

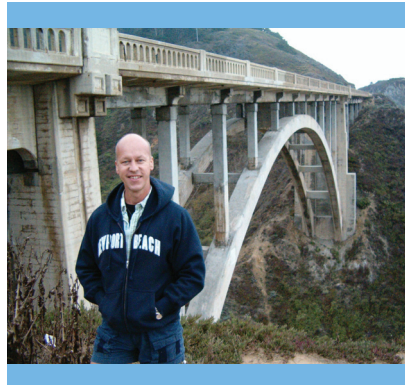
# interview with Danny Griffin

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## Meet Michael Krisa, aka *That Interview Guy*



Michael Krisa, aka  
*That Interview Guy*

Hello and Welcome! You're in for an exciting interview with another dynamic "Top Producer" in the real estate marketplace. For nearly 20 years, I've had the privilege of meeting and "getting inside the heads" of some of our industry's biggest success stories. Join me as our Expert Special Guest shares Money-Making Secrets for increased profits in Your real estate business!

## Who Is Michael Krisa, aka *That Interview Guy*?

Michael Krisa, aka "That Interview Guy," has been a practicing real estate professional since 1989. He has won numerous awards for outstanding sales achievement and has managed a number of top-producing offices.

After 17 years and counting in the real estate business listing, selling, managing, coaching, training, holding hands and wiping noses, he was blessed with an opportunity to create and host his own audio interview series. Working with BrokerAgentNews.com gave him access to some of the biggest and best experts in the real estate industry. Now, standing on the shoulders of giants, he is able to share the insights he learned from them with you!

Michael's goal is to get agents to look up from the trenches long enough to realize that there is a better way of doing things, more specifically, living what is called an "ELF" lifestyle: Easy, Lucrative, Fun.

Learn industry secrets from Michael and his panel of experts as he continues to bring you the latest and the BEST real estate information available in today's marketplace where you, too, can become a Real Estate Rockstar!

You can reach Michael at [www.realestateunplugged.com](http://www.realestateunplugged.com) for all your real estate questions.

# Who Is Danny Griffin?

**D**anny Griffin is the “Insider Access!” realtor for Cape Cod. After a career in the Financial Services and Retail industries, Danny joined Realty Executives of Cape Cod as his first venture in the real estate sales

business in late 1999. His first year (2000) proved to be very successful as he was named Rookie of the Year by Realty Executives International and a Top 10% member of the Dream Team New England. In 2001 Danny went on to be named a member of the Dream Team New England and was awarded the Diamond Award by Realty Executives International for grossing more than \$250,000 in commissions.

In 2002 Danny was again named a member of the Dream Team New England and was awarded the Double Diamond Award by Realty Executives International for grossing over \$500,000 in commissions. His awards included The Chairman’s Award as the #1 Agent by Realty Executives of Cape Cod, and the Silver Medal as the #2 Agent in New England. Once again a member of the Dream Team New England in 2003, Danny received the Pinnacle Award of Realty Executives International for grossing over \$1million in commissions, The Chairman’s Award as the #1 Agent by Realty Executives of Cape Cod, and the Gold Medal Award as the #1 Agent in New England. In 2003 Danny was ranked #1 by the Cape Cod and Islands MLS and #7 by Realty Executives International out of more than 11,000 agents.

Danny credits a great deal of his success to his affiliation with his coach, Craig Proctor, and the implementation of Craig’s Home Selling System. In November of 2002, Danny was awarded The Quantum Leap Award for the successful implementation of the Craig Proctor System and now serves as a featured speaker at many of the Craig Proctor Super Conferences.

Meet Danny at [www.dannygriffin.com](http://www.dannygriffin.com) for up-to-the-minute real estate news and advice or contact him directly at [danny@dannygriffin.com](mailto:danny@dannygriffin.com)



Meet  
Danny  
Griffin

Danny Griffin has coveted numerous Top Honor Awards in his short real estate

career. In 2004, he was ranked #1 in New England and was again in the Top 10 worldwide for Realty Executives, but left the company to start his own firm **Danny Griffin Real Estate** headquartered in Cape Cod, Massachusetts, also serving Boston. Plans include additional offices in Florida.

**MICHAEL:** Greetings, everyone, and welcome back to another of our interviews in the Real Estate Unplugged series. I'm Michael Krisa, aka *That Interview Guy*.

With me today I have a legend within the state of New England. This guy is just phenomenal. Danny Griffin is on track to 130 units this year production. He's a wonder kid. And without further ado, let's bring him into the call.

Danny, how are you?

**DANNY:** I'm great, Michael. It's always a pleasure to be with you and your series of calls.

**MICHAEL:** It's amazing what five bucks and a box of cookies will do to get you to say "Yes" to this.

**DANNY:** I'm easy, but don't tell any of your members.

**MICHAEL:** Before we start getting into this, let's give our members the reason why they should be listening to you. Give us a bit of your history, where you started and what those numbers are.

**DANNY:** Sure. I'll start by saying that it's been an interesting journey. I started back in 1999 getting licensed to become a licensed realtor after having been an investor/developer. I grew up in Boston but migrated to Cape Cod to start a little bit better life. We've had five kids here, so it's a nice life for them. It's been a funny place to grow a business, but I've had a lot of success.

Early on, I was able to sell 32 homes in my very first year. I became the "Rookie of Year for Realty Executives," but there's no question, Michael, that was the hard way. Every time the phone went off, I think a jitter went through my body, and I would wake up in the middle of the night thinking the phone was ringing. I couldn't sleep well.

I realized I needed a more systemized approach, so I went out scouring and looking at all the real estate trainers, having been in the venture capital industry, and looked inside a lot of businesses prior to becoming an entrepreneur. I realized that you really do have to have some sort of a direction and some backbone for your business.

After searching, I stumbled upon a guy by the name of Craig Proctor. Craig had been consistently one of the Top 10 Re/Max agents in the world, including #1 twice. I was intrigued by his story, probably more so because he really did what he said he was talking about. In other words, he was practicing what he was preaching about, and he was the only trainer in the industry that I could find doing that.

Reluctantly, I dragged myself up to Toronto right after September 11th. I think I was the only guy in the airport that day headed there in November. I heard him speak and something resonated. I just saw that there was a nice backbone to this system. So, using that system on Cape Cod, he was able to propel me all the way to #7 in the world from Realty Executives.

After a couple of years of being at the top of the heap, I decided that it was really the time to start my own company, so I dropped a national affiliation and, just for lack of a better name at the time, called it Danny Griffin Real Estate. We have about two and one-half years in that mode, and things are just going wonderfully

well. I say that in the midst of probably one of the worst times in real estate across the country, but particularly Massachusetts in the past eleven years, or at least as far back as I can remember.

**MICHAEL:** That must have been a tough decision, you as part of a national franchise, to go out on your own. What were you thinking at the time?

**DANNY:** I've always been that entrepreneur, and when I first looked for a national franchise to join, Michael, I looked at Realty Executives and Re/Max and choose Realty Executives, only because they were the name on Cape Cod at the time, and they let you do your own thing. So, it was really a nice place for an entrepreneur. But all the while I knew that I wanted to do my own thing. I knew that being under a national franchise would stymie some of my growth ability.

For instance, I'm looking very proactively for space in a variety of areas, actually other states, but in particular looking for some spots in Boston and didn't want to be tied down based on rules and regulations of a national franchise.

In addition to that, what I found over time was that you become sort of this eight-hundred pound gorilla in a cage, and it's very inflexible. It seems like everybody is trying to hang off your wake, and it's a difficult thing to do. And I think it just caused too much contention where I was, so it was just the right time.

Plus, as a developer, I'm always involved in commercial projects, and I had developed a building in a location that was very high-profile that I liked. So, I had already moved my team over there physically, all the while still part of Realty Executives. So, for me, it was a very logical step. But I would caution many brokers out there and any agents out there who may be thinking of this. It's not as easy as it looks and there are always, really, sometimes an insurmountable amount of things that you have to be prepared for and you're not prepared for. No matter how much your business plan is very clearly articulated, there's always that unknown.

So it was a big decision, Michael, and, quite frankly, there were plenty of bumps in road. I would say two years later we're finally smoothing those out, we're finding our identity as a company, and we're starting to hit stride. I did not do it lightly. It took a lot of hard work and being prepared.

I think one of the biggest reasons most entrepreneurs, and particularly real estate entrepreneurs fail is because they are undercapitalized. One of the ways to prevent that from happening was that I maintained myself, personally, as a top producer. I didn't lay off many of the sales oriented tasks to my staff. I maintained that so the profitability would maintain itself and get us through that early storm. And it has, and we're thrilled where we are at this point.

**MICHAEL:** I guess there would be a couple of caveats here, in that you and I both read Michael Gerber's book, *The E-Myth*, and the idea about not throwing yourself so much in the business that you can't see what's going on around it. Real estate agents, by their very nature, are entrepreneurs and they try to do a million things all at once. If you're a very successful agent, that doesn't necessarily mean it's going to translate into being a powerful and effective manager/broker.

**DANNY:** I think that's a fantastic point. If you look at the Michael Gerber philosophy, there are three tiers of leverage. The first one is marketing, and marketing can be very powerful. If you're out there and you're listening to this interview and you're a single agent and you're looking for some sort of leverage, I think the first

and most obvious is marketing. You really have to understand that there are a variety of things that you can do, and one of the biggest mistakes you can do is try to do them all.

I think the best advice I could give your members, Michael, and anybody else listening is to narrow their marketplace. Really bring it down to an area where they are comfortable, and come up with a unique selling proposition. You have to answer that Michael Gerber question, “Why should I do business with you?” above and beyond all other options, which would mean your competitors, including, but not the least of which is not doing anything at all.

In other words, in a marketplace that is correcting, you’ve got to give the buyers, in particular, a reason to do something. So, you’re going to have to come up with a unique selling proposition that makes you stand out from the crowd. So, I would say the first thing is marketing, and you still don’t need any help at that point in time. You can leverage from that and let it work from you.

The second tier is a huge topic that, Michael, you and I could do a whole separate call on technology these days. If somebody is leveraging themselves properly with technology, they have websites that will reverse prospect for them. They will sift and sort, in other words, just like robots, and they will bring the best leads to the top so that you’re only dealing with the cream.

And lastly, as you begin to grow, you’re compelled to a certain extent to get into the field of leverage with people. And that’s a very, very difficult thing. I think that marketing, once it’s put on autopilot, works extremely well. Technology doesn’t talk back to you. You just turn it on and it’s like Vegas, twenty-four hours a day, seven days a week. It goes to work for you. And the last part is the people part, and by far the most difficult.

I think one of the biggest mistakes that most agents make is that as they become busy, Michael, what they tend to do is just hire anybody to alleviate the pain that they are going through of working all these hours and not being able to get everything done and not having a life. So, they lower their standards, and that’s huge mistake.

So, you’ve hit absolutely right on, probably spot on, one of the most difficult challenges that most people face as they grow, and clearly it was for me. I think at one point in time, I had counted that I turned over eighteen people in probably a course of a little bit more than twenty-four months. So, you live and learn.

My best advice, having gone through that, is do not lower your standards. Look for very particular people that are sales oriented, if you’re looking for them to perform in a sale oriented way, and look for people that are very administrative oriented, if that’s what you’re looking for.

I think what you have to do is say, “What are the tasks that I need to delegate, so that I can gain more leverage to sell more personally, so that I become more profitable?”

I would highly recommend, Michael, to all the listeners they get a hold of the DISC Personality Test and they give that to everybody that they interview, and make sure that it matches up with the type of person they are looking for a particular position, because admins are very different from sales people.

That’s the best management advice on a nickel, I guess, I could give them, because it’s obviously a lot of living and learning and understanding that you have to listen to your gut about people.

So, I would say get the DISC Personality Test, be very specific about what you're trying to hire for, and then, lastly, set these people up for success. Many, many agents and brokers hire people just assuming that these people are going to know what they have to do. Like Michael Gerber says, "If you manage your systems, then you won't have to manage your people."

So, give your people some very clearly articulated systems that they can follow and it will be a lot easier to manage them. It will actually be a lot less management intensive. You need some sort of system like that in place to really get away from management, so that you don't stray from your personal production, which will crush your profitability if you make that mistake.

**MICHAEL:** Have you ever heard of Kathy Kolbe?

**DANNY:** I have not.

**MICHAEL:** Kathy Kolbe created this system. Basically what it does is it measures your strengths. I don't want to say strengths and weaknesses, but after you do this index, it's called the Kolbe Index, and you can go to [www.kolbe.com](http://www.kolbe.com) and, as I said, it breaks it down into four different groups.

There is Fact Finder, Follow Thru, Quick Start, and Implementor, and then based on these categories it will rate you, and it says, "Here's where you really excel." And when you get an idea of how you do, what you do, and why, then when it comes to picking team members, they fill in the parts that you're missing.

For example, I'm a Quick Start. I look at something and I know immediately within seconds if this is something I want to run with. I'm not a detail guy. I can't sit there and go over all the research and all the numbers. Somebody else, like an accountant perhaps, is very analytical. They will sit there and they'll review data and come up with conclusions.

The point here is, if you hire somebody that you like that is like you, you will never get the job done. You need somebody that fills in those missing bits. So, one of the crucial mistakes that people make is hiring people that are like themselves.

**DANNY:** Absolutely, I think that's a very brilliant test, too, because here's the difficulty with people. Until they know their strengths, they are going to flounder. I've done a lot of research on this subject when it comes to goal setting. If you go way back in time it really transcends modern time all the way back to Aristotle, who refers to man as a paleological instrument, meaning that we're goal searching. We always need somewhere to go.

I've also done some study and I've mentioned this to you before, there is a great book by the name, *The New Psycho-Cybernetic*, as written by Maxwell Maltz and edited by Dan Kennedy. I think they touch upon some of these same things that really what you have to understand, number one, is yourself.

I always tell the folks that we coach on a regular basis that they need to put their oxygen mask on first. They have to understand who they are and why they do what they do. Quite frankly, even though many people think the real estate industry is a wonderful place for them, it may not be a good match. And I think the more honest they are and you are about that, the less mistakes you make in hiring the wrong people for the right job.

**MICHAEL:** You mention it could be a mistake. Real estate is the last frontier where you can go out and make as little or as much as you want to, but I think there is this perception that it's an easy fix.

**DANNY:** That's right, and, unfortunately, for most people before they enter the industry. You know, I always refer to us as sort of a Statue of Liberty of industry. But growing up I never envisioned myself being in the real estate business, quite frankly, other than the investment side of it. And I just sort of stumbled in that direction and fell in love with it.

Many people are sort of these corporate refugees that may have had bad experiences, and they want to go out and have this entrepreneurial experience because it's burning inside, and I think that's wonderful. I would fan that fire any time and give encouragement. However, you have to do your research first, and you have to understand that this is a lot more difficult than it seems.

The National Association of Realtors will tell you that the number of transactions, and I'm talking size, completed by the average realtor across the country is only 2.5. That's very grim. It's not even a good part-time job. So, you really have to understand what you're up against before you come into this industry, and you have to come at it with some semblance of order and some clue as to how you're going to do business.

This goes back to why I mention the works of Aristotle and Maxwell Maltz and all these other guys like Brian Tracy, that have written volumes on goal setting. I never believed it was that important to really physically write down goals, but I will tell you this, that even before you hire people, you should write specifically why you are hiring those people, what is the reason you do everything in the real estate business, and giving yourself very, very clear goals and very particular action plans on how you're going to achieve those goals.

Quite frankly, you're a lot like a guided missile. If you were really to study how a guided missile works, it's given coordinates before it's launched, but when it's launched, there are many things that affect that.

This goes back to our analogy when we were talking about starting your own company, versus staying with a national franchise. There are a lot of things that are going to happen during that flight, whether it is velocity change in the wind, whether it is moisture that slows you down, and you have to make a lot of small corrections, much like a guided missile does before you finally, ultimately get to that target.

Where am I going with this? I think the bottom line is you have to have some goals set and you have to be realistic about those goals. You can't just say, "I'm going to jump in real estate because everybody is driving a Mercedes and they are working when they want to work." That is the easiest way to get intoxicated and sucked right down the drain. If you don't have a plan and you're not realistic about how this business works, then I'm afraid you're going to end up just another statistic of somebody who has been in, done their two and one-half deals and moved on.

**MICHAEL:** Good point. All too many people are wearing suits that are three years old and cars that they are five payments behind on, and the illusion is great. We see these and think, "Wow, they are successful." But man, they can't even feed their families.

**DANNY:** That's right. All the glitter is not gold, and many of these agents, Michael, quite frankly, they have to work one or two other jobs. They won't tell you that. They will keep a stiff upper lip and keep coming, but this is a very grim industry.

I would love to be part of raising the standards. We really need to make it a little bit more difficult to get licensed. We need to make the training a lot better, and I've been involved in that forefront with Craig Proctor.

We've tried to endeavor to change the way people are trained in this industry so they can come at it in a more professional way.

Quite frankly, the public deserves that. When you consider, Michael, that this is the single largest financial and emotional transaction that most people make, they deserve better. They deserve us to be the best that we can be. We really need to raise those standards in this industry and treat this as a profession.

Quite frankly, I'm not sure how you can be an expert negotiator, how you can be an expert at pricing a home, how you can be an expert at negotiating if you've only done that two and one-half times.

Let's consider this. Consider that you needed an operation to replace your knee from a sporting accident, would you go in to a doctor who has done a couple of them a year, or would you prefer to go to one who does a couple of them a week?

Again, I think there is a certain level of expertise that's developed with practice. So, we really need to raise those standards and get better at completing more transactions.

**MICHAEL:** Certainly, you put this image of Doctor Bob from "The Simpsons" in my head there.

**DANNY:** Frightening, isn't it, when you really put it in perspective.

**MICHAEL:** There is one word you keep dropping into the conversation here, and it is "business," business, business. Do you think that there is a classic mistake that realtors by their nature aren't differentiating the fact that they are, in essence, a business of themselves, versus a job that they go to?

**DANNY:** I think that's a brilliant point, unequivocally. All of the agents, and again, I have buyer/agents that play a very specific role, or listing agents who are very organized as to what role they play, but I encourage every single one of my independent contractors to incorporate from day one. And there are several reasons for that.

Number one, I want them to understand that even when they are working under my umbrella, they have to understand that they are running their own business. My marketing arm, my organizational arm, when it comes to closing coordination and customer service is only there to support their business. When they incorporate, they no longer see it as them. They see it as a thing, an entity, an asset. So, I think that's a very, very important point you make.

Secondly, there are tax advantages and benefits to owning your own company, so you want to get educated in that realm. But you're absolutely spot on again, that many, many agents and brokers, for that matter, in this industry see this as a job. And I would say broker associates. Obviously, brokers understand they own something here. But even broker/owners should begin to understand that when they hire somebody, they are hiring miniature businesses underneath their umbrella. And they need to support those people and understand that those people have to be encouraged to run a proper business.

Too many of us come into this industry, and again, it being so easy in most places to get a license, you sit down at the desk expecting the national franchise or the local mom and pop shop to all of a sudden somehow miraculously teach you how the fish are going to jump directly out of the ocean and into your frying pan. It's just not going to happen.

You have to take a proactive approach, and when you see it as a business you tend to be more proactive. You put the pressure on yourself to go work in an organized fashion and make sure that you do consider all those areas of leverage, marketing, technology, and people, and having a plan as to how you're going to move forward and do business with people.

Quite frankly, most of you out there that may be listening to this that are hoping for four or five referrals to come your way each year, I'm going to tell you that is a difficult way to do business. Clearly, it is a part of what you will do, but it is not sustaining whatsoever. If you do the math and you consider a fifty/fifty split with a traditional type of company, and you consider the average commission that's out there across Canada and the United States, it's just not enough. So, you're going to have to have a better plan like any small business.

I think it's a great point that Michael makes. Make sure you understand you do not own a job. You absolutely do not own a job. You own a business. Treat it like that from day one, including all of you agents and broker associates who work for a national franchise. It is not a job. Even though somebody else takes care of the skeleton of running a brokerage, there are still all those aspects of your business that you need to take care of.

I can't tell you how often I walk into another brokerage, and I sit around for a few minutes waiting to pick up some paperwork or meeting with somebody, and I just see agents just sitting there absolutely not moving in any forward direction to grow their business; just hoping that the brokerage itself has enough activity that when the phone rings, they can somehow magically come up with the right words to convince somebody to do business with them. And it's just not good enough.

**MICHAEL:** You know as an avid philosopher, as you've been throwing these big words with multi-syllables at me here most of the morning, that by the very nature, we're either moving forward or moving backwards. So, if these agents aren't doing anything proactive to build their business, by default they're actually eroding it.

**DANNY:** That's right. I guess in looking at it proactive versus reactive, I use those words a lot, Michael, as well with clients. And the prospect needs to see that you are going to take a proactive approach.

For example, let's take a seller. A seller needs to know, "What it is that you are going to do for me above and beyond all these other people?"

"We are going to take a proactive approach. We're not going to sit back and just wait for MLS to do something. We're not going to just sit back and hope that open houses, which sell one percent of property nationally, are going to magically sell your house. We're going to do these other things for you. We're going to show you how we've developed this VIP buyer program where we continuously recruit people to come work with us, and then continuously match them up with our listings."

You have to give people a unique selling proposition. What makes you different? So, whether you're talking to the prospect or yourself, you have to be proactive in developing that business. You just can't sit back thinking that the brokerage is somehow going to reactively make you money. It's just not going to happen.

You have to go there, leverage off of that name that those people have created, just like I did at Realty Executives. I used their name in the beginning to help me get my name, but I went to work every single day trying to figure out how to proactively take it to the marketplace and be active enough to go get people before other people got them.

So, you have to be aggressive in the beginning for sure, and then you have to continually organize it and systemize it, so that you don't have to reinvent the wheel every week, every month, every year.

You come into a systemized approach where you have multi-fronts of business. We have mentioned referrals as one source, but do you have a way to compel prospects to come to you and visit your technology? Does your technology give them a reason to leave their contact information? Again, those are all proactive ways of building your business.

**MICHAEL:** This is kind of a radical way of thinking of things. You have mentioned technology a few times and the fact that it does the work for you. It's not like a magical black box with fairies in there that are producing business. Let's look at the technology that you're referring to and take it apart a bit.

**DANNY:** Sure, absolutely. Let me just put it in perspective again. I love Michael Gerber's philosophy. If we were to look at the three tiers of leverage, let's consider that marketing is sort of the fish finder. If I have an appropriate marketing package, and it's just not this nonsense image branding, even if you have great statistics, telling them, number one, gets old very quickly, okay. And even if you're just a beginner, you don't need that.

What you need is something unique. You need something compelling; for example, "Free list of distress sales. For more information visit X URL, [www.whateverurl.com](http://www.whateverurl.com)." And that would drive those people.

In other words, what marketing does is first compels people to pay attention. Then it compels them to take action. But when they take action, where do they go? Do they go to your cell phone while you're in the middle of a listing presentation? Do they go to your cell phone or your Blackberry or your PDA when you're in the middle of dinner with your kids?

That's not the way you leverage technology. The way you leverage technology is to take the people from your advertising and marketing and drive them to technology capture systems. You can use either an 800 number system, my preference, and most of my dollars are weighted towards a website: "Feel free to visit [DannyGriffin.com](http://DannyGriffin.com) and you can see precisely how it works."

When they arrive at this website, not only have they been compelled by that particular offer I made in the newspaper, in the trade journal, Google, pay-per-click, wherever I've made it, but they also now have been given a variety of options.

"If you have some sort of a worry about buying or selling real estate, I have a free special report that I will send out to you regarding that particular subject." In other words, I'm being proactive in offering that prospect what I would consider an olive branch.

See, most people don't want to talk to us as realtors and as agents and brokers because they are too intimidated. They just want to get some free information. But my favorite saying in Latin is "quid pro quo," meaning, what: something for something.

"If you want this free information from me, all I'm going to make you do is fill out a little contact information card, so that I've captured your contact information."

So, what is the technology doing for me while I'm asleep, or while I'm with my kids, or while I'm on a listing presentation? It's reverse prospecting.

In other words, it's making that offer, giving that benefit, "You can get something for free," and in return it is capturing people, so that when it's appropriate for me to sit down, when I do block it out on my Daytimer as callback time, then I have an organized file of people, of prospects, who have raised their hand and said, "I am interested."

Again, that is what good reverse prospecting technology does. Again, you can do the same thing with 1-800 numbers. But I'm saying that when you look at the statistics these days, they are overwhelming and they show you that the majority of prospects are visiting websites and Google, pay-per-click, and Yahoo, et cetera, with its overture, all of this stuff is being done online. So, you have to have an online presence and it has to reverse prospect.

So, I think, Michael, when you look at it from that standpoint, and let's just throw in the last piece of it, is what? The people leverage. I don't have to get involved with these people until they've gone through this filtering system. The first one, the fish finder, is the marketing. That will scatter most of the fish that are not even remotely interested. The equivalent of calling the phone book would be trying to fish the whole ocean, so we have eliminated that problem.

Next, they come into a smaller part of the funnel, which is visiting the website. I'll get over 250,000 hits a month on **DannyGriffin.com** but it will filter that down to 13,000 true visitors. And from there it will filter even more, where about 600 people a month will ask for free information.

So, we've done an enormous filtering job, all via marketing and technology leverage, never having had to get involved with any tire kicking or anybody that's just sort of looking for an inquiry or place to learn.

**MICHAEL:** Focusing on the website here for a second, Danny, you made an interesting point. It's not about you. It's not about Danny. It's about giving compelling reasons why the consumer is going to engage.

You mentioned the name Dan Kennedy, and his classic formula is Problem, Agitate, and Solve. So, we know that consumers are looking for something. It's not that they just woke up one morning and said, "Hot diggity, I want to buy a house."

There's a reason behind it. You want to find that, exploit that reason, irritate them, and then you become the solution. So, I take it that all of your marketing, then, is geared around that, that you are giving them high perceived value in exchange for their contact.

**DANNY:** There's no question, and let's be specific. Let's break the marketing down for a second into two phases, because you did say something that's important and I want to take that conversation to the next level.

It really isn't about me. I understand that my name is on the sign these days, and that was for lack of a better name because I had it out in the marketplace. But quite frankly, I don't really want them focused on me at all. What I want them focused on is my unique selling proposition. So, that's my branded marketing, Michael.

But I also want to mention that we do what we call less branded marketing. If you were go to **www.freerealestateresources.org**, that's my sister site to **www.DannyGriffin.com**. You wouldn't even know it was me unless you scrolled all the way to the bottom and you looked for my less branded name. Again, more by compliance than anything, do we have to have our name and contact information on it, but we really diminutize exactly who we are because we don't want people to be intimidated.

We want them to know it's about them, that the information truly is free, it truly is no obligation, and it truly does agitate to a certain point. Let's be specific: "If you're in the middle of a divorce, we have a free report to tell you the right steps to take so you don't make mistakes and hurt yourself when you go to sell a house." There are very specific things like that.

If we want to talk to your greed button, we're going to offer you a free list of the best deals in Cape Code, or Boston for that matter. That includes distress sales, company owned properties, pre-foreclosures, etcetera. So, again, we're going to stir it up. We're going to go right after those emotional hot buttons that relate to you and your specific circumstances, and we're going to offer you some solution to that.

I think you could even condense it a little more, Michael. Call it problem solving. Let's create the problem, "Hey, I'm in the middle of a divorce." Let's give the solution. "Here's the free report on telling you how to react to that situation." And it works extremely well. Again, if you can, imagine all of the situations that a buyer and seller could possibly in in this industry, and we put them together on our website.

**MICHAEL:** You mention that you do a good percentage of your prospecting using the technology online, your website. How do you address the issue that realtors have when they say, "These are low qualified leads, I get no business from the Internet." How do you address that?

**DANNY:** I think that's a great point. I think one of the biggest problems that most realtors make is that they take their arm and they extend it and they point it at everybody else but themselves. And I find that to be almost at epidemic proportion these days. And I think that's why we have such a mediocre performance.

I think that what you're looking for, really, is to take that elbow, bend it right there back, and put that finger right back at you and say, "Have I done everything that I possibly can to convert these leads? Have I given these leads, when I call them back, a reason to do business with me above and beyond all the other options they are familiar with, but again, including doing nothing at all?"

Again, these leads continue to roll in. We'll get a half-hearted effort on the callback, we may call them once, we may get them, we may hear a "No," we may accept it and move on, and that's just not what sales are about.

It is Sales 101, if you do any selling. As a matter of fact, Dan Kennedy has a great book, his *No BS Sales Success* book, a fantastic book. One of the sections in there talks about taking "No" for an answer. You've heard it over and over, and I know a lot of this sounds like a running cliché, but the best philosophy in life, I find, is simple. The answers are so simple.

You just cannot take "No" for an answer, because the world and the prospect, in particular, have become so conditioned to getting offers from people that they are not interested in talking with whatsoever. However, if you have a good reverse prospecting system and these leads come in, it means at some point in time on the Internet these people were compelled enough by some sort of a unique selling proposition to take action, fill out their name, and hope for something in return.

Obviously, those are decent enough leads. I'm not saying that every one of them is going to be ready to buy or sell. It's a lot like watching the Discovery Channel and watching that show about the Alaskan crab fishermen. When the basket comes up loaded with crabs, they're not all good eating. If you get something that's in there with some broken legs, or they get a stray fish in there, you see what they do with them. They throw them

back overboard. But you do have to go filtering through all of them to make sure you get the ones that are good eating.

Again, using the same analogy, the work ethic that those guys display on that boat is fantastic. You have to show up with a good solid work ethic. Michael, you and I, mentioned this at the beginning of this call. The last I checked there were still a 168 hours in a week. If you can't give yourself a solid minimum six to eight hours where you block out on your Daytimer, where you cannot be interrupted and you're making nothing but return calls to the leads that you generate, I will guarantee your success, absolutely, will guarantee your success if you block out.

It is just as important as anything you can think of, your wedding day, your listing presentation. Would you give up a listing presentation? Would you move that around on your schedule? Absolutely not. You'd make sure that it was sacred time. You have to do the same with six to eight hours of nothing but lead follow-up calls and making sure that you have a script that you follow that offers a benefit for them to meet with you.

You've got to make these people think that the reason for meeting with you is that you're about to deliver them a golden brick. So, it is a very important part of the process, but it doesn't happen without a consistent six to eight hours of lead follow-up. If you do that and then you call all your leads back and you're not successful, then I would say you probably have the wrong lead generation system.

If you think about this, Michael, if we're talking about between Canada and the United States the national average being about two and half deals, what does it really take to become a superstar? One a month? I promise everybody that listens to this call and guarantee it, that if they make a consistent six to eight hours worth of lead follow-up calls, they'll get to be that superstar status with twelve a year.

**MICHAEL:** Danny, you're putting shivers down my spine. I've got this image of you with your Daytimer in your hand and you're just thumping on the podium now like a preacher.

**DANNY:** You got it. I'm on my soapbox now.

**MICHAEL:** There you go. Let's go back a step because I want to finish off on this Internet thing. Do you think that there's a certain psychology here that agents are missing, that the Internet and power consumer is somebody that they have the power? We're used to being negotiators where we can look right in the whites of their eyes and tell what they can do, and that kind of thing. The Internet consumer has all that power, because they decide when they want to engage and when they don't.

**DANNY:** Right. Well, here's what I think. I think that's wonderful. For guys like me that have the mentality and gals who think the same way, I think the mentality is this; I am now glad that the standard has been raised. If they do have the power, what does that mean for us, the agent, broker, et cetera?

It means that we have to really be good at what we do. That means that we really have to offer them something compelling. We have to get better and hone our skills. And sure, I would probably tell you that the majority of agents across both countries and anybody else that might be listening to this are great face-to-face, Michael. I think that most of the people in this industry that I've ever met are really nice people.

Why wouldn't you want to buy from them IF they had something compelling? IF they really knew what they

were doing with enough experience, it would be easier to say “Yes.” So, what does the Internet do when these prospects are really more empowered than they ever were before? It makes you have to extend the olive branch. It makes you have to give performance guarantees.

“Well, listen, Mr. and Mrs. Prospect, if we can get together for about just fifteen or so minutes, I could show you exactly how to get the best deal on Cape Cod. The reason I find we need to meet is that, instead of sending you hundreds and hundreds of homes through the Internet, I find that if we spend some time face to face with me really listening to exactly what it is you want, that I can really hone in on that target, and we can make this process a lot less frustrating and a lot more focused.”

Again, it’s that sort of language that you have to begin to develop to be compelling. Whereas before, maybe somebody just tripped through the door of the local real estate brokerage and said, “I want to buy a house,” those days are gone.

People do their shopping online. They do their homework online. You’re right, it has empowered the consumer. The consumer has information at their fingertips. They’ve done some homework for the most part. So, you’re really going to have to be a lot better and develop those unique selling propositions.

But I like it, Michael, to answer your question. I just think it’s good for the industry. It raises standards. It’s going to make most of you that are listening to this go out there and find a systemized way to convert prospects and give them a reason to do business with you.

**MICHAEL:** When you mention your reverse prospecting system, when they inquire about it, say it is foreclosure homes or a first-time buyer, whatever that category is that they have initiated the contact, does the content then that you respond automatically with, is it geared to that specific request?

**DANNY:** Absolutely, absolutely. Again, let’s look at a variety of responses that we could get. Let’s start top down and let’s go branded. We have a very strong branded presence with our trade program, and we can market that in a variety of ways. On our signs, if you drive by our signs, what you’ll see is “Buy this House, I’ll Buy Yours for Cash.”

If you were to look into the *Cape Cod Times* and you saw the headline there, it would say, “Your home sold guaranteed or I’ll buy it for cash.” Well, that’s a very strong, unique selling proposition, a very strong reason to do business with me, versus my competitors, and including not doing anything at all. So, that’s a branded presence.

So, they would be calling us on a very particular trade-up program. “Hey, Danny, how does that trade-up program work? I have a house to sell and I like that one listed at 123 Main.” So, that would be very specific.

In addition to that, when you get into that less branded category, you’re offering something a little bit more generic. Let’s talk about free reports. I mentioned a divorce report. If somebody comes in and inquires about a divorce report, it’s a very specific report that goes out regarding the divorce situation.

There is also more of a service oriented, less branded approach where somebody may be looking to receive automatically an updated free list of distress sales, which includes those company owned properties, foreclosures, etcetera. That’s a little bit more of a system oriented thing where we may first send them out a sample list. But again, when we get to that people leverage point and we’re calling these prospects back,

we're calling them back with a scripted response to get them compelled to come to meet with us and help them understand.

"Listen, there are 52,000 homes available in the Cape Code MLS at any one point in time. You're not going to go shop them all and you're not going to go buy them all. We're the ones that are going to help you filter that down and find that little needle in the haystack, that golden brick. If you can get together with us for fifteen or twenty minutes, we'll show you how that service will continue."

So, those are sort of the three varieties of ways that people may come to us these days. And again, let's talk about the branded with the unique selling propositions really right in everybody's face. Those are designed to fly right into the radar, whereas the less branded stuff we are trying to get that prospect earlier on in the decision making process, so that they have given some thought to the whole process but really haven't taken any action. So, there's probably a pretty good chance we're the first ones to get to them. So, again, variety of response is based on the type of marketing.

**MICHAEL:** When you're talking about getting them first, it's interesting. If you're not thinking about getting the business, and I'm going to use one of your fishy analogies, I guess, since you've been to New England, everything revolves around that.

**DANNY:** It's summertime.

**MICHAEL:** The point is you're trying to catch these people upstream, and if you're not doing it, there are so many other companies outside of real estate that will do it for you, and then sell the lead back to you.

**DANNY:** No question.

**MICHAEL:** So, it's up to you to be proactive or you're going to pay one way or the other. You're going to pay by trying to get that lead from another company, or you're going to pay for it financially by watching your competition get it first.

**DANNY:** No question.

**MICHAEL:** So, in terms of the systems that you use, are these things that you produced yourself? Are they off the shelf solutions that you've purchased? What do you recommend?

**DANNY:** I never like to be covetous, so I'll be the first one to tell you that I owe this all to Craig Proctor and his Quantum Leap system. He started developing this way back in 1995. I think in 1996 was the first time that Craig was the #1 Re/Max agent in the world, so, to me, why go reinvent the wheel. I had been in the venture capital business prior to this. I wasn't looking to start something from scratch. I was looking to leverage off of something that existed.

Craig, as you had mentioned, had been under the tutelage of some of the marketing greats like Jay Abraham and Dan Kennedy and Michael Gerber. So, he had already done a lot of that homework. And again, with all his experience selling hundreds and hundreds of homes, I just felt that the best thing to do was take a look at this system. And he had systems within systems. He had the marketing system all laid out, the technology system all laid out, and the people system laid out.

Obviously, you're not going to walk up to a top producer's buffet like Craig Proctor and devour it all in twelve months, so I joined his coaching program and have been a student ever since.

It wasn't any easier than walking right up to Craig Proctor and saying, "I'd like to buy that Quantum Leap system," and just knock it off; and being humble enough, Michael, to just follow it to the letter of the law. So, for me, it's been Craig Proctor's Quantum Leap system.

Again, I don't want to dumb it down. I want everybody to understand you don't just buy something off the shelf and, poof, magically, like I said going back to the fish, they don't jump directly out of the ocean into the frying pan because you have a Craig system.

You have to work it, you have to understand it, you have to continuously educate yourself, and you've to look for your mistakes. And going back to what I really try to teach as often as I can is run it like a business. If you don't have an outside bookkeeper that sets you up on QuickBooks so that you know whether you're in the red or black every month, you've made an enormous mistake.

You have to understand that if you're going to spend a nickel on anything, you should say to yourself, "Is this expenditure going to give me more personal leverage, so that I can sell more personally to make more profit, to get a return on that investment?" It's a very simple formula, and for me, any decision I make going forward is always within that vein, whether it be something outside of what I do on a normal basis, whether it be investments, etcetera, particularly within Craig Proctor's system.

Even when I go back to the buffet and I say, "Should I do some more less-branded postcards? Should I do some more branded advertising?" I always make that question come forthright and say, "Is it going to give me more leverage to make more money? Am I going to get a return on investment?" Any good investor will do that.

**MICHAEL:** I think the important thing that you predicated this with is there is no magic bullet. It's like buying a package of seeds, and unless you're willing to plant them in the ground, work the garden, pull out the weeds, nothing is going to work.

**DANNY:** Right. I think you have to take one-hundred percent responsibility for your actions. In reading Jack Canfield's book, *The Success Principles*, the #1 success principle that he lists is taking one-hundred percent responsibility. And I mentioned that earlier in the call, that many people will go out there, they will buy something, and they will turn around six months later and say it just doesn't work.

Well, the question is did you take one-hundred percent responsibility? Did you get up every day? Did you listen to every call that was available to you? Did you study? Did you continuously read?

Kennedy is a fan. I was just reading this Kennedy letter the other day. Kennedy will read a book a day sometimes when he's on a roll. It's amazing to me. How would he even have the time to do that? But these types of guys just keep pushing themselves to educate, educate.

Craig Proctor will tell you this, too. We had a conversation two weeks ago that when he first started in the business he was single. There weren't a lot of distractions in his life. Every single night that he came home, he picked up a book on marketing. He became a huge student of marketing in the very early parts of his career, and that lead him to write a lot of copy in the beginning. He was a copywriter, really, from his basement, that's where he started.

Again, if you want to know what the most successful people in this business are doing, it's really not hard to figure out. They are working at it and they are working on it. Go back to Michael Gerber again. You can't work always in your business. You have to work on it. So, what are you doing to improve your business? What are you doing to improve your business plan? That's working on your business. So, best thing you can do is take action today when you hear this and work on your business.

**MICHAEL:** This was the very nature of the creation of Real Estate Unplugged. It was being able to go after the top-producing agents, the people like you that are actually doing it, and then being able to take this information and hand it off to the real estate agents that are genuinely interested in improving their business. And while they are driving around during the course of the day, their car becomes a rolling library.

**DANNY:** That's right. Zig Ziglar will tell you automobile university, right? Again, go outside of this industry like I have when it comes to some of the sales great. I've heard Tommy Hopkins speak. I've heard Zig Ziglar speak, guys that have been around forever, some of the best, and they will tell you all the little tricks of the trade. But they all come back to very simple philosophies, and it's about education and working hard. There's no secret formula.

If making money was easy and running a business was easy, somebody would have sold that franchise for billions and billions a long time ago. The key ingredient, and we mentioned it in the final tier of leverage, is the people, and that includes your own elbow grease. You could be wildly successful in this business if you just really leverage off of your own solid effort.

Again, there is nothing that separates you from me, or any of the great producers in this industry other than that we just outwork you. That's all. And I'm not saying giving our lives away. We work very quality hours. I just finished a whole week in Nantucket and a follow-up week with in-laws in Minnesota. Again, we're understanding leverage, but when we work, it's very focused, very focused work. We don't let people interfere with our units of time.

I've heard many of great speaker talk about this. Nido Qubein, if you've never heard him speak before, he's a fantastic speaker. He's a Lebanese immigrant that has been wildly successful. He's the chairman of the Great Harvest Bread Company, and I had the benefit of hearing him speak. He works in units of time.

This is your final piece of advice today on technology. Your Daytimer doesn't have to be something that you haul around with you on a PDA into the gym, into the bathroom, everywhere you go. It simply has to be a place where you block out your units of time, and you do not allow anybody to interfere with them.

Distractions are the #1 reason why realtors are not successful. They find a reason to begin to make those six to eight hours worth of follow-up calls, and as soon as somebody calls them, they pick the phone up and procrastinate the final hour and one-half of that. That is the difference between the best and the least.

**MICHAEL:** You mention working hard. I think that couples with working smart, because you can try to dig a hole with a fork or you use a bulldozer. So, when you take the concept of working smart, that ties right into what we've been also alluding to, which is time management. So how does Danny Griffin manage his day? If you already have everything planned out a day, a week, a month ahead of time, what do you do?

**DANNY:** That's a great question. Let's just break it down. The first thing that I understood when I first

started to really leverage myself with my Daytimer was this. Let's go back to the DISC Personality Test, which will merit a little explanation, but I refer to them as "S" and "C" oriented tasks.

When you look at the DISC Personality Test, there are four letters. There is "D," "I," "S," "C." The "D" and the "I" they tend to be the natural leadership or salesmen skills. I'll reserve those for the afternoon, whereas the "S" and "C" oriented tasks, whether it be answering emails from the night before, messages, cleaning up paperwork, I always leave those for the morning time, because the time that you can complete all of that stuff in the morning is really, nobody is going to sell a house, Michael, prior to nine o'clock in the morning unless it's a hangover deal from the night before.

Quite frankly, I put my oxygen mask on first every morning. I go to the gym. I take care of my five kids, as I've said, so we have a lot of responsibilities at home that I share with my wife. I will not begin my work until 9:30 after I've gone to the gym and taken care of myself, so I start with a clear head. Sounds a little late for some people but, quite frankly, I'm not going to sell any houses that early and I'm not going to be focused.

Then at 9:30 what I do is I'll typically start my day by answering the emails that I have from the night before, listening to any telephone calls that may have come in with messages that I might have missed, and again, any cleanup paperwork.

And then in the afternoons, typically what I do is, quite frankly, if I'm not having a business luncheon where something can be productive, I take myself to lunch with my goal's book. And I continuously write down daily goals, review my macro goals or my bigger goals that I've written down, maybe for the quarter or the half-year, and make sure that the time is productive.

And then in the afternoon, it's sales oriented. That's when the "D" and "I" personality comes strong. And if I'm looking to do some sales oriented tasks, get some price reductions, prepare for listing presentations, that will run up until about five o'clock, and then it's always family time during five to seven, no matter what. There are no listing presentations. We don't interfere. There's a lot going on at home and I want to be there. And there's plenty of time to go back out at night when everything is settled back down if I need to go back and go to a listing presentation.

The answer to your question about when I do this is that there are times that, for instance, my morning time, nobody on my team will block me out prior to 9:30 because they know that I just don't work then. Quite frankly, it's blocked out for me. That's "me" time. So, we don't even have to discuss that anymore, and that's in perpetuity.

If it's a vacation time that I plan with my family, that would have been blocked out months ago by my wife. She would have called the office and said, "Block Danny out for these dates, he won't be around," period, paragraph. And that's the end of it, and that's how we just blocked out all this vacation time.

And then I leave myself some flexibility, obviously on the fly, during the week, again, sales oriented tasks that the staff can book me for. They know when those times are in the afternoon or early evening, not during dinner time. Any "S" and "C" oriented tasks or admin tasks are oriented towards the morning. Some is done on the fly, because I leave myself some flexibility, and some of it's planned out well ahead of time.

But I will tell you, I live and breathe by this thing, because this is the only time that can be kept sacred, and I've made that clear to everybody, that if you want my time, you've got it. No problem. Just go looking for a slot on my Daytimer and block it out.

**MICHAEL:** What about dealing with clients. Are you at the beck and call of your pager and cell phone, or do you set regular hours?

**DANNY:** Oh, absolutely not. I treat it just like any doctor would. You can't just simply call me up and show up anytime. That's not fair to me. It's not fair. It's not the way I define the expectations up front either, Michael.

I think the biggest mistake that most agents and brokers make when they meet with a client when they're in prospect stage, let's say you give a listing presentation. If you don't define the expectations on your availability and when you're available to them, you've made a massive mistake, because you've left the door wide open for somebody who just expects they can walk in your office any time without an appointment, who can just pick up the phone and expect to get you. I simply tell them this:

"Listen, if you want to get me, that's fine. I do have a team system in place where I have a customer service manager. She's available to deal with you nine to five. You can call her, and if she's on the phone, she'll call you back within that day. And if you're looking for me, I'm available, but you just have to send me an email [danny@dannygriffin.com](mailto:danny@dannygriffin.com) and within the next twenty-four hours you'll get a response from me. If you want to book an appointment, no problem; just call my office and they'll block us out some time."

But again, we're no different from the doctor or the lawyer. We're not just a 'drop in.' "I understand that I have your house listed for sale, but that doesn't allow you to just come in and take up my time."

It's a massive flood of time. It's almost like a pinprick and the Titanic. You don't see it as a big deal, Michael, but let me tell you, the sucking sound is still there and your productivity goes right out the window.

**MICHAEL:** It's interesting. You said you've got to set the expectations right at the beginning. So when you first sit down with that client, you let them know, "This is how I work," and is there a fit. "If you can buy into this, great, we can work together. If not, hey, there are other leads coming in."

**DANNY:** Yeah, great segue into one point I wanted to make for everybody. You have to start dealing from a position of plenty. Stop thinking that prospects are hard to find. The only reason you believe that is because you don't have a systemized approach for culling them out of the herd.

I think it's very important to understand that, and anybody that comes onto this team with me and anybody that talks to me about my business, we don't take every deal, nor do we want to take every deal, because, quite frankly, if someone starts dictating to us how we're going to do business, that's not a fit for us.

"We have a system to sell. Here's the systemized approach. It's proactive. Here's precisely how it works. Here's how we work. We're not perfect, so we'll offer you a cancellation guarantee. So that we have a performance guarantee in place so that you know that we're going to hold ourselves accountable.

And, quite frankly, we can do that because we're dealing from a position of plenty.

Most people listening to this call say, "How could you let somebody fire you? Don't you get fired and you lose your business?"

Listen, if I worried about that, I would be dealing from a position of scarcity and I can't act like that. It's like

fear. If a rabid dog is walking down the street and a child all of a sudden comes across that dog and they show fear, that dog is going to attack. But if you just sit there and you have your game face on, there's a pretty good chance that that rabid dog is going to walk by you and not attack. You can't show your fear.

People want to back winners, Michael. They want to back someone who knows what they are doing.

Again, let's go back to that doctor analogy. You go in there and you're interviewing the doctor to do a complete knee replacement. And the guy's hands are shaking and he's stumbling and fumbling over his presentation, and he's not quite sure about what he's going to do; and boy, if you don't sign with him he's going to go broke that week, and you sense that, what are you going to do? You're going to get up and walk out the door.

Now, all of a sudden, you walk into, say, Mass General in Boston where they have some of the finest orthopedic surgeons. And you walk in and the guy sits down and he's got a little flip-top presentation about exactly how the benefits of a total knee replacement will occur, and what the healing process will look like, and what surgery will look like, also what the dangers are, here's what could go wrong and he's not afraid to explain them, and not afraid to hold himself to be accountable right up front before he even has your business, that's a powerful presentation and that's somebody you want to go with.

So, you have to keep that in mind, position of plenty. They can smell fear, these prospects, and once they smell it and you start to stumble and bumble and you don't have an organized marketing presentation, then you're in big trouble.

By the way, Michael, you know who says that? Dan Kennedy was a featured speaker, I don't know if you know this. He was a featured speaker on The Success Seminar Series with Peter Lowe, and Tommy Hopkins, if you've heard him speak multiple times like I have, you will notice that these guys are very scripted, because what they are trying to do at the end of their presentation is sell something, right? No big deal, we understand that. But if you listen to these guys speak several times in a row, you will notice that it's a very scripted presentation that they will not deviate.

Dan Kennedy says he won't even try new jokes on a big crowd. He would never go into a stadium with 25,000 people and try something new. He wants to solicit a very exact response that's based on a past performance.

So, again, all of you listening that once you do get some success, mimic that success, copy it, write it down, what went right, and start to work that into your presentation and make sure you understand, "If I don't get this, so what, because there will be ten more that come down the line if I'm confident, and I believe that they will."

**MICHAEL:** Danny, if I was going to ask you to sum this up and leave our listeners with what you think, as Jay Abraham would say, was the one profound point that will have an impact on their lives, what would that be?

**DANNY:** I think it's about taking one-hundred percent responsibility, just like Jack Canfield says. I think at the end of the day, we've discussed many of the finer points of real estate. We have mentioned the greats in marketing like Abraham, Kennedy, organizational business, like Gerber. There's a lot of studying that you can do out there, but, ultimately, at the end of the day it's the guy or the gal in the mirror. If you don't look in the mirror and take one-hundred percent responsibility for what you want, if you're not very clearly articulating to yourself how you will get it, you're going absolutely in a circle.

I'll leave them with this little last analogy. I had a dog by the name of Buffy when I was kid growing up in the city of Boston. We had a very small patch of grass in the backyard that we called the backyard. And when Buffy had to go outside, you would let her down this little flight of steps and she would go out to the backyard and she would start with a big circle. And I was just so intrigued by this little ritual that I'd just stare there.

She would go and the circle would get smaller and smaller and smaller until the end of the day she was spinning head over tail until she stopped and went to the bathroom.

And I tell everybody, "Do you've the Buffy syndrome? Are you chasing your own tail in a circle because you really don't have a 'why' you're doing all this?"

I think that's the most important part of this. You have to take one-hundred percent responsibility. You have to clearly articulate goals. You have to begin to develop action plans that are living, breathing, documents or ways that you do things, or, otherwise, this business and everything else in your life will just be one large disappointment.

**MICHAEL:** Danny, for the listeners right now that may be thinking about referrals and people to send, describe for me what your perfect referral is and what your training area is so they know.

**DANNY:** Sure. As we have expanded out business, we're welcoming all referrals for the Boston area, really downtown proper and some of the areas that surround that, obviously Cape Cod where I founded the company from tip to tail. We'll take all your referrals.

The best way to get hold of us is [danny@dannygriffin.com](mailto:danny@dannygriffin.com) And, please, I guess the perfect referral is somebody that you've spoken to, that you've built a relationship with. We have an excellent lead generation system. We don't necessarily want just your leads. We would like somebody that you have worked with, that you have a relationship with that you can properly refer to us. But, absolutely, by all means, we would love them.

**MICHAEL:** Danny Griffin, my friend, I want to thank you for taking time out of your schedule to speak with our listeners, and continued success.

**DANNY:** Michael, thank you, and I appreciate what you do for the industry out there. Clearly, your series of interviews, I think, help raise the standards for all realtors out there.

In the meantime, for the rest of you that might be listening, go sell some houses.