

Agency Leadership & Team Management

Run a sales team, a P&L and a culture that keeps top writers.

VERTICAL

Agency Leadership

LEVEL

Advanced

DURATION

15 hours · 6 modules · 27 lessons

MODULES

6

Programme overview

Built for principals, sales managers and department heads who now carry a team, not just a desk. Covers recruiting and onboarding agents, situational coaching cadence, KPI-setting that survives pushback, commission structures that retain top performers, lawful performance management, and the department numbers — GCI, desk cost, break-even per head. Finishes with succession planning and leading a team through a downturn without losing your best people.

What you'll master

- 01 Build a recruiting funnel that sources agents before you need them, not after someone quits.
- 02 Run a 90-day onboarding plan that gets a new agent to first listing faster.
- 03 Diagnose which coaching style — directive, supportive or delegating — a given agent needs this month.
- 04 Run one-on-ones, ride-alongs and call-block coaching sessions with a repeatable structure.
- 05 Set KPIs that are defensible in a conversation, not just numbers on a whiteboard.
- 06 Design a commission and split structure that retains your top three writers without blowing the model.
- 07 Manage underperformance lawfully through documented stages, ending in exit if required.
- 08 Run a sales meeting agents actually want to attend.
- 09 Read a department P&L: GCI, desk cost, break-even per head, rent roll vs sales mix.
- 10 Plan a succession, equity or partnership pathway for a principal's eventual exit.
- 11 Lead a team through a market downturn without hemorrhaging your best agents.

Skill focus

- Recruiting & Onboarding
- Coaching & Performance
- Remuneration Design
- Sales Meetings & Culture
- Department Economics
- Succession & Change Leadership

The syllabus

6 modules · one standard

I. 01 · Recruiting & Onboarding Agents

5 LESSONS

01	Building a recruiting pipeline before you need one	masterclass · 13 min
02	Interviewing for production and cultural fit	masterclass · 14 min
03	Negotiating the deal at point of hire	masterclass · 12 min
04	The 90-day onboarding plan	reading · 14 min
05	Knowledge check: Recruiting & Onboarding	quiz · 4 min

II. 02 · Situational Leadership & Coaching Cadence

5 LESSONS

01	Matching coaching style to agent readiness	masterclass · 13 min
02	Running a one-on-one that changes behaviour	masterclass · 12 min
03	Ride-alongs and call-block coaching	masterclass · 13 min
04	Designing the coaching cadence calendar	reading · 13 min
05	Knowledge check: Coaching Cadence	quiz · 4 min

III. 03 · KPIs, Commission Structures & Retention

5 LESSONS

01	Setting KPIs that survive pushback	masterclass · 13 min
02	Commission and split structures that retain top writers	masterclass · 14 min
03	A top writer asks to renegotiate their split mid-year	scenario · 10 min
04	What a top writer actually costs vs earns you	reading · 12 min
05	Knowledge check: KPIs & Commissions	quiz · 4 min

IV. 04 · Performance Management, Meetings & Culture

5 LESSONS

01	Managing underperformance lawfully	masterclass · 14 min
02	Running a sales meeting worth attending	masterclass · 12 min

03	Setting culture and conduct standards	masterclass · 12 min
04	Addressing a senior agent's declining numbers	scenario · 10 min
05	Knowledge check: Performance Management & Culture	quiz · 6 min

V. 05 · Department P&L, Rent Roll & Sales Mix

5 LESSONS

01	Reading a department P&L: GCI, desk cost, break-even	masterclass · 14 min
02	Rent roll vs sales revenue mix	masterclass · 13 min
03	Headcount and margin planning across a cycle	reading · 13 min
04	Setting management fee levels defensibly at a department level	masterclass · 12 min
05	Knowledge check: Department Economics	quiz · 4 min

VI. 06 · Succession, Equity & Leading Through a Downturn

5 LESSONS

01	Succession, equity and partnership pathways	masterclass · 14 min
02	Leading a team through a market downturn	masterclass · 13 min
03	Cost control without gutting capability	reading · 12 min
04	Your top biller is approached during a market slowdown	scenario · 10 min
05	Knowledge check: Succession & Downturn Leadership	quiz · 8 min

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