circle the ONE aha that resonates the most with you.

## 76 Step 4: Make Being “Learning Based” the Foundation of Your Action Plan

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### Notes

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*“If you think you can do a thing or think  
you can’t do a thing, you are right.”*

HENRY FORD  
U.S. AUTOMOBILE INDUSTRIALIST

# Step 5: Remove Your “Limiting Beliefs”



You will need to clear your mind of **limiting beliefs** before you can successfully develop at a higher level. Are any of these thoughts in your head?

- “I don’t have enough time for training.”
- “I can’t be successful in this market.”
- “I can’t devote 3 hours each day to lead generation.”

## High achievers ...

... remove beliefs from their thinking that hold them back.

Redirect these negative thoughts into positive ones—into **unlimiting beliefs**—that will fuel your success.

- “If I put the time in for training now, I will reap long-term benefits in my business.”
- “A shifted market is the very best opportunity for gaining market share.”
- “I can’t afford to miss 3 hours of lead generation—it’s my future!”

Notes

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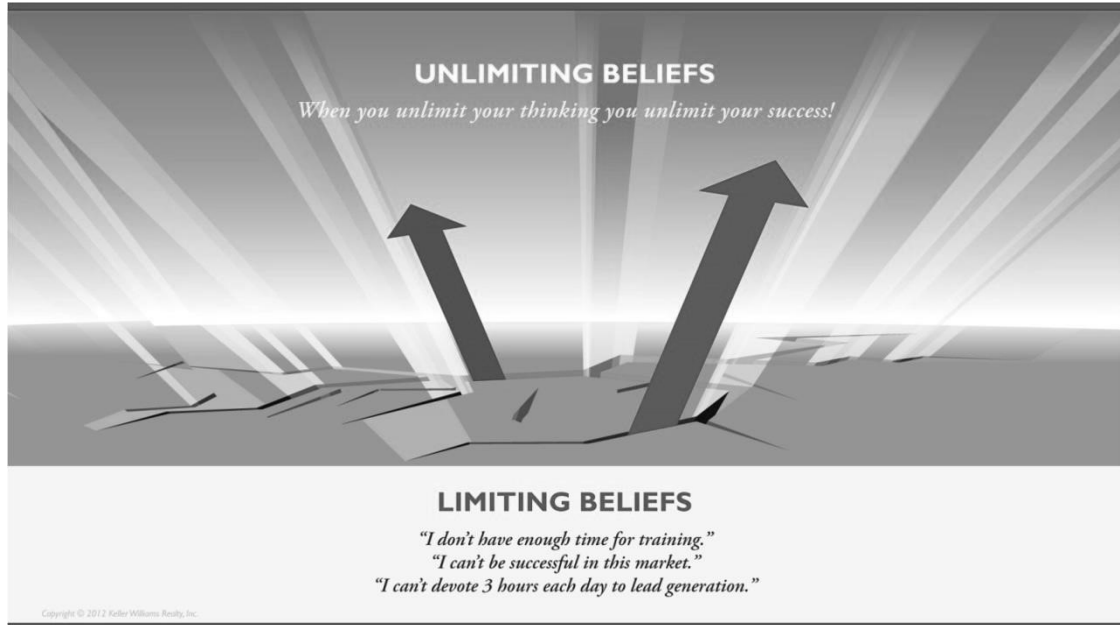


*“The greatest barrier to someone achieving their potential is their denial of it.”*

*SIMON TRAVAGLIE*  
*AUTHOR*



Watch Kymber Menkiti, Divisional Leader, talk about Removing Your Limiting Beliefs.



Notes

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*“We all struggle with limiting beliefs, and we have to continually work to remove them.”*

*SHERRY LEWIS  
REGIONAL DIRECTOR*



## Discussion

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Think of a time in your life when you had a limiting belief you needed to remove.

How did you do it?

What new successes came your way once you removed the limiting belief?

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## Partner Exercise: Remove Your Limiting Beliefs

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1. Pair up with a new partner. Ask them for one limiting belief they have that they think is holding them back.
2. Take a minute to think about what steps you feel they could take to overcome that limiting belief and how this would help them accomplish what they wish to accomplish. Discuss with your partner.
3. Now switch roles and share a limiting belief you feel is holding you back from accomplishing what you want to accomplish.
4. What action steps does your partner think you need to take to overcome this limiting belief? Write these steps down. Be sure to incorporate them into your 4-1-1 if you think they are applicable to accomplishing the goals you have written down.

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**Time: 5 minutes**

Notes

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## Aha's

---

1. What are your aha's? What action step will make this aha part of your reality?

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---

Be prepared to share with your instructor and class.

2. Circle the ONE aha that resonates the most with you.

## Notes

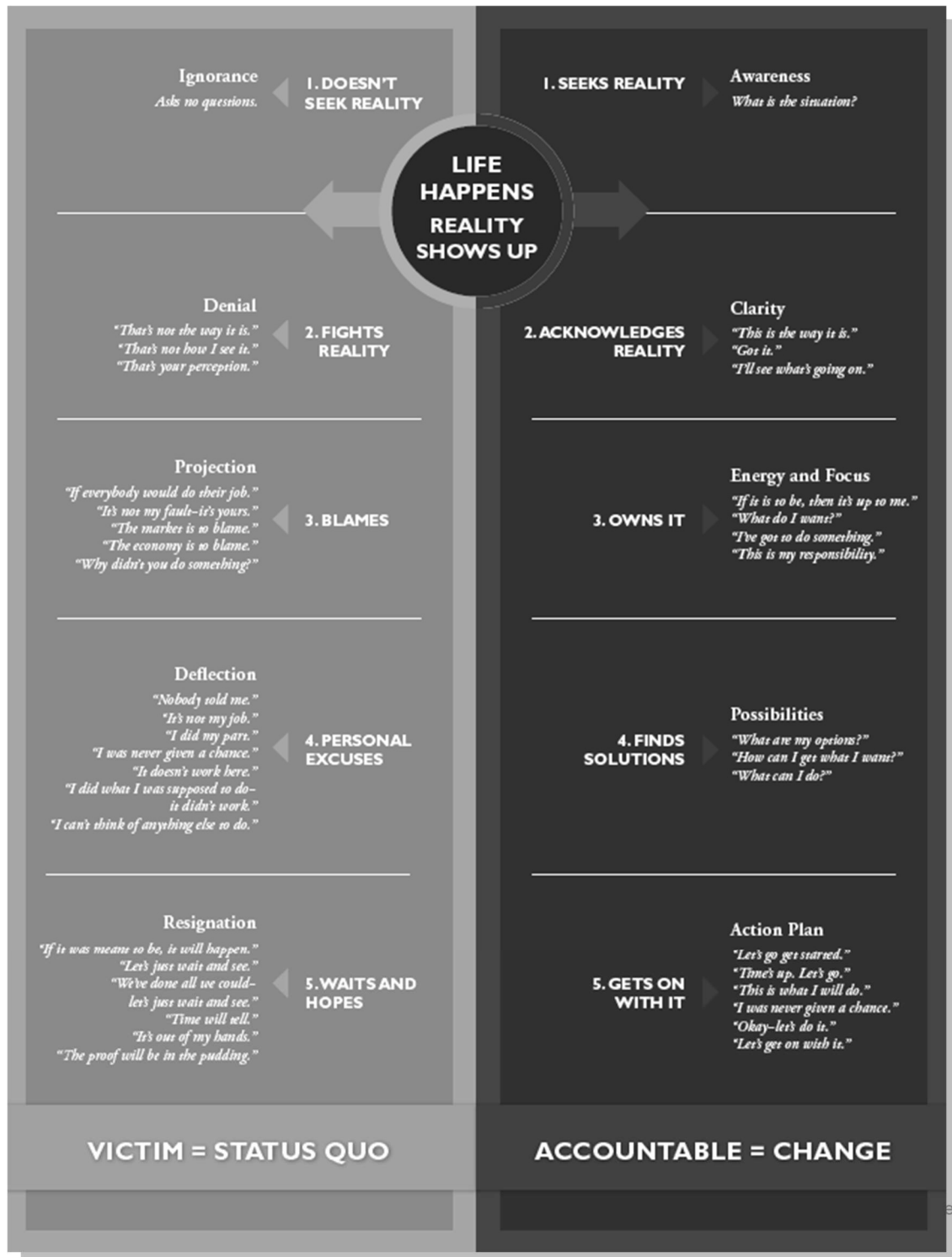
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*“Your complaints, your drama, your victim mentality, your whining, your blaming, and all of your excuses have never gotten you even a single step closer to your goals or dreams. Let go of your nonsense. Today is a new day!”*

*STEVE MARABOLI*  
*AUTHOR, UNAPOLOGETICALLY YOU*

# Step 6: Be Accountable



Notes

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## Accountability Is “an Attitude and Approach” to Your Entire Life

An accountable person says,

***“Everything in my life is a result of my choices and actions. I own my life.”***

Accountability is also a tool for continually changing the results in your life in those areas that matter most (your 20 percent). A person who is accountable in their 20 percent says, “I own my life, and in certain areas, I want to continually improve my results. I will be purposeful, and I will be learning based to continue improving.”



Watch Marc Weiss, Divisional Leader, talk about Being Accountable.

### High achievers ...

... are diligent about being accountable.

***Everyone has moments of victim mentality, but change only happens when we make a conscious decision to stop being a victim and start being accountable.***

## 88 Step 6: Be Accountable

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### Notes

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## Classroom Exercise: Accountable vs. Victim

1. Think of an issue or problem you are struggling with right now.
2. Now walk around the room sharing this issue with other participants. You have one minute to complain (be in “victim” mode) about this problem.
3. Once the one minute is up, it’s time to accept and own the reality of your issue and take action to resolve it. Utilizing the “Be Accountable” steps, focus on what you do have control over, and work through and write down the necessary approach and actions you can take to resolve this issue or problem. **Be sure to write any applicable action steps on your 4-1-1.**

### Be Accountable

Answering the following questions will keep you out of victim mode!

- |                                     |  |
|-------------------------------------|--|
| 1. <b>Seek reality</b>              | <input type="checkbox"/> What is the issue?<br><input type="checkbox"/> How does awareness of the issue lead to its resolution?  |
| 2. <b>Acknowledge reality</b>       | <input type="checkbox"/> How does having clarity about the issue lead to its resolution?   |
| 3. <b>Own it—<br/>be empowered!</b> | <input type="checkbox"/> How will you use energy and focus to resolve the issue?   |
| 4. <b>Find solutions</b>            | <input type="checkbox"/> What are the possible solutions for the issue?<br><br><input type="checkbox"/> What are the action steps you can take to achieve the solutions and solve the issue? |
| 5. <b>Get on with it!</b>           | 1. _____<br>2. _____<br>3. _____<br>4. _____<br>5. _____   |



**Time: 5 minutes**

To download a customizable checklist, go to the Files tab at [www.KWConnect.com](http://www.KWConnect.com) on the Six Personal Perspectives course page.

**90** Step 6: Be Accountable

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**Notes**

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## The People in the Box

Having someone hold you accountable compels you to adopt an accountable attitude.

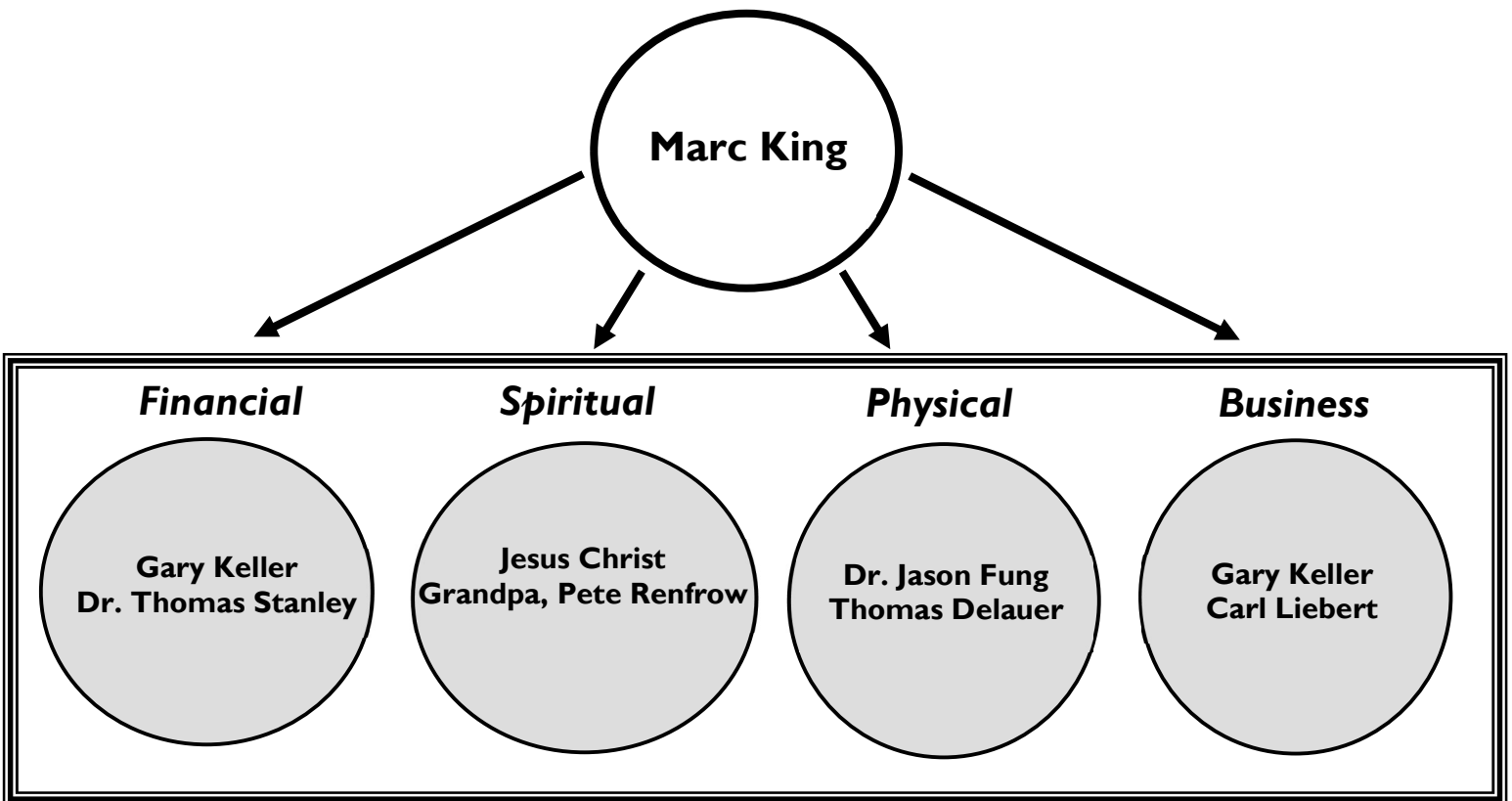
### High achievers ...

... have someone holding them accountable on a regular basis.

Keller Williams Realty is deeply committed to accountability on all levels, whether you are a new agent or President of KWRI. Marc King exemplifies accountability at the highest level. He has someone holding him accountable in the financial, spiritual, physical, and business areas of his life.

## Accountability—The People in Marc King’s Box

What do all of these people have in common? They are coaches! A professional, trained coach will provide the kind of true accountability you will not achieve through a friend, colleague, or mentor.



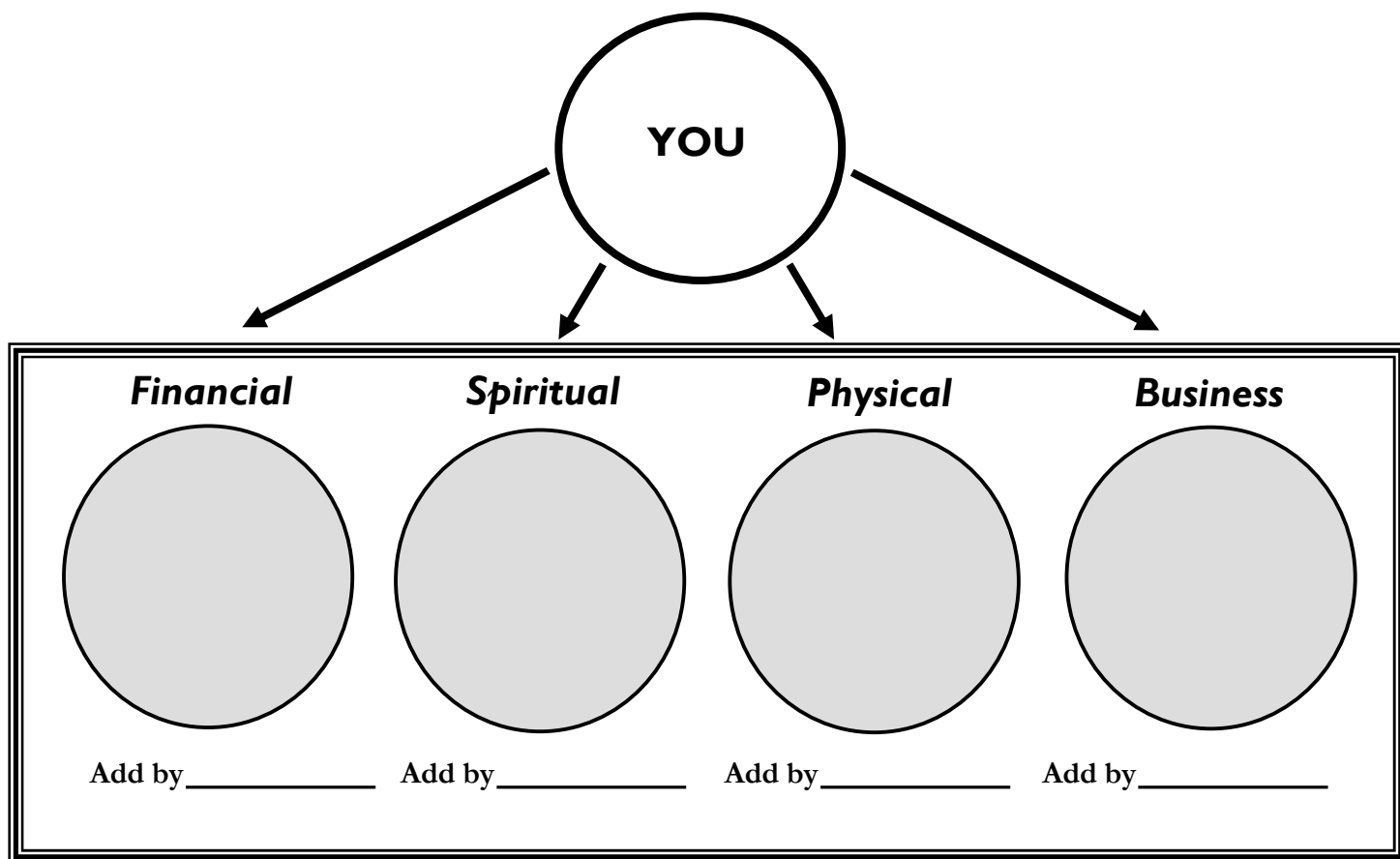
**Notes**

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### Individual Exercise: Who are the people in *your* box?

Be sure the goals you are being held accountable to include self-mastery, focusing on your 80/20, getting purposeful about achieving more, staying learning based, and unlimiting your beliefs. Have more than one accountability partner if you really want to grow!

1. Do you have a financial, spiritual, physical, and business consultant, or are you just winging it? Take a minute to fill in the boxes below.



2. Are there some areas where you are missing someone to hold you accountable? If so, it's time to take action and fill those holes! Who are you going to add?
3. By what date are you going to add them?

**Time: 3 minutes**

**Notes**

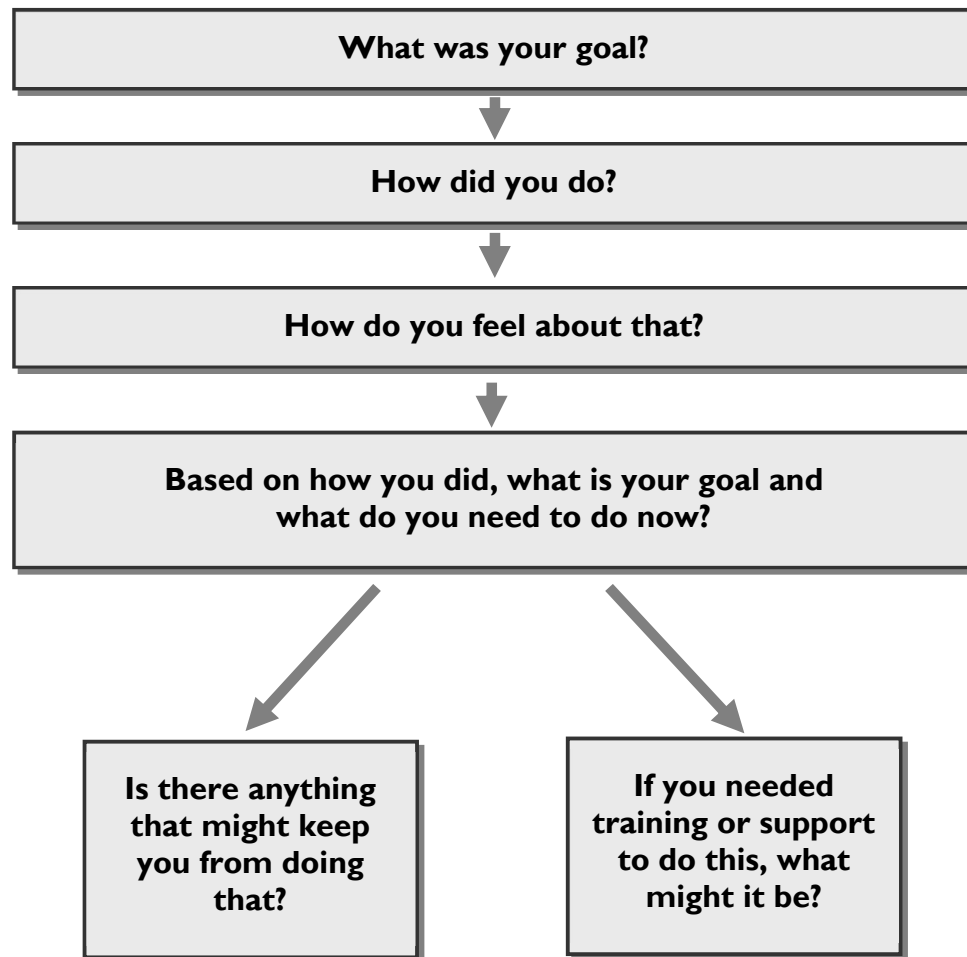
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## BE the Accountability You Wish to See in the World

### What does accountability look like?

- Accountability sessions should be short and focused (no longer than half an hour)
- You and your consultant(s) should be using your 4-1-1 Action Goal Worksheet, with the consultant asking great questions that clarify actions.

### Accountability Session Model for Consulting



**How does accountability feel?** Those who are holding you accountable should be a resource to help you self-discover what you need to do to continue to reach, or even exceed, your goals.

**Notes**

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## Aha's

1. What are your aha's? What action step will make this aha part of your reality?

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Be prepared to share with your instructor and class.

2. Circle the ONE aha that resonates the most with you.



**Notes**

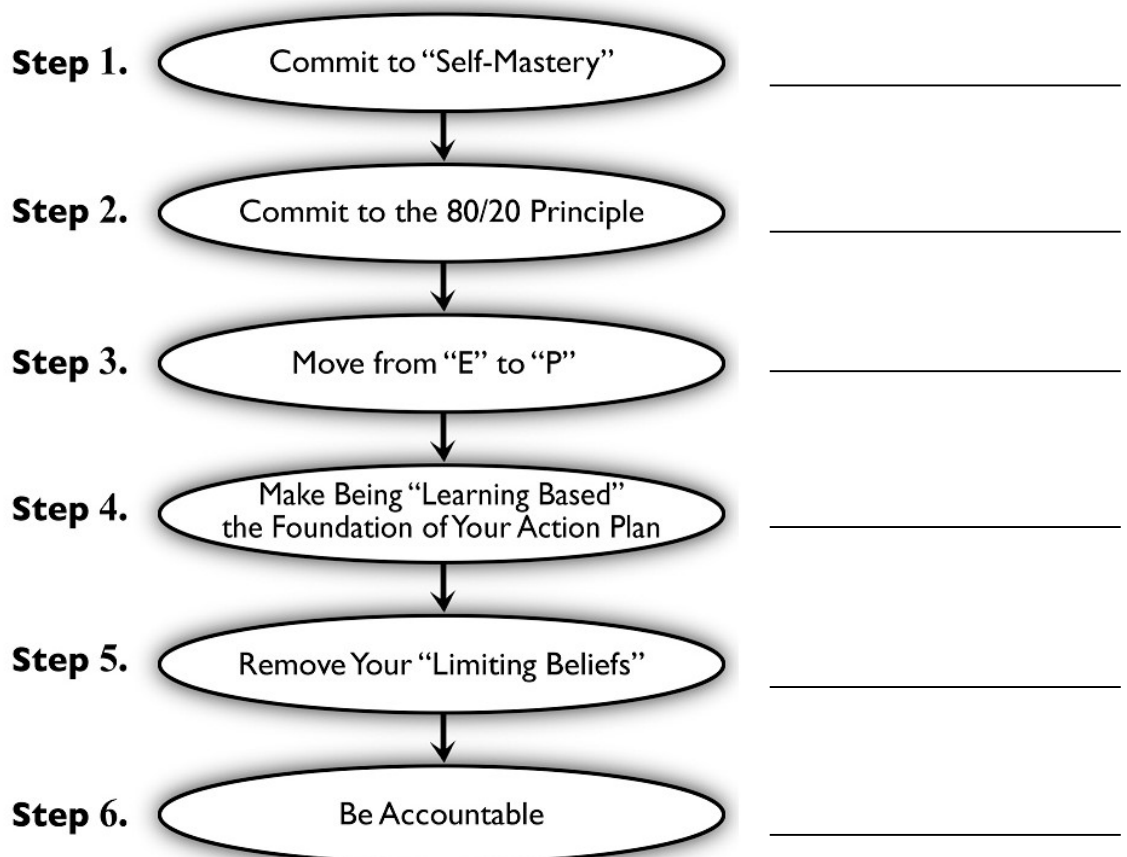
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# The Bottom Line



Remember, you can reach the highest level of achievement in business and in life by adopting the Six Personal Perspectives. Now that you've learned more about these perspectives and have committed to adopting and mastering them, you are well on your way to achieving a career worth having, a business worth owning, a life worth living, an experience worth giving and a legacy worth leaving!

1. The Six Personal Perspectives provide powerful tools you can leverage to achieve your goal. For each perspective below, write ONE Thing you will implement to help you achieve the goal you set at the beginning of the course.



2. Circle the ONE from these six that you are going to work on first.
3. With the person sitting next you, quickly brainstorm a game plan to achieve it.

Notes

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# From Aha's to Achievement

AHA's

*What are your Aha's?*

BEHAVIORS

*What behaviors do you intend to change?*

TOOLS

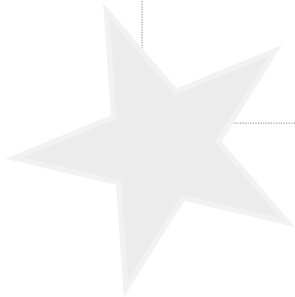
*What tools will you use?*

ACCOUNTABILITY

*What does accountability for this look like?*

ACHIEVEMENT

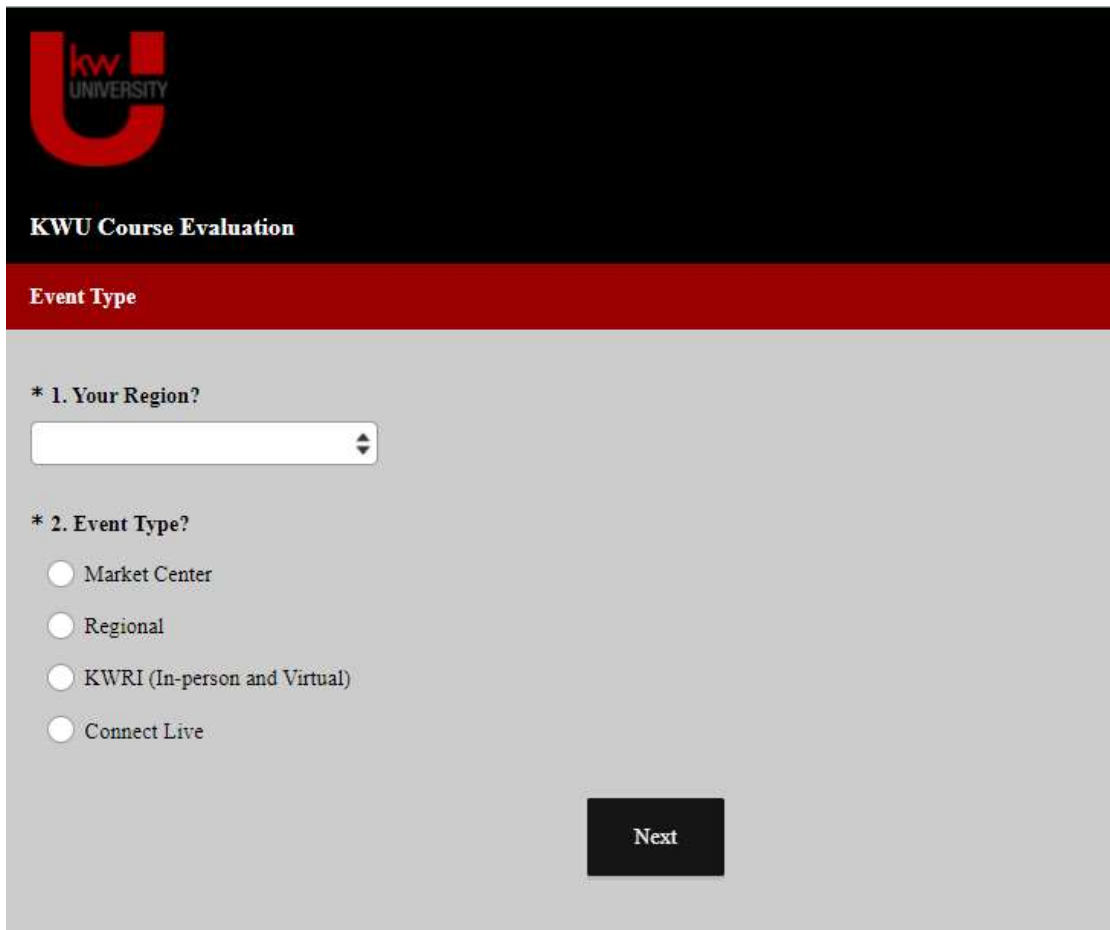
*What will you achieve?*



# Thank you for attending this course! Please complete the evaluation.

To complete the evaluation:

1. Go to **KWUeval.com**
2. Select applicable information, including the Course and Instructor
3. Share your feedback



The screenshot shows the KWU Course Evaluation form. At the top left is the KWU University logo. Below it, the text "KWU Course Evaluation" is displayed. A red horizontal bar contains the text "Event Type". The form contains two required questions:

- \* 1. Your Region? (Dropdown menu)
- \* 2. Event Type? (Radio buttons for Market Center, Regional, KWRI (In-person and Virtual), and Connect Live)

A "Next" button is located at the bottom right of the form.

## Thank you!