

Leasing Training Workbook

INTERVIEWING SKILLS

1. What is the objective in the first minutes of interaction with a Prospect?

Our Point of View:
(Traditional)

- Is Prospect Qualified?
- Does Availability work for Prospect's move-in date?
- When is Prospect making a decision?
- Address & Phone number for follow-up.
- Traffic Source.

Prospect's Point of View:

Do we have the home they want at the price they want?

Our Objective Should Be:

Learn the Prospect's Needs and Interests so we can tailor our presentation to make sure the Prospect understands how our homes can meet Prospect's Needs and Interests.

2. How are we going to learn the Prospect's Needs and Interests in the first minutes of interaction with a Prospect?

- "Ice-Breaker"

- Greet Prospect
- Engaging Questions

3. What is the objective of an “Ice-Breaker”?

- Create an environment where Prospect feels more comfortable sharing Needs and Interests
- Remove tension from contact with a stranger
- Give Prospect excuse to be more open and comfortable

4. What is a good “Ice-Breaker”?

- Anything that puts the Prospect at ease
- Compliment Prospect about clothes, car, timing, hair...
- Comment about the weather
- Comment about sports or other major event
- It’s a tool that we can use to start a conversation with someone you’ve never met.

5. What are the elements of an ideal Greeting?

- Stand up from behind your desk
- Smile
- Use eye contact
- Acknowledge Prospects as they enter clubhouse.
- Interact with Prospects as they enter clubhouse.
- Offer your name.
- Use Prospect’s name.
- Offer Prospect refreshments.
- Look, talk and act so that the Prospect knows you are genuinely interested in helping this person find the right apartment home.

6. Why is identifying Prospect’s personality important?

- Different personalities have different needs
- Different personalities make decisions differently

- Different personalities see how a community meets their Needs and Interest differently

7. What clues will help identify different personalities?

Driver: Looks at watch, direct short questions, moves quickly with confidence.

Amiable: Enters cautiously, brings a friend or family member, speaks softly.

Analytic: Uses a list, takes notes, asks direct questions, stays focused.

Expressive: Enters with confidence or a story; talkative and free moving.

8. How should we adapt our presentation to different personalities?

- Driver:
- Tell them you can take them to the best choice if they answer a couple quick questions, enough of the Basic Engaging Questions to know unit style and price targets.
 - Know their price range and assure them you can work within their budget, if appropriate, but withhold specific prices until they are ready to lease.
 - Give up control by offering them a choice between acceptable alternatives like, “Would you like to go to the model or available home first?”
 - Ask remaining Basic Engaging Questions and follow-up questions while going to model/target home.
 - Engage, measure and mirror inside model/target home. Driver will often become more expressive as they see your home could be a good fit.
 - Offer an invitation to lease and close quickly; they often work quickly.

- Amiable:
- While and after asking the Basic Engaging Questions, find more personal interests of amiable prospect because they like close personal relationships.
 - Know their price range and assure them you can work within their budget, if appropriate, but withhold specific prices until they are ready to lease.
 - Find reasons to make amiable prospect feel like they will be liked at community. Comments like, "We are going to enjoy having you as a resident." and "I think you are going to make a lot of friends here because...".
 - Engage, measure and mirror in amenities and model/target home. It is especially important to get the amiable to say "Yes" often because they take time to make decisions.
 - Spend time with the amiable because they usually take time to make decisions.
 - Offer multiple invitations to lease and use soft closing techniques like, "I glad to hear you like that also. Maybe we can sit and continue talking while we look at some paperwork."

- Analytic:
- Tell them the structure of your presentation, some questions to find the right home, viewing your amenities and visiting either a model or available home.
 - Identify Needs and Interests through Basic Engaging Questions and follow-up questions.
 - Know their price range and assure them you can work within their budget, if appropriate, but withhold specific prices until they are ready to lease.
 - Plan on providing answers to questions and assume hidden objections exist if they are not asking detailed questions.
 - Engage, measure and mirror in amenities and model/target home.
 - Offer an invitation to lease and close!!!

- Expressive:
- Identify Needs and Interests through Basic Engaging Questions and follow-up questions. Don't be surprised if they move the conversation in different directions.
 - Know their price range and assure them you can work within their budget, if appropriate, but withhold specific prices until they are ready to lease.
 - Engage, measure and mirror in amenities and model/target home.
 - Offer an invitation to lease and close anytime, they often make spontaneous decisions.

- 9. There are many ways to seek the end result when speaking with a new prospect. In it's simplest form an agent would simply ask:**
- Name
 - Address
 - Phone number
 - Move-in date
 - Decision date
 - Employer & Position
 - Qualified
 - Resident History
 - Pets
 - Washer/Dryer
 - Number of Occupants
- 10. How does this traditional format meet Michelson's goals while interviewing a prospect?**
- Not at all. The Engaging Leasing Method gathers the same information, but does so in a more conversational based method.
- 11. What is the objective of Engaging Questions in the Interview Process?**
- Maintain focus on the objective - learning about Prospect's Needs and Interests
 - Create, maintain and enhance an atmosphere where Prospect feels comfortable sharing Needs and Interests.
 - Make Prospect realize we care about the Prospect's needs more than our needs.
 - Get the Prospect to talk more than we talk. People usually feel good when they are talking.

12. What are the Basic Engaging Questions?

- Please tell me about where you are living now and why you are moving.
- Please describe for me what you are looking for in your new apartment home.
- Please tell me what price range you would like to be in.
- Please describe for me what type of amenities and social activities are most important to you.

13. Why do the Basic Engaging Questions begin with “Please describe for me...” and “Please tell me...”

- Professional, courteous and nice way of asking for Personal Information
- Passive question – Prospect can answer and feel more like they are describing something rather than their personal feelings
- Create a statement rather than a question for Prospect to respond to.
- We also are trying to get a response back from the prospect that is longer than the question itself.

14. What is the objective of the Basic Engaging Question “Please describe for me what you are looking for in your new apartment home?”

- Get the Prospect to share Needs and Interests.
- This means we need to let the Prospect talk.

Traditionally Gathered Information:

- Number of Bedrooms
- Number of Bathrooms
- Floor Desired
- Any Pets
- Washer/Dryer Requirements

*Engaging method:
Hot buttons, Focus
Presentation,
Leasing Signals, Closing
Approach*

- Privacy
- Light
- Maintenance
- Size Bedroom
- Affordability
- Parking

15. How should we respond when the Prospect does not share MANY Needs and Interests after asking this Basic Engaging Question?

- Give Prospect time to answer, 10 full seconds.
- BE COMFORTABLE WITH SILENCE.
- ASK YOUR QUESTION IN A DIFERENT MANNER, FOR EXAMPLE. “What are you looking for in your new home” “If you could build your perfect home, what you have to have in it?”
- Listen to the Prospect’s answer.
- Ensure you understand Prospect’s answer, repeat it back to them.
- Ask Follow-up questions, as many as it takes.

16. What should we do with the Needs and Interests that the Prospect expresses?

- Write the Needs and Interests down on a Traffic Card or remember them to write down later.
- Begin to mentally plan how you are going to incorporate the Needs and Interests in the Product Presentation.
- Consider how you are going to use the Needs and Interests in the Closing Process
- It is not necessary to stop the flow of the conversation to write down answers.

**17. What is the objective of the Basic Engaging Question
“Please tell me where you are living now and why are you moving?”**

- What is Prospect's work Position and Employer? [You are Qualified]
- What Desirable Aspects does Prospect's current home have? [We have that too!]
- What Inadequate Aspects does Prospect's current home have? What do they not like? [We do better!]
- What other Needs and Interests does Prospect have? [I am still listening]
- People don't just move as a hobby, there has to be a reason that can tell you a lot about them as a person.

18. How do we respond when Prospect does not share A LOT of information from this Basic Engaging Question?

- Give the Prospect time to answer, 10 full seconds.
- Rephrase the question.
- Listen to the Prospect's answer.
- Ensure you understand Prospect's answer, repeat it back to them.
- Ask Follow-Up questions for both purposes:
 - **Where** are you living now?
 - **Why** are you moving?

**19. What is the objective of the Basic Engaging Question
“Please tell me what price range you would like to be in?”**

- Is the Prospect Qualified?
- What home style should we target? The most expensive or least expensive?

- Do we need to stretch the Prospect's budget?
- What Closing Technique should we consider?
- Will Manager's permission be needed for a Concession, if applicable?
- Know more to make it easier to set aside issues of price and/or "specials".
- Set the price aside if the prospects price range doesn't match up with our price range.

20. What is the objective of the Basic Engaging Question “What type of amenities and social activities are most important to you?”

- Learn how our Amenities can fit into Prospect's Needs and Interests.
- Plan how to adapt the presentation of our Amenities to the Prospect's Needs and Interests. For example, if the prospect is a fitness enthusiast you may want to go visit your fitness center first and engage them in the gym. On the other hand if the prospect does not have a pet, you wouldn't want to spend much time on the Dog Park.

21. What is an “Open-ended” question?

- Generally “Why” and “What” questions with some focus but no obvious or short answers.

22. What is a good "Open-ended" or Engaging Question?

- One that the Prospect's answer is likely to be longer than our question.
- Examples – *Why is a large living room important to you? How is your apartment search going? What do plan on using the den for?*

23. What is the objective of “Open-ended” Questions?

- Learn more about Prospect's Needs and Interests in an Engaging and professional manner.
- We need to know how to present our product, know what leasing signals to look for, know what objections need to be overcome and what closing strategies will be most effective.
- Continue to get Prospect to talk more than we talk.

24. By asking the Basic Engaging Questions, follow-up questions and other "Open-ended" questions have we gathered the information we need for traditional leasing techniques?

- Name
- Address
- Phone number
- Move-in date
- Decision date
- Employer & Position
- Qualified
- Resident History
- Pets
- Washer/Dryer
- Number of Occupants

25. How and when are we going to gather the missing information from this interview?

- During Amenity or Product Presentation

26. The Lifesaver Game

- By utilizing the Engaging Leasing Process, it's our job to get as much information from our prospect as we can, without giving away all of your information about

the community until its strategically a correct time to do it.

PRODUCT PRESENTATION

27. What is our objective while involving Prospect in our community's lifestyle like amenities and social activities?

- Help Prospect see the Value-Added aspects of our community; such as social groups, gym costs, and convenience.
- Help Prospect understand they can live at a community not just a home.
- Help Prospect realize their Needs and Interests for amenities and/or social activities can be met.
- Help Prospect recognize how our amenities and/or social activities can meet certain Needs and Interests that Prospect may not realize they have.
- Differentiate Ourselves from the Competition, our prospects enjoy the lifestyle we provide.

28. What does it mean to tailor a leasing presentation to link one of your community's amenities to the Prospect's Needs and Interests?

- During the interview process, hopefully we uncovered a number of needs and interests that the prospect has. Refer back to these needs and interests when touring your amenities:
 - For Example (while touring the Fitness Center), Kitty you mentioned that you enjoyed to workout, how do think you will take advantage of this fitness equipment?

29. How can we know that we have succeeded with our objective regarding our amenities and social activities?

- Ask the Prospect Open-Ended Questions about amenities and social activities. [*What do you think of “pool parties”?*]
- Ask the Prospect Engaging Questions about amenities and social activities. [*Please describe for me what you like best about this exercise facility.*]
- Ask the Prospect Measuring Questions. [*How does our 24-hour maintenance policy fit with your expectations?*]

30. What is a Measuring Question?

- Questions that seek Prospect’s good, bad or indifferent thoughts about your community, its homes and its amenities.

31. Why do we want to create an atmosphere of enthusiasm and interest BEFORE entering an apartment home?

- People will see things more positively if they are expecting to see them more positively.
- People want to be sold and believe they are buying something special. Help the Prospect feel they are going to be looking at something really special.

32. What is a really good comment or question to create an atmosphere of enthusiasm and interest BEFORE entering an apartment home?

- One that links how special the home is to the Prospect’s Needs and Interests
- One that helps Prospect expect to see positive aspects of the home that are important to Prospect

33. Why do we get the Prospect involved during the presentation?

- We want the Prospect to begin envisioning themselves living in the apartment.
- It allows us to gauge if the Prospect is interested and reacts appropriately.

34. How can we create involvement when demonstrating different parts of your apartment homes by using an Engaging Question?

- Ask engaging questions throughout your demonstration.
- For example, “What ideas do you have for placing your furniture in the living room?”
- Encourage Prospects to participate (open closets, etc.)

35. What are the areas of our homes that we can involve the Prospect through engaging questions?

- | | | |
|-------------------|-----------------|----------------------|
| • Entry | • Entry Closets | • Electrical Outlets |
| • Living Room | • Bedrooms | • Windows |
| • Fireplace | • Bathrooms | • Ceiling Fans |
| • Vaulted Ceiling | • Closets | • Woodwork |
| • Dining Room | • Phone Outlets | • Doors |
| • Kitchen | • Cable Outlets | • Floor Covering |
| • Microwave Oven | • Roman Tubs | |

36. What is a Measuring Question?

Questions that seek Prospect’s good, bad or indifferent thoughts about your community, its homes and its amenities.

37. What is a good Measuring Question?

A question that likely will require Prospect to answer with more words than your question and will either reveal satisfaction or an objection.

For example: "Could you please tell me what you think about the size and layout of this living room?"

38. What is a positive response to a Measuring Question?

A positive response to a Measuring Question is a LEASING SIGNAL. If a Prospect likes an aspect of your community, its amenities or its homes, the Prospect has a reason to want to lease the home we have available.

39. How can we respond to a Leasing Signal to increase the chances the Prospect will lease?

Reinforce or mirror that Leasing Signal back to the Prospect. "So you like this amenity!"

40. Why will reinforcing or mirroring Leasing Signals back to a Prospect increase the chances they will lease?

- Reinforcing or mirroring helps ensure that Prospect realizes they like something.
- Building a list of areas Prospect likes can help overcome Objections and inadequate areas.
[For example: "I understand we do not have the size balcony you were looking for, but you did seem to like our bathroom, kitchen and amenities..."]
- Focusing on things Prospect likes!

CLOSING TECHNIQUES

“THE INVITATION TO LEASE”

41. What is a Closing Technique?

This is a tool that is designed to cause the Prospect to leave an Application Fee, Security Deposit and Application for a home.

42. What is an “Invitation to Lease”?

The most basic closing technique, you simply invite the prospect to fill out the application.

43. When is a good time to extend an “Invitation to Lease”?

Anytime can work, but after receiving positive Leasing Signals that you have reinforced or mirrored should be an ideal time.

44. What are some Closing Techniques?

- *Direct Approach* – Simply ask the prospect to rent the apartment.
- *Presumptive Close* – Assume that since the apartment you showed met all of the prospects needs and interests that they will be filling out the application to reserve their new home today!
- *Trial Close* – Ask the prospect a list of questions that reinforces positive leasing signals. You should use this leading up to your final closing technique.
- *Alternative Choice Close* – Quite often you may have more than 1 apartment home that will suit your prospect’s needs. Being able to “choose” the right apartment makes the prospect feel that they are in control.

- *Urgency Close* – By stating that you only have 1 apartment available, that meets the prospective renter’s needs and interests, it increases the likelihood the prospect will fill out the application before anyone else reserves the home.
- *Temporary Hold* – A temporary hold of the apartment creates a safety net and creates a comfort zone with the prospect. In this type of close, the agent creates a level of commitment from the prospect, while giving the prospect some additional time to “think it over.”

45. How many times should we try to Close?

Hopefully Prospect will lease by leaving an Application Fee, Security Deposit and Application after using any Closing Techniques! But, if Prospect is not leasing, **THREE OR MORE** attempts should be made while not trying to pressure unduly.

46. After a Prospect Leases by leaving an Application Fee, Security Deposit and Application what can we do to increase the probability the Prospect will move in and not cancel for some reason?

- Make a comment or statement to the Prospect to make the Prospect feel good about their decision to rent a home at your community. This can reduce “Buyers Remorse”.
[For example: "You should be very happy about your decision! You are going to love living here!"]
- Send the Prospect a “Thank You” card for leasing.
- Let the Prospect join a Future Residents Club.
- Follow-up with Prospect prior to their move-in date.

- 47. Why do some prospects say that they can't make a decision until their roommate, spouse, or significant other comes to view the apartment?**
- There is most likely a hidden objection that the prospect is not willing to share with you.
- 48. If a Prospect is ready to leave without leasing, what should we do?**
- Ask the Prospect, "Can I please ask why you are not planning on renting or reserving a home today?"
 - Ask a follow-up question to the above question.
 - Ask the Prospect about other options they are considering.
 - Ask the Prospect "What would it take for you to rent today?"
- 49. Why do many Prospects say they can not make a decision without their spouse, girl friend, boy friend, room mate or someone else seeing the home?**
- A very large percentage of the time they are using this as an excuse. Often they have a Hidden Objection that they do not feel comfortable sharing with you.
- 50. How can we identify Hidden Objections?**
- Ask measuring questions about every aspect of your community's amenities and homes during your Amenity and Product Presentations.
 - Ask the Prospect who is leaving without leasing what they hope to find elsewhere that they have not found at your community.
 - Ask the Prospect Open-Ended or Engaging Questions that seek to learn what is missing like, "Please describe

for me how you think this community and this home could be improved for your needs?”

51. Why doesn't a Prospect lease on a visit?

- They have an Objection. Even if a Prospect does not know if they will be moving to your city, they could at least leave a deposit or application fee that you do not deposit so the Prospect only need to call and tell you to deposit the checks. Anything else is an Objection of some type.
- It's our job to find out that Objection is! “What can we do to get you to lease with us today?”

52. Why do Prospects ask us questions?

- They are interested in our community or homes.
- Prospect may have an Objection.

53. You need to understand the reason why a prospect is asking you a specific question before answering them.

How can we do this?

- Ask the Prospect why they are asking the question. Often a question is not what it appears. For example if a Prospect asks, “What is your pet policy?” The Prospect may not like pets or they may have a pet.
- Ask a follow-up question to make sure you understand the Prospects real concern.
- Ask a Measuring Question to get Prospect's feeling on the answer to your question. For example, “How do you feel about our pet policy?”

54. How can we respond to an Objection?

- Ask a follow-up question to ensure you understand exactly what the Objection is.

- Acknowledge the Objection by making sure Prospect understands that you know they have an issue.
- If possible, overcome the Objection.
- If possible, see if parts of the issue are acceptable even though the whole might not be.
- Refocus on other areas that Prospect has given Leasing Signals for or other areas of you product.

55. When would we ideally like to disclose the specific price of our homes?

- First Choice - when you and the Prospect sign the “Move-in information sheet” in conjunction with leaving a signed application, application fee and security deposit. You know the price will be within Prospect’s price range.
- Second Choice - after Prospect responds positively to a Closing, you can confirm the price of the home the Prospect has chosen.
- Third Choice - during the product presentation when a Prospect asks a specific question regarding the price of a specific home and you have done the following:
 - You have determined the specific needs and interests of the prospect
 - Established a personal rapport
 - Determined the budget is appropriate with the home they’ve chosen
 - They have responded favorably to a closing technique.

56. When would we ideally discuss concessions?

- First Choice - Never.
- Second Choice - Never.

- Third Choice - when Prospect asked about concessions, I set the question aside while assuring the Prospect that we could work with their price range.
- Fourth Choice - when a Prospect was not responding positively to Closing Techniques and I asked, “What would it take to get your business now?”, I learned that Prospect would lease at a lower rent or with a concession.

57. What benefits does the Engaging Leasing Method have over the Traditional Leasing Method in the Amenity and Product Presentation?

- We can learn about additional Prospect Needs and Interests throughout the presentation by building a rapport and earning the prospects trust.
- We are likely to receive more Leasing Signals from Prospect.
- We have more chances to learn about Objections that Prospect may have.
- We learn in what areas Prospects like about our community to help overcome any Objections.
- Gives us the opportunity to personalize our presentation to the prospect.
- We can use areas that the Prospect likes about our community to make our Closing Techniques more effective.
- We should be able to demonstrate to more Prospects that our community meets each Prospect’s Needs and Interest resulting in more leases and a higher economic occupancy.

Phone Presentation

- 58. What is the goal of a face-to-face showing?**
- To obtain the lease.
- 59. What is the goal of the phone presentation?**
- To obtain the lease!
 - A “Moral Commitment” from the prospect to your community.
- 60. What do you mean by a Moral Commitment?**
- It is way to have the prospect obligate them to you and your community.
 - You could:
 - Obtain an online application,
 - Set an appointment for a definite time and date for the prospect to come view an apartment.
 - Get a credit card number to “hold” an apartment.
- 61. What can you do to prepare yourself for the 1st phone call of the day?**
- Roleplay with your team in order to prepare yourself for today’s upcoming prospects.
 - Have your availability readily available.
 - Have a guest card available.
 - Smile

62. What is Roleplaying?

- Roleplaying is a way to practice our leasing techniques on each other so that we're not practicing on the 1st prospect that walks in the door or calls.
- A way to try new techniques out so that you can make it 2nd nature, and to prepare for possible objections.

63. Keys to making a strong 1st impression over the phone:

- Every time you greet a new prospect, either by phone or in person, you're going to have an opportunity to make a first (and lasting) impression on them.
- Even though the caller cannot visually perceive what your attitude is what your attitude is, your voice and your manner *CAN* communicate what can't be seen. There is no body language here to fall back on. Your voice alone, "your telephone personality", must be friendly and enthusiastic. In order to sound as good over the phone as you do in person, concentrate on being alert, pleasant, natural, expressive and professional.

64. How do we answer the phone?

- The Michelson standard greeting is "Thank you for calling XYZ apartment, this is (your name here), and I can help you."

65. Why does Michelson answer the phone this way?

- 1st you want to ensure that the caller is calling the proper location, "Thank you for calling xyz apartments"
- 2nd you want to introduce yourself, ensure that you will be able to offer assistance in a professional friendly manner
- Lastly it will differentiate yourself from the competition, "and I can help you."

- 66. What is the 1st thing you should do after answering the phone and giving your greeting?**
- After greeting them by using “Thank you for...and I can help you,”
 - Listen to the prospect’s initial question or statement.
 - Assure them that you can help them with that specific item.
 - Break the ice with a simple, “How is your day going,” a comment about the weather, sporting event, ect, to put them at ease.
- 67. After the icebreaker how do we continue to build rapport and earn the prospects trust using the Engaging Leasing Method?**
- Same as with a face-to-face interaction, ask engaging questions.
 - Listen to the prospects responses, and ask follow up questions.
- 68. We now know why our prospect is moving, what they’re looking for in your new home, the price range they’re looking in and what types of amenities and social activities they’re interested in, Now what?**
- We need to invite them to become a part of our community and gain a Moral Commitment from the prospect.
- 69. What are some ways to gain a Moral Commitment from the prospect?**
- Ask them to fill out an on-line application.

- Ask them to come in *immediately* in order to view their new home.
- Ask them to schedule an appointment at a *specific* time and/or date.

70. What should you do after you secure an appointment from the prospect?

- Take a minute to repeat back the time to the prospect.
- Offer directions to your location
- Ensure that you have their contact information, in case they do not show up, or you need to reach them for any reason.

71. What does it mean to create Urgency with the prospect?

- Giving the impression that you have limited availability and the prospect needs to come reserve the apartment today so they do not miss out on their perfect home.

72. How to create Urgency with the prospect?

- Recap back the prospects needs and interests.
- Explain that you only have 1 apartment home left that meets their needs and interests.
- Inform the prospect that if they wait until a future time to reserve the home, that it will not be available.

73. What if the prospect only wants to know the price of an apartment?

- You are not prepared to give the specific price of your apartments until you have the following:
 - The prospects needs and interests,
 - The price range they are budgeting,
 - Timeframe of move in
 - Developed a rapport with the prospect.

74. What if the prospect asks about the square footage of our apartments?

- Square footage is a very subjective subject; some communities count the patio, the garage, or a number of other various areas.
- Different layouts have various features and room sizes. *A 1,000 sq/ft apartment that the prospect may be living in now may not have a large living areas; closets and hallways take up all the square footage. At your community you could have 1,000 sq/ft of nothing but living space.*
- Engage the prospect to determine which space is important to them and discuss how our apartment would fit their needs.

75. What if you don't have what the Prospect is looking for?

- Before mentioning that you do not have the availability, engage the caller to find out why they are looking for that particular style of apartment, floor, and amenity.
- In many cases a prospect's apartment size, criteria is somewhat flexible depending on additional needs and interests.