7 Questions to Ask Before You Move Your License

It's 9:07 p.m. A client is calling. Again.

You're technically on vacation, but you're writing an offer from the hotel room because the business still needs you.

The commissions are good. The production is there. From the outside, it looks successful.

But did anyone ever teach you how to build a business that eventually needs less of you?

QUESTION 01 | THE REAL MATH

What do you actually keep?

Not the headline split. The full economics: cap, transaction fees, admin fees, E&O, technology, and anything that comes off the top before the split.

A better percentage can still be a worse deal if you don't understand the complete model.

PRACTICAL TAKEAWAY

Ask for one written example using your actual production. Follow a commission from gross income to what reaches you. Then ask what changes after you cap and what other economic opportunities exist beyond your own transactions.

QUESTION 02 | SYSTEMS + TECHNOLOGY

Do I have technology - or people who help me use it?

WHY IT MATTERS

There are more tools available to agents than ever. Access is no longer the hard part.

The hard part is knowing what matters, what works together, and what is worth learning while you're still running a high-producing business.

The advantage isn't another piece of software. It's shortening the learning curve.

ASK A DIFFERENT QUESTION

Instead of asking what technology is included, ask:

- Who helps me decide what I actually need?
- Who has already tested what is working?
- Who can show me how to implement it in my business?
- Where do I go when the technology changes again?

PRACTICAL TAKEAWAY

Look for a model where you can plug into the right people, systems and resources for your business - not where everyone gets handed the same stack of tools and told to figure it out.

QUESTION 03 | RUN -> RECOVER

What opportunities are hiding inside the business I'm already running?

WHY IT MATTERS

High producers are good at running. Clients, listings, offers, negotiations, closings - then straight into the next thing.

The faster you run, the easier it becomes to run right past opportunities that are already there.

The answer isn't to stop working. It's to create a rhythm that gives you time to see the business differently.

RUN -> RECOVER

Run weeks are still spent working in and on the business.

Recovery Week is planned the week before. It follows a process for reviewing the business, finding what was missed, recovering opportunities, improving systems and deciding what deserves attention before you run again.

It isn't a catch-up week. It's a business discipline most agents were never taught.

PRACTICAL TAKEAWAY

Ask yourself: When do I intentionally stop moving long enough to review what my production pace caused me to miss? If the answer is 'when I have time,' you probably already know the problem.

QUESTION 04 | WEALTH

You learned how to make money. Who taught you what to do with it?

WHY IT MATTERS

Real estate can teach you how to produce an extraordinary income. That doesn't automatically teach you how to build wealth.

You may have a CPA. You may have a financial advisor. You may own investments. Those can all be important pieces.

But having pieces isn't necessarily the same as understanding how the puzzle fits together.

TWO QUESTIONS SUCCESSFUL AGENTS NEED TO ASK

1. What can my business build beyond my own production?

Additional income streams, revenue share, ownership or equity opportunities can be pieces of a broader plan.

2. What am I intentionally doing with the money I make?

Protection, tax strategy, investing, long-term planning and legacy require a different kind of conversation than simply increasing production.

PRACTICAL TAKEAWAY

Get into rooms with people who think beyond the next production goal. You don't need one person pretending to know every piece. You need access to people who specialize in the different pieces - and a bigger view of what you're building.

QUESTION 05 | COMMUNITY

Your world shouldn't get smaller as your business gets bigger.

WHY IT MATTERS

Locally, most of us have agent friends we trust. We share ideas, strategies and what we're seeing in the market.

But we're still competing for many of the same listings, clients and opportunities. There is naturally a limit to what gets shared.

What changes when you can run with high-producing agents from markets all over the country who aren't competing with you?

A DIFFERENT KIND OF ROOM

People openly sharing the systems they're using. The technology they've figured out. What's converting. What failed. What they're changing. How they're building beyond production.

People who are genuinely succeeding understand something important: your success doesn't diminish theirs.

PRACTICAL TAKEAWAY

Don't ask whether a brokerage has 'culture.' Ask whether you can get in rooms with people you want to learn beside - and whether they actually share what is working.

QUESTION 06 | THE EXIT

If you keep doing this exactly the same way, where does it lead?

WHY IT MATTERS

This question looks different depending on what you've built.

FOR THE PRODUCING AGENT

You're making good money, but the business still depends heavily on your personal production.

If you want to slow down someday, what replaces the income, systems and value that currently depend on you?

FOR THE BROKER / OWNER

You may be carrying overhead, compliance, operations and liability - while still needing your own production.

Is growth creating enterprise value and freedom, or simply more infrastructure for you to carry?

An exit plan doesn't mean leaving real estate. It means building enough options that you get to choose your role in it.

PRACTICAL TAKEAWAY

Ask what exists without your personal production: income streams, systems, people, relationships, assets and enterprise value. Then identify which of those you need to start building intentionally.

QUESTION 07 | THE BIG ONE

What are you actually building?

If you stopped producing tomorrow:

- What income would continue?
- What systems would continue?
- What wealth has the business created?
- What opportunities exist beyond your own transactions?
- How much of the business still requires you?

SIT WITH THE ANSWERS

Success should create choices.

Not necessarily the choice to leave real estate. The choice to decide how much you produce, where you spend your time, what role you want to play, and what the business is building beyond today's transactions.

If you don't like the answers above, that doesn't mean you've built the wrong business. It may mean it's time to start building the next version of it.

PRACTICAL TAKEAWAY

Before you move your license, decide what a new model would actually need to change. More production may be part of the answer. It shouldn't be the whole answer.

BONUS QUESTION | THE 90-DAY REALITY

What actually happens after you make the move?

WHY IT MATTERS

Every brokerage sounds good during the interview. Recruiting is when they're at their best, so the promises are easy to make. The real test is what happens once you're there: the training, the support, and the follow-through. Your first 90 days can tell you a lot about what the next three years will look like.

ASK A DIFFERENT QUESTION

Instead of asking what training they offer, ask to see what your first 90 days will actually look like:

1. **Show me the onboarding plan for days 30, 60, and 90. Not the philosophy - the actual plan.**
2. **How much training is available, and how much of it is live versus recorded?**
3. **Who will I actually go to for support, and can I meet those people before I make the move?**
4. **What does a successful agent's first 90 days typically look like here?**

PRACTICAL TAKEAWAY

Pay attention to vague answers. If they can't show you a clear 30-, 60-, and 90-day onboarding plan, that may be your answer to whether a real plan exists. Before you switch, ask to see exactly what happens next.

THERE'S ANOTHER WAY TO BUILD

Success shouldn't make you more trapped.

Build a rhythm that lets you Run -> Recover.

Use technology without having to figure everything out alone. Create additional ways to participate in the economics of the business. Learn what to do with the money you're already making. Get into rooms with people who see possibilities beyond the next production goal.

You're in business for yourself. You don't have to build it by yourself.

THE NEXT CONVERSATION

You don't need another brokerage pitch. You need clarity about what you're building, what's missing, and what a different model would actually need to change.

Let's look at what you're building.

Schedule a Private Conversation

30 minutes with Melissa Johnson