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100% BROKER RETENTION

THE 7 SECRETS TO KEEPING YOUR TEAM OF MORTGAGE BROKERS HAPPY & PERFORMING WELL

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Great businesses can’t afford
to hire average people.

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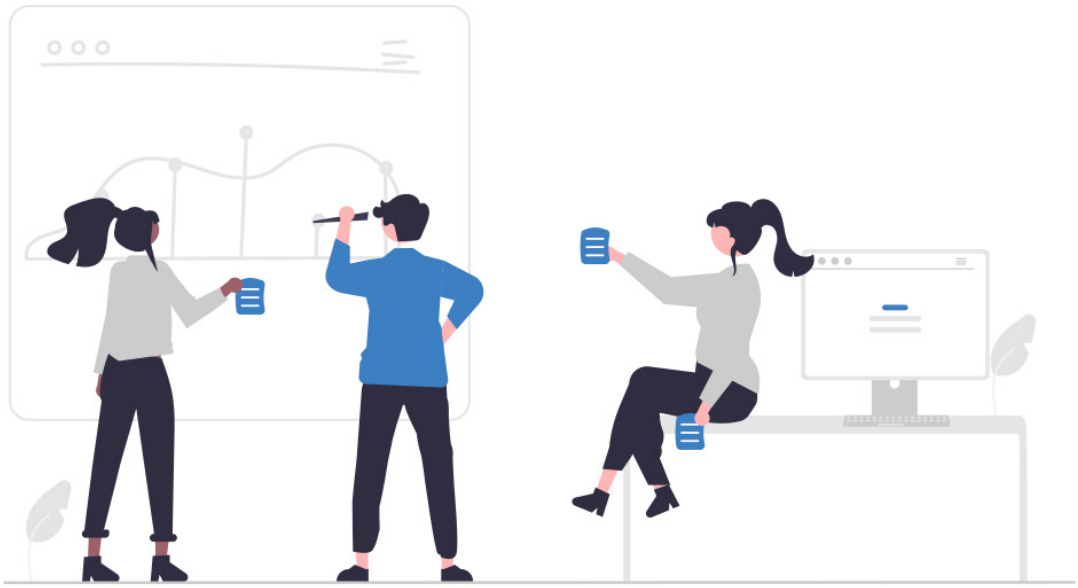
Introduction

It's no secret that good brokerages need good people.

But if that's true, why do some businesses spend more time buying office chairs than finding their next hire?!

While we all know that a team is priority numero uno, it does often seem that businesses don't take recruitment as seriously as they should. But just like choosing the wrong office furniture, the wrong team member choice can lead to a lot of pain and stress down the road!

The thing is, ***it's impossible to build something of a higher quality than the quality of the people around you.***



When you see a firm get their recruitment right, it's obvious that business comes a whole lot easier. The synergy between talented mortgage brokers and exceptional companies creates the perfect environment for success.

But, sadly, not every placement is a success story. Over the years, I've placed some immensely talented brokers in positions with incredible companies, only to watch them walk away a few months later.

When this happens, I'm not going to lie, it's frustrating. It makes me think about what went wrong — how such a promising partnership could dissolve so quickly, and how much of that could have been avoided if only. I am someone deeply invested in the mortgage industry, so I just can't ignore the growing pattern of broker turnover and the impact it has on businesses — my clients — and their bottom lines.

So, I've watched people leave good businesses for years, but I've also helped build and retain incredible teams. The trouble I've noticed is that most businesses can't tell you what they're doing right and what they're doing wrong.

This is what I've called business dysmorphia (and I'm about to copyright that, so watch out!). Every week I speak to businesses that are incredible and that have no idea how well they're doing. They've got great synergy, a fantastic pipeline of clients, and a well-earned reputation that means they can definitely attract the best talent… If they know where to look.

On the flip side, I also see a whole load of businesses who think they're the bomb, but they're struggling to recruit (and retain) high quality brokers.

They can't work out why no one wants their jobs when what they're offering is so amazing… according to them!

Now, I've started to recognise these patterns in what firms do well, and what mistakes they make when it comes to retention. I can see what you might not be able to see about your business, but I can also see the easy ways for you to fix it.

That's why I wrote this book — to help you learn from my experiences right here in the trenches, helping you hear a new perspective and letting you in on my seven secrets of creating, and keeping, a high performing team.

But first, a caveat.

At the core of what I'm about to say is actually one simple rule that almost everyone can do better. It's not complicated and it's not expensive. It doesn't require a huge shift in your business structure and to do it right you don't have to hire any new people.

You just simply ***need to do what you say you're going to do***.

That one little thing will put you miles ahead of the pack as an employer! It's a cheap **(read;FREE!)** quick, and simple thing to do that will make a huge difference. Showing up when you say you're going to show up. Following through on bonuses when you say you will. Giving your team real, meaningful, empowering ways to level up their careers – not just paying lip-service to the idea.

> **Really, all this book boils down to is that little old Arethra Franklin song: RESPECT.**

It's about helping your team achieve their best, and finding that they'll do the same for you. This book is the metaphorical building blocks of nurturing and growing your business, starting with your team. It's been written with my many years of experience in mind, and it's applicable to every business out there — whether you're the new kid on the block or you've been around the block a few times.

This isn't a step-by-step miracle guide to resolve all your recruitment and retention problems. Downloading this ebook is a step in the right direction,

but it's not the only step you need to take.

This book is my seven secrets to 100% broker retention, and it starts right here.

Secret One

Culture That Elevates

My first secret is actually not-so-secret: **Culture**.

(But if you didn't know, I invented this!)

Building a workplace culture is the key ingredient that transforms a company from average to extraordinary, attracting and retaining top talent. This isn't a groundbreaking revelation! There have been hundreds of pages written about this and I'm not going to bore you with all that here.

> **But if it's so obvious, why isn't it a standard in the mortgage broker industry? Or in any industry across the world for that matter!**

For many business owners, culture can be boiled down to experiences. They think that if they give out great/ expensive moments, then all's good! A couple of slaps on the back, the odd cocktail night here and there… That stuff's great! But it doesn't really make a culture.

One company I worked for (who will go unnamed here!) made this expensive mistake. When their team did well they were famous for hiring a private jet and hosting a bonus trip to Thailand, all expenses paid. Yeah, I hear you! That's awesome!

But when times were bad, things got really bad. Toxic expectations, horrible management, a hell of a lot of extra work, you name it. And they were still surprised when no one stuck around for the long term. A distant promise of some Thailand trip just isn't enough to get people to put in the hard work you need to get a business back on track.

Private jets aside, creating and fostering a workplace culture that elevates and inspires consistently is not a simple task. Even with Forbes and The Economist (not to mention all those LinkedIn 'gurus') banging on about workplace culture, it's all too clear that many mortgage broker firms fall short.

In my experience, there are a few simple things that a business can focus on to build a great culture, so read on and find out.

Top-Down Culture

First up, culture isn't something that the employees create themselves. Sure, they might have a few impromptu team meetings here and there, and I'm all for a five-aside Friday night game (Although I'm a rugby lad myself, but rugby doesn't go down so well in HR offices the next morning!).

> **But truly successful workplace culture is built from the top down.**

Think about it. Those that you followed when you were building your career were people you looked up to – rightly or wrongly. They were your parents, those super-cool footie players, your awesome maths teacher with that midlife-crisis car. When you look up to people, you follow them. It's no different in business.

Culture is a management problem.

Broker firms thrive when there is a clear vision, plus core values, which are then actioned by leadership. It's no use having a value of consistency when management rarely shows up. There's no benefit when employees are told they're family, but are then ignored when a problem arises.

Culture is consistent, clear, and curated with intention. This is the hard part — it's not organic, but it's carefully formed, and actions are taken with culture in mind. Once it has become the bedrock of the business, only then does it come easily

Support and Inclusion

It (almost) goes without saying that the best cultures are those that make each broker feel valued, respected, and like they belong. Creating an atmosphere where everyone can thrive is key to excelling performance.

I can already hear it from some of you! In my experience, no busines

s owner or broker leader will tell you that their team is not welcoming. I get it all the time:

‘We have a great team culture, we’re like a big family!’

‘We’re all mates here – it’s a fantastic place to work!’

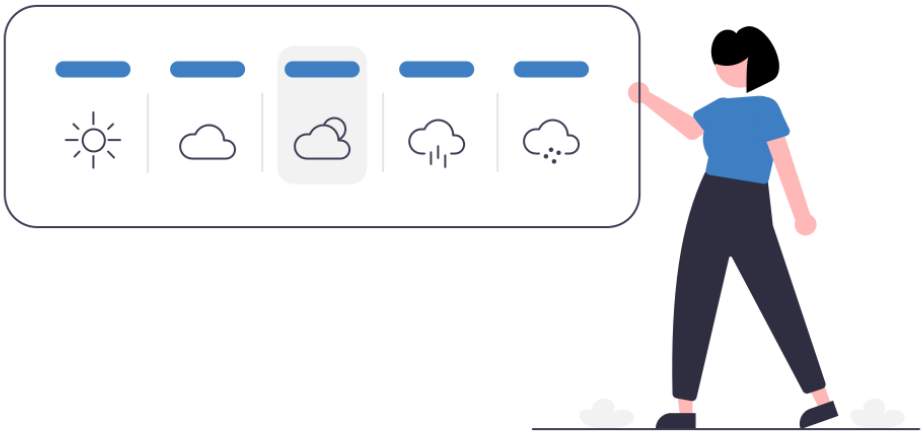
Sound familiar? It’s not that I think these statements are untrue. It’s just that they might not be true for everybody all of the time. Your team might be welcoming to you. It’s going to feel like a family to you. But your team’s individual experiences might differ.

So, don’t underestimate the impact of your actions and what you say. Give your team your attention, make them feel heard. Be careful of your tone of voice — if you’ve got criticism to give, think about how you’re going to give it. Show gratitude and recognise your team members’ successes personally. Give equal attention to the quiet members of your team.

In general, **be nice!**

This is especially true in a leadership position, where your team members might only get to see you once in a blue moon. What you say in those moments are carried forward, whether you want it to be or not.

> **Ultimately, remember that leaders are kind of like weathermen — they set the tone for the week ahead. So make sure you’re bringing the sunshine!**



The Power of Mentorship

I will die on this hill: mentorship programmes, when done well, have a pivotal role to play when it comes to building a crack team.

That doesn't mean pulling out a few names from a hat, matching older employees with younger ones, then calling it a day. I've never seen a mentorship programme do well when it's done like this! But having genuine, constructive, well-matched, and encouraging mentors is a great boost to creating a company culture that builds industry-changing teams.

Establish a mentorship initiative with brokers that are a great fit. This means brokers that don't just get the biggest number (although performance is a key element) but also that show leadership and mentorship potential.

Give incentives and rewards — mentorship can be a drag if it's just another responsibility piled onto your team. But good people want to give their knowledge away! With the right incentives, mentorship can be an awe-

some new responsibility that won't be taken lightly, and will benefit your business greatly.

Finally, don't just leave them to it. True value in mentorship comes from providing guidance, encouragement, and professional development opportunities in a structured way. Get involved and create a mentorship programme with your team that provides value and isn't simply a check-box exercise.

The right mentors truly can last a lifetime, but it's up to the right brokerage to build it.

Celebrating Achievements

Recently, a broker came to me seven months after securing an incredible position at his dream firm. Just the month before he had secured the biggest mortgage for the company that year and was in for a big bonus.

When he showed up in my inbox a few weeks later, though, he was looking for a new job. Why?

After securing the mortgage on the Friday afternoon, he came into the office feeling pretty chipper on the Monday morning, then sat through a two hour meeting with the whole team who analysed every moment in the sales process that he did badly.

His recognition for an incredible job was two hours listening to what he did wrong. Not how well he'd done, and what others could learn from him. Instead, he was put down by his team leader and by the rest of the team. He lasted a couple more weeks after that to collect his commission cheque, but that meeting was the real end.

Recognising and celebrating individual and team achievements is a powerful tool for reinforcing a positive culture. You need to honour outstanding performance, and create a culture that appreciates and celebrates all the individuals you have on your team. You cannot build a good team with a whole heap of negativity.

In sales, we love improving our performance. Evaluation, pushing ourselves, and setting targets are a critical part of the job, absolutely, but there should also be space for recognition and reflection. Pushing too hard will ultimately push away.

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Secret Two

Demonstrable Progression

The best brokers aren't motivated by their current paycheque.

They're motivated by their future potential. Okay, and their future paycheque too.

That's the real reason they're putting in all those extra hours, spending time building relationships, and putting all that unseen effort in behind the scenes. They're on the hunt for more, and they're keen that their firm sees that. Are you both headed in the same direction?

> **100% broker retention is not possible without demonstrable progression opportunities for your brokers.**

You've got to create a clear career path and provide ongoing training. You must implement regular performance evaluations, goal setting, bonus schemes, and give them a little special project now and again to shake things up. All these things cultivate an environment that fuels the professional development of your team and leads to happy brokers.

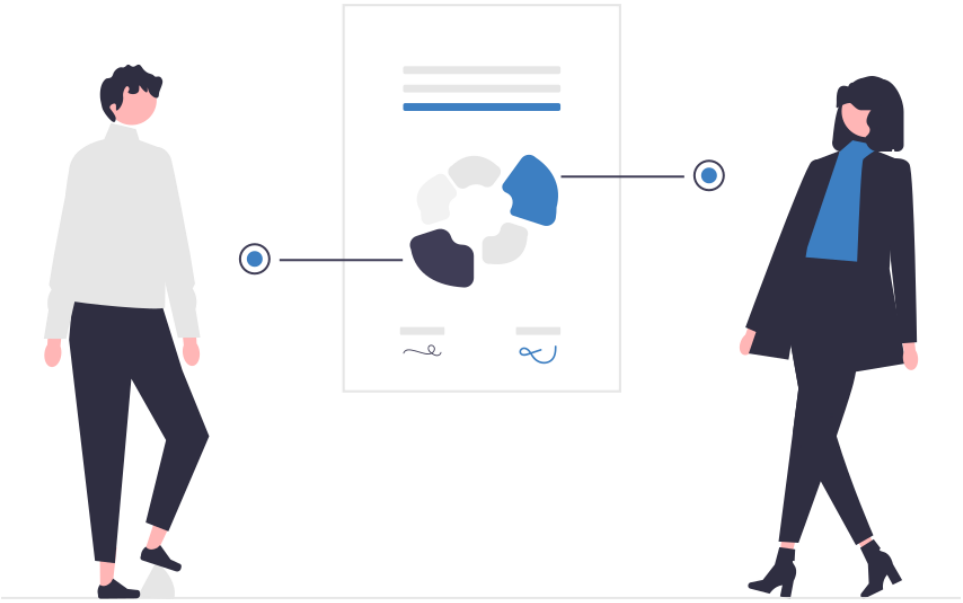
Clear Career Trajectories

For brokers to stick around, there has to be a clear, defined career path that gives them opportunities for growth.

This doesn't mean the vague promise of a promotion. This means developing a comprehensive framework that guides individuals toward their

professional aspirations and tells them how to get there.

Do this by identifying actions that each individual needs to do, and be haviours they need to work on, plus outlining the responsibilities that each role requires. This framework gives your brokers a clear progression path and helps them understand where they are now, and what they need to do to change it.



Invest in Excellence

Professional development isn't just a thing for individuals to think about.

I know, and have seen, that many broker firms do not want to shell out on training and qualifications because they don't want that talent to end up

over at their competitor firms when their team member leaves.

Guess what? With that attitude, your competitor firms are going to beat you every time.

Training and development is not about you, it's about your broker. It's about showing them that you value them and that you're on their side. Plus, it has the added benefit of levelling up your team, meaning you'll train and keep the best brokers for longer.

Take it from me, it's always best to invest in building excellence.

Developing Performance

Regular performance evaluations and getting the hang of constructive feedback is so important.

How can your individual brokers improve performance if they don't know where they stand? Create a culture of open communication in an environment that feels safe and secure.

Okay, but don't introduce tick-box performance reports! These help no one. Instead, work on genuine feedback and criticism. Don't just drag down, but provide meaningful prompts and pointers.

When done wrong, performance evaluations can be a huge source of anxiety and stress for brokers, even when they're performing well. It's like getting called to see the headteacher at school — I'm sure we all have bad memories of that!

But when they're done right, performance evaluations build a workplace where brokers can thrive. They know where they are, and know how to work towards changing it. They're happy to report to management, and have an open environment for mutual feedback. It's a win win.

Strategic Goal Setting and Incentive Programmes

Not the most exciting subtitle ever, but an important one!

I've said before that brokers are motivated by their future pay cheque, but the best brokerage firms put that pay cheque within reach.

Setting goals and building incentive programmes is a critical step when it comes to motivating and engaging your team.

But I'm not going to bore you with SMART goals. While that's important (hey, it wouldn't be the topic of a million blogs and articles if it wasn't!) What's more important in my opinion is involving your broker and aligning their individual goals with your company objectives.

Then, putting into practise your well-designed incentive programmes, you can reward exceptional performance with what we all go to work for – money! This kind of goal-setting and achievement rewards inspires a culture of high achievement and builds a sense of shared success: my critical elements for 100% broker retention.

Special Projects for Growth

The same old stuff gets boring fast.

Let's face it — we in the mortgage industry have seen it all already. While we love our jobs, no amount of love for your work can sustain you in a repetitive role forever. Brokers thrive on change.

That's where 'special projects' come in. These aren't projects that you make up for the fun of it, though. No one likes work that they cannot see a point to. Engaging employees in special projects is a strategy to unleash untapped potential!

Got a young broker showing promise? Put them on a special project with the big hitters. See leadership potential in a broker? Get them in charge of your newly-formed mentorship programme. Now it's all coming together!

Whether it's a brand spanking new internal project or a twist on a customer-facing job, sprinkling some special projects into the day-to-day will keep your brokers coming back for more.

Secret Three

Meaningful Rewards

Let's face it – not everyone goes to work for pizza parties on a Friday. The salary we receive and our own mortgage repayments are the true driving force behind getting us out of bed sometimes, even if we love our job.

You'll be surprised how often we have to remind businesses about that!

> **If you want the best performing talent, you've got to pay them really well.**

If your mindset is, "What can I get away with paying?" over, "What will it cost me to get the best?" then forget building a great team.

But setting rewards isn't just about a huge pay cheque (although that is very important) Rewarding your brokers requires incentives that extend beyond just a salary. Rewards are all about igniting that elusive sense of purpose and dedication.

Staying Ahead

If you pay peanuts, you get monkeys.

All the goal-setting and culture-creating we've done so far means very little if your competitors are paying twice as much. To attract the best talent you've got to pay what everyone else is at least.

Not too sure about that? Then stop right here. Only continue reading once you've acknowledged that a great team is going to cost you money, because the rest is pointless. Great people are just like me and you — they

understand their value and want to be compensated fairly. They know they make you a hell of a lot of money, and they want their cut of the pie, fair and square.

Okay, now you've rejoined us, time to take a look at where the market is at. Start by researching what's out there already and ensure you're paying the same. Don't just stop there! Stay ahead of the curve: offer pay increases before everyone else. Lead with generosity. By doing so, you show you're committed, and you're all about rewarding the value your brokers bring to the table. They'll be happy to reward you the same.

Streamlined Commission Structures

I recently had a broker approach me asking how to manage a stressful situation with her new employer. In her first quarter she'd been underpaid by four-figures. She'd been counting on that commission and when it

didn't come she was left in a bit of trouble.

Turns out she hadn't actually been underpaid according to the company, but their commission structure was so complex that she had misunderstood what she was going to be expecting. I have to admit even I was left a little confused too, when I looked into it!

When you design commission structures, make sure that they're simple and clear to understand. This broker stayed in her job in the end, but she was left in a tricky financial position and felt cheated. The rules seemed as if they were deliberately written like this, and that really left a bad taste in my mouth.

Developing straightforward and easily understandable systems that leave no room for confusion or ambiguity is important to foster a relationship built on trust and mutual understanding.

By establishing a streamlined commission structure, you provide your brokers with a sense of fairness, motivating them to strive for excellence.

Celebrating Achievements

Yep, salary is important (and none of what I'm about to say next is an excuse for forgetting that!). But it's not everything.

Money isn't the only recognition we need. As humans, we love being praised — let's face it, there's nothing nicer than when someone tells us how great we are!

> **In your business, it's crucial to celebrate individual and team achievements to create a culture of appreciation and inspiration.**

It's not just business accomplishments that need celebrating. Key life moments are also worthy of praise, bringing that team feel to your brokerage.

From social media shout-outs to building an internal programme, there are many ways to give your brokers that warm, fuzzy feeling. My tip — remember that if you celebrate an achievement it must be celebrated consistently across your team. If you celebrate birthdays, make an effort to celebrate everyone's. Nothing hurts a team more than a feeling of unfairness.

Comprehensive Benefits

Finally, don't skip out on the benefits.

Each one of your brokers has a complex life outside of their work with responsibilities, pressures, and priorities. Yes, money helps. But sometimes they need something else.

Flexible work arrangements, opportunities for a gym membership, a great private healthcare plan, a retirement scheme, all these could make or break a broker's experience in your business.

The best teams have open conversations with their team members to see what truly matters to them. Then, they listen and design benefits and incentives that really matter to their team members.

Keep in mind that the best brokerage firms usually offer more than their statutory obligations.

The amount of time I see ‘28 days holiday’ written as a benefit on a job post is crazy. It’s not a benefit if you legally have to do it. Top broker talent won’t see it as a benefit either — they’re expecting a little more.

Secret Four

The Right Working Style

Many CEOs and founders make this mistake: ***they presume that what's right for them is right for everyone.***

Right now, for example, my "Work/Life Balance" is not really balanced. It massively leans towards work because I'm in a season of my life where I'm building a business. I'm working bloody hard to get to the point where I've achieved what I want to achieve, and that doesn't happen at home watching TV.

But not everyone is in that phase. Not everyone is building a business, or even wants to. As a business owner, the reality is that you care more about your business than most other people do, and you'll always be willing to go further than others because it's yours.

So don't presume everyone is like you. If you love working in the office and don't mind a one-hour commute, that doesn't mean everyone working from home is lazy. If you love starting work at 5am to get those early morning emails sent out, don't expect all meetings to take place in the AM.

Creating a work environment that is flexible helps your brokers to thrive. Bring an open mind when discussing working styles — your hunch might not be what your employees really want. And when you start listening to your team, you'll find that they'll start caring about your business a lot more.

Flexibility in Action

We all have our preferences when it comes to work. There's no right or wrong way of getting the job done, as long as it's done to our usual high standards.

Recognising this is important!

Prioritise flexibility: offer a variety of working options, including remote or hybrid arrangements, so your brokers can choose the environment where they will do best.

> **Take the time to understand the needs and preferences of each team member, so you can create a supportive workplace for each and every one.**

If you've got a couple of parents on your team, understand that they might want to stay home a few times a year to look after their kids. It goes a long way if you're flexible when one of your brokers goes through a breakup, or when their mum is sick. There's more to life than mortgages, that's for sure.

And if you can't do something, explain why! No one likes having to come into the office simply because you said so. But teams do understand when there's a reason given to them. Be open and clear and you'll keep your team on your side.

Equip your Team for Success

Okay, this one should go without saying, but it's often not the case. It's no use offering a remote work environment when you expect all work to be completed on company desktops.

To do their best work, it is essential to provide your brokers with a well-equipped working environment. That means providing the stuff they need to get the job done. Plus, let's be honest, everyone likes having the newest kit to show off.

You'd be surprised how many companies think they're saving a few quid by relying on old laptops. You don't really save money this way — shoddy tech makes recruitment a lot harder, and means it is less likely your top players will stick around.

Encourage Collaboration

Last but not least, the right working style relies on elements of collaboration. A lone wolf maverick might show some impressive stats, but the key to consistent success is encouraged collaboration and teamwork.

This should be encouraged at every step of the workplace development process. In the office and remotely there should be ways of promoting collaboration. From a team Slack channel to a regular group huddle, a collaborative work environment is a place where ideas are shared and diverse opinions are welcome.

Data-Driven Decisions

Ultimately, when it comes to determining the right working style, data should guide your decisions rather than relying on CEO or management hunches. If you're not tracking your data, you're making decisions on emotion or what "feels right for the business".

More data = fewer bad decisions!

> **The most effective companies in any industry analyse data to understand the impact of different working styles on their productivity, efficiency, and job satisfaction.**

By leveraging data-driven insights, you can tailor your approach to align

with the specific needs of your brokers and optimise their performance. Boom. There's a sentence to get you excited!

Don't be afraid to contact a professional here. If you don't know how to get to this data or draw insightful conclusions from it, then ask for help. The investment pays off when it comes to productivity and once you've started working with your data, you'll be shocked you ever made a decision without it!

Secret Five

Creating a Balanced Workload

Okay, so far we've spoken about the right conditions for good work, ***but what about the actual work itself?***

Unfortunately, businesses across the UK are just not getting the workload right. Productivity pressure, scope creep, endless notifications, and workplaces changes are contributing to the most stressed generation of employees. We all experience it! How many times have you been woken up with that ping of another email…and your heart rate shot up as a result!

> **Stress is everywhere and it's affecting your team too. So, bear this in mind when you're setting work for your brokers.**

It's key for businesses to create a workplace balance where the workload is challenging but ***not overwhelming.*** This helps create an environment where you can consistently aim for growth, but also keep the stress at bay.

And that leads to happy team members who tend to stick around!

Realistic Workloads

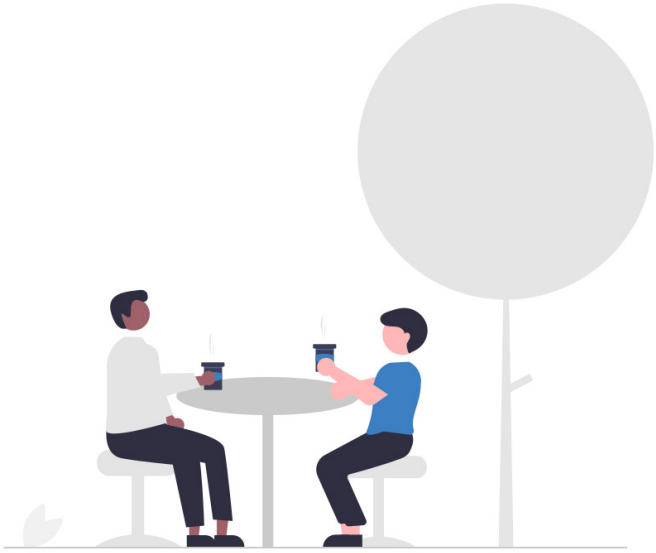
A healthy workload is a realistic one.

Setting manageable workloads that challenge brokers without overwhelm ing them is crucial, and to do that, it's time to have a realistic conversation with your brokers about what they feel they can safely commit to.

However, even with these conversations, over half of Britons work more

than their daily hours just to keep up with demand. Even with the best will in the world, I've noticed that many employees just don't feel comfortable talking to their boss about their workload. Let's face it, us Brits prefer to suck it up instead.

That's why managers and team leaders need to recognise the signs of burnout themselves and take a proactive approach by checking in regularly with their brokers. ***Create a culture*** (hey it's that buzzword again!) ***where it's okay to speak up if you're struggling***, and do this by being open and honest about your own struggles.



Streamlined Efficiency

While it's true that brokers are worried about new AI technologies — what was all that hype around ChatGPT about? We're not all professional con-

tent writers! — the right technological tools are here to help! Getting the right tech in place relieves some of the pressure and provides support to brokers, helping them balance their workload.

Project management tools, communication strategies, even a great CRM system, all of it helps your team of brokers keep on top of it all. Get the systems in place to reduce admin, make connections, create automated workflows, and relieve the burden.

Ultimately, by doing all that you free up your team to focus all their energy on high-value activities — providing a workplace that keeps the results rolling in!

Listening to Employee Feedback

Knock-knock — are you listening?

All of this stuff that we've mentioned so far in this section is not new information. It shouldn't be radically different from what you're already doing right now. But you know who knows more than me about your business?

Your team.

They might even know more than you do! That's why it's crucial to listen to them. They're the ones who see the day-to-day. They're the ones out there, using your tools, finding work-arounds, and working super hard to get the job done.

Don’t lose sight of how your team knows more than you, so give them opportunities to speak up and be heard.

The Power of Delegation

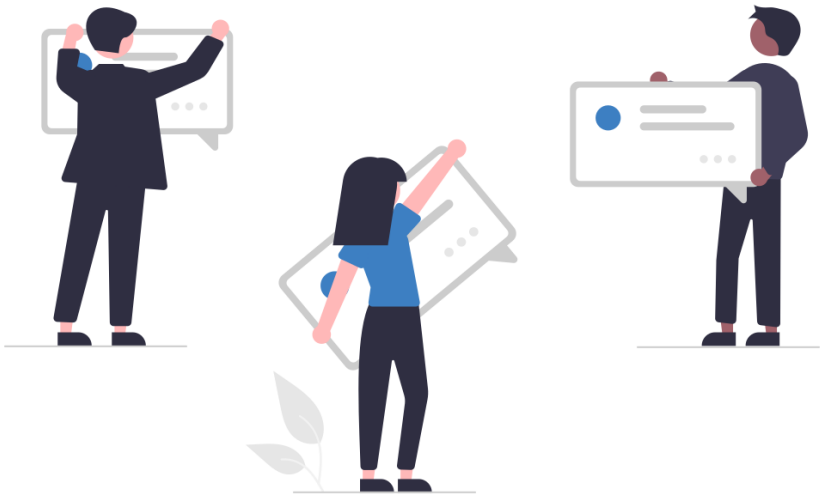
Don’t be that leader who looks over everyone’s shoulders. It’s great that you’re involved in your business, but micromanaging is not a sign of good leadership. It’s a sign that you don’t trust, or believe in, your employees. And that’s a sure-fire way to lead them to the door. You’ve hired this team, and you’re paying them to show up. You’ve put them through that recruiting process and you’ve done the hard work to find them.

Now, trust them! Delegate your work, and let them delegate theirs (if they can). Find what your employees are good at, then maximise that from them! Don’t let them get bogged down in the non-important stuff.

They’re in your business because they earned their spot there. Or they should be. ***Make sure that they’re given the responsibility that they deserve.***

Secret Six

Mastering Effective Management



> **It's not just your team members who need a boost. The link between you and your team? It's your managers.**

They're your right-hand-men or women who represent you on the ground and who really make or break your business culture. But here's the clincher – mates don't make good managers.

I had a candidate recently who learned this. He was up for a promotion in his previous role, and it was him against one other broker. My candidate was a well-qualified mortgage broker with years of management experience. He had documented evidence, better references, more experience in the field – he was clearly the right choice. But the other guy was more popular, so the other guy won.

Now, we all need the popular guys on our teams – don't get me wrong! There's a place for charisma and there's a place for banter and I love them both. But mates just don't make good managers. The popular guy had a tough time of it – he wanted to be liked and he wasn't that great with the tough conversations. Ultimately, the team performance suffered.

It's tempting to promote those you enjoy working with. It's critical to get on with your key team members, but if you make promotion decisions with that in mind then you're making bad decisions. Put in place managers who are responsible, diligent and who show leadership qualities — they'll always be your best bet.

Grow Strong Leadership

Effective management starts with strong leadership.

In other words, ***it starts with YOU.***

You need to find the right managers for your team, but they don't grow on trees! No, good managers grow in teams that support them. Invest in training, offer your unwavering support, and (here's the kicker) be gracious when they make mistakes. Make sure they have the ability to coach your team, but empower them with the tools to do so.

If you've promoted someone, then you've seen something in them. Nurture it. Remember – if your managers are spending time learning how to be good managers, then they might drop the ball on other things. Don't expect too much from them if they're just getting the hang of stuff and

give them space to find their groove. Happy management leads to happy teams.

Regular Check Ins

Now we've spoken about your relationship with your managers, it's time to think about your team members' relationships. Building meaningful connections is essential for broker success and retention, and we do this in regular 1-1 calls.

Now, that doesn't mean another check-box routine. You know I hate that. This meansregularly checking in in a meaningful, open space where doubts, problems, successes and challenges can be discussed.

Make sure you dedicate time to hearing and listening from each individual team member on a regular basis. This is a critical part of effective management – it's a two-way street, you know!

Prioritise TRUST

All the above couldn't be built without one key ingredient — **trust in your team.**

> **Trust and transparency are the bedrock of any successful relationship, and in business this is more true than ever.**

Creating an environment where each individual on your team is trusted is harder than you might think. That means no micro-management, correct and accurate delegation, and letting things go every once in a while.

Plus, trust doesn't just come from you to your team, it works both ways. Are you open and honest about your decision-making process? Do you let everyone in on business decisions and why you're making them? Do you trust your team to make decisions on their own behalf, and support them when they do so?

Having clarity in your communications and your actions is crucial.

Don't be daft about it, but having things like a clear commission structure which is paid on time, an open and flexible work policy where last minute time off is understood and accommodated, and a way for employees to feed back when it all gets too much for them — these are the foundations of trust.

You know what, everything we've spoken about so far is for this purpose! Really, it all comes down to having **trust** and **respect** for your team. That's the bedrock on which all happy teams with 100% retention are built.

Secret Seven

Nailing Your Recruitment

You didn't think I would come all this way without missing out the most important step, did you?

That's right, our seventh, and final, secret is unlocking the magic of recruitment. So far, we've spoken all about how to build and retain a healthy team while they're already working for you. But what do you have to do to get the best people to sign on the dotted line and join your business?

That's where recruitment comes in. Now, here's a fair warning… I am a recruiter, so I might be a little biassed. But it is my firm belief that ***you will not build a good team without an excellent recruitment strategy in place.***

Recruitment is more than just bums on seats. It's a concentrated, comprehensive, and consistent effort to get the right people into the right jobs and the right time. It doesn't just start when you've got a vacancy, but it starts from the minute you open your business and it continues every single day.

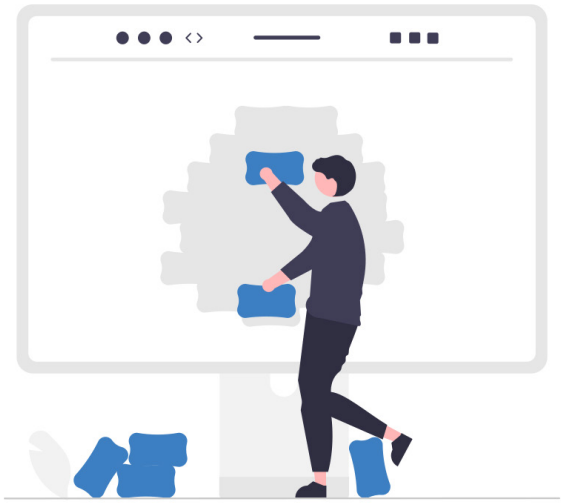
Getting your recruitment right is what makes or breaks businesses. I've said it before and I'm sure I'll say it 100 times again:

> ## Great businesses can't afford to hire average people

Sure it might be the expensive route (hiring a professional is always more expensive than putting an advert in a newspaper!) and yep, it can be time consuming. But the right hire is worth their weight in gold in the right

team, and so putting the work in will make all the difference.

So, how do brokers build a recruitment strategy for 100% broker retention?



Lay the Groundwork

Firstly, they make sure they lay the groundwork.

The first three people you employ are the most important people you will ever employ in your business. They're the people who determine the trajectory of your business at its most important stage – getting off the ground.

They're going to be there for the highs, the lows, and the tough decisions. If you get it right, they'll help you build your business from nothing. Get it wrong, however, and you'll be in trouble. A quick hire means that you'll be

in trouble when you need the support the most, and the last thing you'll need on your to-do list is a whole load of interviews again.

Get it right the first time and work with a recruitment advisor (cough cough — hello!). Hire based on what your business needs, not how many employees your ego needs. Perform an activity inventory, and forecast your needs over time so you can make sure you have the right people on the job for when your business takes off.

If this is your first time building a business, don't be afraid to get help from someone who's done it before. What were their challenges when it came to finding those first team members? How did they overcome them? This recruitment stage is a learning curve for everyone.

Once you've done this, it's time to put what you've learned into the creation of scalable systems. Put a process in place where you can easily add new team members as you go. Increase your bandwidth and your system should do the hard work for you. Once you've laid the groundwork, it's easy to grow and shrink as your business requires.

Consistent Maintenance

Made your first few hires? **The work isn't done.**

> **Maintaining a team is like gardening – you've got to keep the edges trimmed!**

With consistent evaluation, make sure that the right people are in the right

roles and keep it that way. Perform your activity inventories (a tongue twister but I love 'em!) and keep an eye on role-creep — you don't want your best performers getting tangled in admin that can be easily and cheaply outsourced.

When you're expanding, take the time to think about who you want to bring on. Is everyone happy with where they are? Can improvements be made? Audit your roles and consider the best use of an extra person – might it be that a reshuffle would be more appropriate? You might find that instead of an extra broker, an extra admin assistant will be a better help!

Keep your eyes ahead. In any business there are ebbs and flows to demand. In our industry the future is looking uncertain. It's an exciting time to be a mortgage broker, but the future might show some surprises too. ***It's key to stay agile and ready for change.***

That's true of your team too – if you could take on more business now, would you have the capacity? Similarly, can you afford everyone if you lost a few clients? Look ahead and plan for demand fluctuations. Don't get caught out.

Sell Yourself on Social Media

For you to attract the best talent they have to know who you are. That means being vocal and shouting it out — not only do you do great work for your clients, but you're also building an absolutely fantastic place to work

Let's be honest – LinkedIn, Facebook, and even Instagram aren't places

people usually go to find a broker if they're looking for a mortgage. But they are where people go to scope out the competition and do some research if they're looking for a new job. For these people, let's show off.

Highlight your amazing team and share their successes. Doing something awesome with your team members? Don't forget to take pictures and get them up there. Show off your culture, your benefits, and make a feature of all the hard work you've put into making your brokerage a great place to be. Then, do shout outs, make your team appreciation public, and you'll soon find you start attracting your people.

NRG
RESOURCING

Bonus Secret

Get Started Building Your Team

One of the biggest, and hardest, lessons in business is that ***you can't do everything yourself.***

Whether you're selling submarines, manufacturing footballs, or brokering mortgages, the one thing every business has in common is that it's made up of a team. And you're only ever as good as the people that you're surrounded by.

> **That's why recruitment and retention should be at the top of every business owner's priority list.**

By the time you've read this far, I'm hoping that you understand that when I say this I don't just mean hiring and firing and I don't mean bulking up your team to get bums on seats.

I mean a steady, consistent, and concentrated effort to find the best people at the best times and **keep them there.**

That means having a plan to recruit at the right time, carefully curating a culture that allows people to grow and to get the most from their role, and building career paths for your team members with great benefits, rewards, and opportunities. It also means being flexible, investing into great managers, and working with a recruiter who just gets you and your business, and who makes it all easy.

100% retention isn't an easy goal to achieve and there's no one-stop-shop to help you do it. Getting somewhere towards that number is a gradual process that requires time, dedication, and the right team behind you.

And you know what? *I can help you get there.*

There's a reason I'm the UK's best mortgage broker recruiter (if I do say so myself!) and that's because I know your business inside and out. I have all the connections and I've seen it all – the good, the bad, and the downright ugly — of UK mortgage broker firms. I'm a great person to have on your side when you're starting to build your team.

Alone, putting all this into practice is unachievable. It's a hell of a lot of work and it doesn't pay the bills immediately. When you're a business owner you'll know that balancing it all is just not possible. You need someone like me on hand.

I will show you how to grow your team the right way, and how you can create a business people love working for. I will show you how to scale your team, by bringing on the right people at the right time, reducing unnecessary recruitment expenses.

So, If you're ready to build an incredible team with 100% retention, **book a call with me now.**

Get in Touch:

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Thank You!

Google

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