TEAM-BUILDING PLAYBOOK · 45 PAGES

The Hands-Off Wholesaler.

How to hire, train, and trust a virtual assistant who actually closes deals — written the way I'd teach it to my own son at the kitchen table.

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A LETTER TO MY SON

You can't out-hustle math.

Kid — I wrote this one for you. I know you're just getting started, you've done a couple of cold-call sessions, maybe locked up your first contract, and right now the whole business feels like it lives inside your phone. Every text, every follow-up, every skip-trace, every buyer email — it's all you. And it feels great for about six weeks.

Then you hit a wall. Not because the business stopped working. Because **you're the bottleneck**. You physically cannot answer every seller call, run every dispo email, chase every skip-trace, and still find time to underwrite a deal, sleep, eat, or see your girlfriend. That's when most wholesalers quit — not because the market died, but because their body did.

The way out isn't working harder. It's learning to trust one other human with a small piece of your business. That human is your VA — a virtual assistant. And this book is the honest, boring, practical playbook for how to hire, train, and manage the first one, without losing deals or your sanity in the process.

I've hired 14 VAs over 8 years. I've fired 5 of them. I've made every mistake in this book so you don't have to. Read it once, then read the chapter that matches where you are right now. Come back to it as you grow.

— Dad

WHAT'S INSIDE

15 chapters. 36 pages. From solo to systemized.

CHAPTER 01

Why you can't do this alone.

Kid, math doesn't care how motivated you are. Let me show you the math that ended my ability to work solo, and will end yours too.

The 168-hour ceiling

You get 168 hours a week. Sleep 7 hours a night — 49 hours gone. Eat, shower, drive, call mom, be a normal human — another 40 hours. You're down to **79 productive hours** a week if you literally stop having a life. Nobody sustains that past month four. Nobody.

The wholesaling task list

Now let's price what you're doing. On any given week, a solo wholesaler spends time on: cold calls, text follow-ups, direct-mail lists, PPC monitoring, seller nurture, appointment setting, offer analysis, underwriting, contract signing, dispo blasting, buyer vetting, EMD collection, title coordination, closing calls, bookkeeping, tax prep, marketing content, and putting out fires.

That's 18 distinct workflows. Even if each one only takes 4 hours a week — you're at 72 hours before you've done any strategic thinking. You're now working every waking minute and you still can't scale.

The realization: this business is not skill-limited. It's time-limited. Which means it's LEVERAGE-limited.

What one great VA actually does to that math

A single Filipino or Latin American VA at $6–$12/hour can absorb somewhere between 20 and 40 of your weekly hours. Not by being a genius — by doing the repeatable stuff. Skip-tracing. Lead entry. First-touch follow-up. Buyer list updates. Text responses. Data cleanup. Weekly reports.

Suddenly the 79 hours you have for real work becomes 100+ hours of actual coverage. And the tasks that need YOUR brain — the seller call, the offer strategy, the negotiation — those are what you spend your time on. That's the whole game.

The math on the cost

A full-time VA at $8/hour is $1,280/month. One extra assignment fee pays for 6-8 months of that VA. If your VA helps you close ONE extra deal a year that you'd have otherwise missed, they've paid for themselves twice over. And they usually help with 3-5 extra deals a year once they're trained. This is the highest-ROI hire in the wholesale business, period.

But: hiring one before you have a real system in place will make things WORSE, not better. That's chapter 5.

A story from year one

In my first year I worked 82-hour weeks. I had a spreadsheet on my desk of every follow-up I needed to make. I got so behind on it that on a Tuesday in October — I remember the date because it was 47 degrees and raining — I sat in my car outside a Wawa and cried. Not sad-cried. Angry-cried. I'd just lost a $14K deal because I forgot to follow up with the seller for 8 days. Meanwhile another guy in our REIA had just closed the same lead. He had a VA. I didn't.

That was the day I stopped believing that grit was the answer. Grit is a great fuel, but you can't grit your way past 168 hours a week. The wholesalers making $500K+ a year aren't grittier than the ones making $60K. They just leveraged another human's time earlier. That's the whole difference.

If you're reading this and you're already working 60+ hour weeks — you don't have a mindset problem. You have a math problem. Solve the math.

CHAPTER 02

What a VA actually does — day one to day thirty.

Most new wholesalers think a VA is a magical creature that just makes problems go away. They're not. They're a smart human who does exactly what you teach them to do — no more, no less. So let me walk you through what a real VA week looks like at three different points.

Day 1 — training day

Your VA is not doing deals on day 1. They're watching you work. You share your screen (Zoom, Loom, whatever), you show them how you pull a list, how you skip-trace, how you enter a lead in iSpeedToClose, how you leave a note, how you tag a lead. They take notes. Then they do ONE task while you watch. Then they do it alone.

Day 7 — the routine starts

By week one they own three things: skip-tracing (they run the list you give them in the morning), lead entry (every raw lead from your PPC or direct mail gets loaded into iSpeedToClose with the right source tag), and first-touch texts (they hit every new lead within 5 minutes with your pre-approved template).

Your job at week one: check their work every night. Not to catch them. To reinforce what's right and gently correct what's off. You are literally training a second brain that thinks like you.

Day 30 — the routine settles

By day 30, your VA is running:

• Morning skip-trace batch (30–60 records)

• All new lead entry into iSpeedToClose (with source tag, initial notes, and photo pulls if PPC)

• First-touch SMS/email sequences via your approved templates

• Second-touch follow-up on any lead over 3 days cold

• Buyer list hygiene (removing bounces, tagging active buyers)

• Weekly report on Monday: leads in, texts sent, hot leads flagged, dead leads cleaned

You now have your first 20 hours a week back. That's when you use those hours to underwrite better deals and take the calls that only you can take. This is the entire flywheel.

A great VA doesn't replace you — they multiply you. You still make every big decision. They just take the repetitive work off your plate.

What a VA does NOT do

Just as important as what a VA does — here's what they DON'T do, at least not in year one:

• **Negotiate deals.** The seller-call negotiation is the highest-value conversation in this business. That's yours until you've hired an Acquisitions VA with 6+ months of tenure who's proven they can hold your script under pressure.

• **Set final buyer prices.** Your Dispositions VA sends the deals and collects EMD — but you set every price, at least until you've seen them ship 20+ deals cleanly.

• **Handle refunds, complaints, or angry sellers.** When someone's upset, they need the owner. Your VA transfers escalations to you. Fast.

• **Sign contracts on your behalf.** Never. Every contract has your signature. Even if the VA prepared it.

• **Access your bank or Stripe accounts.** They see reports, not raw account access. This is a security hygiene rule, not a trust rule.

The moment you blur these lines — usually 'just this once so I can go to my kid's game' — is the moment your VA acquires expectations that are hard to reset later. Set the boundaries on day 1.

CHAPTER 03

The three archetypes.

Not every VA does the same thing. There are three archetypes in wholesaling — I'm going to define each one, so you can decide which problem you're actually trying to solve.

Acquisitions VA	Front-end. Their job is generating and nurturing motivated seller leads. They skip-trace, text sellers, set appointments, and follow up on cold leads. Skill: warm human phone/text personality. Cost: $8–$14/hour.
Dispositions VA	Back-end. Their job is running your cash-buyer list and moving deals from contract to close. They vet buyers, blast deals, collect EMDs, coordinate title. Skill: organization + follow-through. Cost: $8–$12/hour.
Admin / Ops VA	Middle-back. Their job is everything else — bookkeeping, marketing content, CRM cleanup, appointment coordination, invoicing, weekly reports, general admin. Skill: attention to detail. Cost: $6–$10/hour.

The trap: hiring the wrong archetype first

Most new wholesalers hire an Acquisitions VA first because it feels 'productive' — 'more leads = more deals!' Wrong. If you don't yet have a proven, repeatable outbound funnel that YOU can already run profitably, giving a VA the phone is like handing a rookie driver the keys to a Ferrari. They'll crash it.

Rule of thumb: never hire a VA to do a job you haven't yet done successfully yourself for at least 30 consecutive days.

The order that actually works

1. Admin VA first (chapter 4 explains why)

2. Dispositions VA second (once you're closing 1–2 deals/month)

3. Acquisitions VA third (once your acquisitions funnel is provably profitable and you can teach them exactly what to say)

That order takes most wholesalers about 18-24 months to walk through. You can do it faster if you're already generating leads via PPC or direct mail. Do it slower and you'll fumble hires you weren't ready for.

The hidden fourth archetype: the specialist

Once you're 18+ months in, a fourth type emerges — the specialist. This is a VA who's better than you at one specific thing. My best-ever hire was Marielle, a Filipino VA who'd worked for three US wholesalers before me.

She was a specialist in **cold-call scheduling** — that narrow slice between 'seller said yes to a chat' and 'appointment on my calendar with all context.' She could set 15 appointments a week with a 90% show rate. I couldn't hit 10 with 70% show. She was worth her weight in gold and I paid her accordingly.

You'll find your specialists over time. You can't hire them first — you have to spot them growing INTO the role. Which brings us to the single most important skill of a hands-off wholesaler: **noticing who on your team is quietly getting exceptional at something.**

CHAPTER 04

Who to hire FIRST.

Kid, I know what you want to do. You want to hire someone to make cold calls for you. Everyone does. But that's the second-worst first hire in this business. The worst first hire is nobody — the second worst is an Acquisitions VA.

Why the Admin VA is your first hire

An Admin VA absorbs everything that isn't customer-facing. Skip-tracing. Lead entry. CRM hygiene. Weekly reports. Simple content posts. Bookkeeping data entry. Appointment coordination. This work is 30–40 hours a week, it doesn't need judgment, and doing it yourself burns your best hours — the hours where you should be on the phone with sellers.

When you take those 30 hours back, three things happen:

• Your close rate improves (you're calling with fresh energy)

• Your follow-up doesn't slip (the VA sends the reminders)

• You have time to think strategically — which finds you deal #3 through #10

The mistake I made

In year 2, I skipped the Admin VA and hired an Acquisitions VA straight from an agency. She was smart, motivated, spoke perfect English. And she was useless — because I hadn't yet nailed my own seller-call script. I was still improvising every call. I couldn't teach her what to say because I hadn't systemized what I said. She quit after 6 weeks. I lost $3,500 and 60 hours of training time.

Then I hired an Admin VA named Rosette. Within 30 days I had 25 hours a week back. I used those hours to systemize my seller script. Six months later I hired an Acquisitions VA — and she took over cold-calling using MY proven script and did great. Order matters.

First hire = Admin. Full stop. Everyone tells you different and everyone who tells you different is wrong.

The one exception

If you already have a proven outbound funnel that's grinding out consistent leads (i.e., you're running PPC that costs $X per lead and it's converting at Y% and the math works), THEN you can hire an Acquisitions VA before an Admin. Because the funnel is the SOP. But if that's not you — start with Admin.

CHAPTER 05

Where to find great VAs.

Here's where every guru lies to you. They'll say 'just post on OnlineJobs.ph' or 'just use Upwork' as if it's that simple. It's not. Let me tell you what actually works and what doesn't.

OnlineJobs.ph	The best source for Philippine VAs. Pay for one month of employer access ($69). Post a good ad (chapter 6). Expect 100+ applicants — read the top 20. Best value in the industry.
Virtual Latinos	Latin American VAs. More expensive ($12–$18/hour). Better for higher-touch acquisitions work because time zones align with US business hours. Trials before hiring.
Rocketeer Agency	Filipino agency that pre-vets VAs and handles payroll. Higher rate ($10–$14/hour) but they replace VAs who don't work out. Great for people who don't want to manage hiring.
Upwork	Only for one-off gigs, not full-time hires. Turnover is brutal. Skip it for your main hire.
Facebook groups	Wholesaler VA groups sometimes have referrals. Referrals convert 3× better than cold applicants. Ask other wholesalers who they use.

The red flags to filter out immediately

1. **Resume that reads like copy-paste**. Every applicant has one. The good ones customize their opening line to your ad.

2. **No actual wholesaling experience mentioned**. If they haven't worked for a US real estate investor before, expect 60 days of training instead of 30.

3. **Bad English fluency on the phone (test them)**. Reading in English is easy — speaking phone-quality English is not. Do a 20-minute Zoom call before hiring, no exceptions.

4. **Won't provide references from previous US employers**. If they've done this before, they have references. Call at least one.

5. **Won't do a paid test project**. Any good VA will happily do a 1–2 hour paid trial task. Anyone who won't isn't confident in their skills.

The green flags

1. **They ask YOU questions** — about your business, your team size, your workflow. Curiosity is a proxy for engagement.

2. **They have real experience with tools** — CRMs, Slack, Zoom, Google Sheets. Not brand-name experience, but comfort with the category.

3. **They're already working part-time for another wholesaler.** This is gold. Poach them if you can — they already speak your language.

4. **They live in a time zone within 3-4 hours of your workday.** You want live overlap for standups.

5. **They send you a Loom video introducing themselves** — unprompted. That's a top 5% applicant.

The ad copy that actually works

Most wholesaler ads on OnlineJobs.ph read like tax forms. Boring, generic, and they attract boring generic applicants. Here's the structure that pulls A-players — I've used it for 6 hires in a row:

Opening line: 'We're a US real estate wholesaling team looking for our next VA to join a small, tight team of 3-5 people.' Notice: not 'we buy houses.' Not 'seeking hardworking VA.' Specific tone, team size, industry.

Middle: 3-5 bullet points on what the VA will actually do day-to-day. Not aspirational. Concrete. 'Skip-trace 30-60 records daily. Enter new leads into our CRM with proper source tags. Send first-touch text messages within 5 minutes of new leads arriving.'

Culture: 2 sentences about what YOU value. 'We value clear communication over clever excuses. We're generous with training but expect independence by day 30.' This filters HARD.

Compensation: post the real rate. '$8/hour to start, review at 60 days.' Not 'competitive.' Not 'DOE.' Real numbers pull real applicants. Vague numbers pull vague applicants.

Ask: end with a question. 'In your application, tell me the most annoying thing about the wholesalers you've worked with.' 80% of applicants won't answer it. Those are your instant nos. The 20% who do answer are your interview list.

The single most important sentence in any VA ad you'll ever write: 'In your application, tell me...' — because it filters for people who actually read job posts.

CHAPTER 06

The interview.

The interview is a 45-minute Zoom call. Your goal isn't to check skills — you'll test those in a paid trial. Your goal is to figure out three things: (1) can I communicate with this person, (2) do they think like a business owner, and (3) will they still be here in a year?

The five questions

Q1 — Tell me about the last time you had to make a decision without your boss.	You're testing autonomy. Wrong answer: 'I always ask.' Right answer: 'I looked at the situation, made a call, then told them what I did and why.'
Q2 — What's the most annoying thing about the wholesalers you've worked with?	You're testing self-awareness. Wrong answer: 'Nothing, they're all great.' Right answer: 'They change scripts weekly and never write down the changes' — someone who's been in the trenches.
Q3 — Walk me through how you'd handle an angry seller who thinks our offer is too low.	You're testing composure and script-thinking. Listen for empathy first, not defensiveness.
Q4 — What's a piece of software you learned on your own in the last year?	You're testing growth mindset. If they haven't learned anything new, they'll be stuck a year from now.
Q5 — What would make you leave this job in the first six months?	You're testing honesty. Wrong answer: 'Nothing, I love working.' Right answer: 'If I couldn't understand what my role was, or if I felt micromanaged.' Now you know how to keep them.

The paid trial task

After the interview, if you're 70% sure, hire them for a 5-hour paid trial task. Pay them their full rate. Give them a small, defined project: 'here are 20 raw PPC leads — clean them, skip-trace, and enter into iSpeedToClose with source tags.' Give them 24 hours. See what comes back. If it's clean, on-time, and correctly formatted — hire them. If it's late, sloppy, or missing pieces — you just avoided a bad hire for $60.

Never — NEVER — skip the paid trial. Every bad hire I've ever made, I skipped this step.

The hire-decision matrix

After the trial, you have 24 hours to decide. Use this matrix — score each area 1-5 (5 = excellent). If total is 20+ out of 25, hire. If 15-19, do a second trial. If under 15, pass.

Communication (interview call)	5 = clear English, thoughtful, asked good questions. 1 = mumbling, guarded, deflected questions.
Written work quality (trial output)	5 = zero typos, clean formatting. 1 = obvious copy-paste errors, wrong data.
On-time delivery (trial)	5 = submitted early. 1 = late or made excuses.
Curiosity / questions asked	5 = asked 3+ smart questions about the workflow. 1 = did the task silently without asking anything.
Time zone / availability match	5 = 4+ hours daily overlap with your workday. 1 = only overlap during your sleep.

Two hires that scored 22+ on this matrix each stayed with me 3+ years. Every hire under 18 was gone within 6 months. Trust the numbers.

CHAPTER 07

The onboarding blueprint.

The first seven days determine everything. Get onboarding right and your VA is productive by day 30. Get it wrong and they're still lost at day 90. Here's the exact schedule I use.

Day 1 — orientation (2 hours)

You're on Zoom with them the whole day. Show them:

• Your business: who you are, what you buy, where, how, why

• Their role: exactly what they'll own, and what they WON'T own

• Access to iSpeedToClose (send them a Team seat invite — chapter 9)

• Access to your shared Google Drive folder, Slack, Loom

• The one script they need this week (chapter 8)

Then give them a small task: 'Watch this Loom of me pulling a list. Then pull a list of 100 records from the ABC County vacant list.' Let them try it while you're still on the call.

Day 2–3 — shadow you

They join every seller call you're on, muted. They watch you work in iSpeedToClose. They ask questions in Slack. At the end of each day, you send them a 3-minute Loom summarizing what they saw and why you did what you did.

Day 4–5 — reverse shadow

Now THEY do the task while YOU watch. Skip-trace 30 records. Enter lead. Send first-touch text. You watch on Zoom without interfering. Then debrief. Any mistake becomes a Loom recorded THAT DAY so it doesn't happen again.

Day 6–7 — solo run

They own the morning skip-trace + lead entry + first-touch text for two full days without you watching. You check their work each night. By Sunday, if everything's clean, they're onboarded.

The mistake most wholesalers make: they onboard by giving the VA a doc and saying 'read this and let me know when you're done.' That's how you get a $8/hour employee who's productive on day 45 instead of day 7.

The onboarding checklist

Tape this to your wall for onboarding day 1:

■ Send iSpeedToClose Team seat invite (role: Agent)

■ Add to Slack #general and #daily-standup channels

■ Share Google Drive folder + password manager entry

■ Record 5 Looms: (1) business overview, (2) how I pull lists, (3) how I skip-trace, (4) how I enter a lead, (5) how I text first-touch

■ Set up their PayPal or Wise for payment

■ Schedule the daily 15-min standup for week 1

■ Add them to your 'Team' NDA + contractor agreement

The 'documented wins' habit

Starting on day 8, every Friday you send your VA a 3-line email: one thing they did great, one thing to improve next week, one thing you'll do to make their life easier. Three lines. That's it.

This weekly note is the single highest-retention tool I've ever used. Filipino VAs in particular come from a culture where acknowledgment is huge — they might not say it out loud, but hearing 'you crushed this' every Friday makes them stay. My longest-tenured VA (Rosette, 6 years and counting) said in her 5-year anniversary card: 'The Friday emails made me feel seen.'

The onboarding trap

The single biggest onboarding mistake I see: **giving too much at once.** You dump 30 Looms, 12 docs, and 4 tools on someone on day 1 and expect them to be productive by day 7. They can't. Nobody could.

The fix: give them ONE workflow to master per week. Week 1 is skip-tracing. Week 2 adds lead entry. Week 3 adds first-touch text. Week 4 adds buyer list. By end of month, they own 4 clean workflows and feel confident. Instead of 20 half-owned workflows and feeling lost.

CHAPTER 08

The script library.

Your VA needs scripts. Not because they can't think — because consistency IS the product. When 20 sellers get 20 different opening lines from your team, you can't optimize anything. When they all get the same one, you can test, tweak, and improve.

The four scripts every VA needs on day 1

Seller first-touch SMS (Acquisitions VA)	Hi [FIRST NAME], I saw you're thinking about selling [PROPERTY ADDRESS]. This is [VA NAME] with T&P; Acquisitions — we're a local cash-buyer. Any interest in a no-obligation offer? Reply STOP to opt out.
Seller warm-follow-up SMS (Acquisitions VA)	[FIRST NAME] — quick follow-up on [PROPERTY ADDRESS]. We can close in 14 days, all-cash, no repairs needed. Is that timeline of interest? If yes, when's a good time for a 5-min chat?
Buyer intro email (Dispositions VA)	Subject: New deal in [CITY] — [ARV], [REPAIRS], asking [PRICE]. Body: Hey [BUYER NAME], we just got [ADDRESS] under contract. Comps at [ARV], estimated repairs [REPAIRS], asking [PRICE]. Attached: photos + comps. Reply if interested — first serious offer wins.
Appointment set message (Acquisitions VA)	Great — I've got the boss on the line at [TIME]. He'll call from [877-509-1824]. It'll be a 5-10 minute chat about the property. Talk soon!

The rule for scripts

1. Every script lives in a shared Google Doc that says 'v3' or 'v4' at the top. When you update it, you increment the version and post the change to Slack. Never let scripts float in email chains or verbal instructions — they'll drift.

2. Every script has a **variable list** at the top so the VA knows what to swap. Sellers hate 'Hi [FIRST NAME]' left as-is.

3. Every script has a **DON'T say** section. E.g., 'don't say "lowball offer"' or 'don't promise a specific price without me on the call.'

Building the library over time

In month 1, you have 4 scripts. By month 6, you should have 20 — every seller objection, every buyer objection, every rare situation you've encountered gets its own script. Your VAs get 10× more confident when the answer to every 'what do I say when they say X?' is: check script 14 in the library.

A script library is your intellectual property. If your VA ever quits, the library stays. If YOU ever want to sell your business, the library is what makes it sellable. Take it seriously.

How to handle the moments scripts break

Scripts don't cover everything. Sooner or later a seller will say something that isn't in the script — maybe they're crying, maybe they're angry, maybe they just told your VA their spouse died last week. What now?

Rule: **when in doubt, warm-transfer to me.** Your VA is trained to say a specific line for these moments: 'I'm really sorry to hear that. Would it be okay if the owner called you back within the hour? He'd rather talk to you directly about this.' Then they text you the context so you can call within 60 minutes.

This one line — 'the owner would rather talk to you directly' — is a superpower. It respects the seller. It gets a real human on the call. And it stops your VA from having to fake a response they haven't been trained for. Practice this line with them on day 1.

CHAPTER 09

Managing at a distance.

Managing someone 8,000 miles away is different from managing an office employee. You can't walk over and check on them. You have to build systems that give you visibility WITHOUT micromanaging. Here's what works.

The daily standup (15 minutes, non-negotiable)

Every day at the same time, you and your VA hop on a 15-minute Zoom. Structure:

• 5 min — what did you accomplish yesterday?

• 5 min — what will you accomplish today?

• 5 min — what's blocking you? What do you need from me?

That's it. No agenda drift. This one habit prevents 90% of 'why isn't anything getting done?' conversations three weeks later.

The Loom culture

Loom is a free video-recording tool. Install it. Use it constantly. Anything you'd normally type into Slack that's more than 2 sentences? Send a Loom instead. It's faster to record, richer to watch, and your VA gets to hear your tone. Once your team is fluent in Loom, you spend 40% less time on written explanations.

The iSpeedToClose team dashboard

The best part about using iSpeedToClose on the Teams tier: you can see every lead your VA touched, every text they sent, every note they left, every skip-trace they ran. In real time. You don't need to ask 'what did you do today?' — you can see it. Which means the daily standup becomes about STRATEGY, not status. Massive time saver.

What the team dashboard shows you	Every lead touched today, by VA — with timestamp, action taken (call/text/note/status change), and outcome.
What the audit log gives you	A permanent record of everything the VA did in iSpeedToClose — protects you AND them if there's ever a question.
What the scoped role gives your VA	They see the Leads queue and their assignments. They DON'T see billing, admin tools, or other operators' data.

The weekly report

Every Monday, your VA sends a one-page report: leads in, texts sent, hot leads flagged, deals in each stage, one thing they think we should change. Reply within 24 hours or they'll stop sending it.

The one-on-one (bi-weekly, 30 minutes)

Every other Friday, a 30-minute conversation that's NOT about work. How are they doing? What's frustrating them? What are they learning? This is the retention lever nobody uses. Your VA has options — the wholesalers who invest 30 min every two weeks in the relationship keep VAs for 3+ years. The ones who don't lose them in 6 months.

CHAPTER 10

The numbers that matter.

You can measure a thousand things. Most of them don't matter. Here are the ones that actually predict whether your VA is helping or hurting.

Acquisitions VA KPIs

Leads entered per day	20-40 depending on your lead source. Trend matters more than absolute number.
First-touch response time	Under 5 minutes for hot leads. Over 60 minutes = broken workflow.
Appointments set per week	Realistic target: 3-8 depending on lead quality. Track it weekly.
Handoff quality score	You rate 1-5 how ready the appointment felt. Anything under 3 average = training gap.

Dispositions VA KPIs

Time from contract → first buyer blast	Under 2 hours. Longer = you're losing money.
Buyer response rate	10-20% of your list should respond to a hot deal. Under 5% = list rot.
EMD collected within 48h of contract	100% is the goal. Every hour later is closing risk.
Deals lost due to disposition failure	Track this brutally. This is where your money leaks.

Admin / Ops VA KPIs

Skip-trace turnaround	Same-day for morning list. Not next-day.
CRM data quality score	You spot-check 20 records/week. Errors per 20 should be under 2.

Report on time (Monday 9am)	100% target. Slippage means their week is disorganized.

The vanity metrics that fool wholesalers

1. **Hours logged**. A VA who logs 60 hours a week isn't better than one who logs 40 with better output. Pay for outcomes, not hours.

2. **Total texts sent**. Sending 500 texts a day means nothing if the response rate is under 3%. Quality > volume.

3. **Lead count**. A pile of unqualified leads is worse than a small list of pre-vetted ones. Track qualified leads, not raw.

The one metric that matters more than any: deals closed per VA per quarter. If that number isn't growing, something in your system is broken.

The dashboard I check every morning

Every morning I spend 6 minutes in the iSpeedToClose team dashboard looking at 4 things — in this order:

1. **Hot leads unresponded to.** Any lead marked 'hot' that hasn't been touched in 2+ hours is a problem. Fix immediately.

2. **Yesterday's touch count per VA.** Down more than 30% from the week before? Something's off — sick day, tech issue, or dip in engagement. Message them.

3. **Deals in 'Awaiting EMD' longer than 48h.** Money leaks live in this bucket. Every hour past 48 is closing risk.

4. **Team win of the day.** One thing to celebrate publicly in Slack. Two lines max. This is 30 seconds of your day but keeps your team pumping.

Six minutes. Every morning. That's the whole management routine for a 3-VA team. Anything more is either curiosity (fine) or micromanagement (bad).

CHAPTER 11

Firing fast — the hardest thing you'll do.

Nobody teaches this chapter. It's the single hardest part of hiring your first VA. Let me be blunt with you: **you WILL make a bad hire eventually.** Everyone does. What separates the wholesalers who scale from the ones who don't is how fast they recognize it and act.

The three signals that mean fire

1. **They don't respond to feedback the same day.** You point out a mistake, they nod, and 3 days later they make the same mistake. That's not a training issue — that's a will/ability issue.

2. **They avoid the standup.** Missing standups, showing up unprepared, giving vague answers about what they did yesterday. They're either overwhelmed or checked out. Neither ends well.

3. **You dread checking their work.** That gut feeling of 'I don't want to look at what they did today because it'll be a mess' — trust it. Your subconscious noticed something your rational brain hasn't articulated yet.

The 30-day probation

Every VA hire should have an explicit 30-day probation, communicated on day 1. 'Here's what I expect by day 30. Here's what continued employment looks like. Here's what will get us both to say — this isn't working.' Nobody's surprised at day 30 either way.

How to actually let someone go

1. Do it on a Monday, not a Friday. They need the week to job-search.

2. Do it on video, not text. Have the guts to look them in the eye.

3. Be direct: 'This isn't working out. Here's why. Your last day is [FRIDAY]. I'll pay you through then. I'll write you a fair reference for the parts you did well.'

4. Change every password THAT DAY. iSpeedToClose, Slack, email, Google, PayPal. Not out of malice — out of hygiene.

5. Never smack-talk them to your other VAs. The team notices how you treat people on the way out.

The single biggest scaling mistake I've made: keeping bad VAs 60 days longer than I should have. Every one of them cost me more than the deal I was trying to save. Fire fast.

The truth about firing being kindness

A VA who's failing in your role is losing time they could be spending finding a role they're great at. Every extra month you keep them out of misplaced niceness is a month they can't grow. Ending it early gives them their life back. That's the frame that made it easier for me — and it's true.

The severance conversation, verbatim

Here's the exact wording I use, memorized. Feel free to steal it:

'[NAME], I wanted to talk with you about your role. Over the last few weeks I've noticed [ONE SPECIFIC THING — e.g., missed standups, same mistake three times, delivery slipping]. I know we talked about it and I appreciated your effort to fix it. But at this point I don't think this role is the right fit for you. Your last day will be Friday. I'll pay you through then. And I want to be genuinely helpful — is there anything I can write for you as a reference for your next role? I'll do my best to be fair about the parts you did well.'

That's it. Under a minute. No debate. No relitigating. If they push back, you say: 'I understand this is hard. My decision is final. Let's talk about how to make the handoff smooth.'

Do NOT get pulled into a debate about whether you're being fair. Once you're at the firing conversation, the fairness debate is over. Kindness now = clarity.

CHAPTER 12

The 30 / 60 / 90 / 365 growth path.

Here's the roadmap from your first VA to a real business — one that runs whether you show up or not. This is the plan I wish I'd been given at your age. Follow it.

Day 30 — one Admin VA, fully productive

They own morning skip-trace, lead entry, first-touch text, buyer list hygiene, weekly report. You have 20+ hours a week back. You use those hours to systemize your seller-call script. That's the prep for hire #2.

Day 60 — script library at v10+

You've documented every seller objection, every buyer objection, every appointment-setting flow. The library is a real document with 15-20 scripts. Your Admin VA has been proof-reading it and flagging edge cases. This library IS your business's IP.

Day 90 — the Dispositions VA joins

You close deal 3 or 4. You realize disposition is eating 10 hours a week. You hire a Dispositions VA using the same framework. Because you already have an Admin VA supporting you, this hire onboards in 20 days instead of 30 — the Admin VA teaches half the workflow.

Day 180 — the Acquisitions VA joins

You've closed 6-10 deals. Your script library is battle-tested. Now an Acquisitions VA can pick up cold-calling using YOUR proven script and hit the ground running. You still take the hot calls. They handle warm follow-ups and first-touch.

Day 365 — the first Ops Manager

You're now running a 3-VA team. One of them — usually the Admin — has demonstrated leadership. Promote her to Ops Manager. Give her a raise (add $2/hr). Her new job: manage the other two VAs and report to you weekly. Suddenly you're not the direct manager of anyone. You're the CEO. This is what hands-off means.

At year 1, you should be spending 6-10 hours a week on the business — not 60. Not because you're lazy. Because the systems work without you.

The compounding math

Year 0 (solo)	10-12 deals/year. All you. 60-hour weeks. Burnout by month 8.
Year 1 (1 VA)	20-25 deals/year. 40-hour weeks. Room to think.
Year 2 (3 VAs + Ops Manager)	50-80 deals/year. 15-20 hours a week for you. Time for family.

Year 3 (5 VAs + Ops + Acquisitions Manager)	100+ deals/year. 5-10 hours a week for you. Business is now an asset.

That's the ladder. Every rung of it is real. Every rung requires one great VA hire and 30 days of onboarding. That's it.

What to do when you feel guilty about hiring 'so cheap'

Some of you are going to feel weird about paying $8/hour to a Filipino VA when you'd pay a US employee $25/hour for similar work. Let me address this head-on because it comes up in every conversation.

First: $8/hour in the Philippines is a middle-class professional wage. It's the equivalent of paying $28-$35/hour in the US when adjusted for cost of living. My VAs own their homes, put their kids in private school, and vacation regularly. This is not exploitation.

Second: what actually IS exploitation is paying below market. OnlineJobs.ph shows you what the market pays. Match it or beat it. I pay 10-15% above market for my A-players and it's the single best money I spend in the business — retention alone is worth it.

Third: treat your VAs like employees, not disposables. Pay bonuses when they help you win. Give them the 13th-month bonus (a Filipino cultural expectation — one extra month of pay in December). Send them a bonus when you close a deal they helped source. That's how you build a team, not a churn factory.

The wholesalers who complain about VA turnover are almost always the ones paying at the bottom of the market and treating VAs as 'resources.' Treat them like people. They'll return the favor 10x.

The Ops Manager promotion — how you know it's time

Somewhere between month 12 and month 18, one of your VAs will quietly start doing things you didn't ask for. She'll ping the other VAs when they're behind. She'll suggest a workflow tweak in Slack unprompted. She'll flag a script issue you didn't notice. She'll fix a data entry error before you see it.

That's your future Ops Manager showing herself. Don't miss the signals. Have the conversation with her within 30 days. Say: 'I've noticed you doing X, Y, Z. I want to formalize that. I'm making you Ops Manager. Here's your new comp — $[old rate] + $2/hour. Here's what you now own: managing the other two VAs, weekly reports to me, and running the daily standup. Interested?'

In every case I've seen, the answer is yes and the transition is smooth. Suddenly YOU don't manage anyone directly. You manage one person — the Ops Manager. She manages the rest. Your management load drops 80%. This is the exact moment your business becomes hands-off in the real sense of the word.

The 3-year picture

By year 3, if you've walked the ladder faithfully, here's what your business looks like:

• 5 VAs: 1 Ops Manager, 2 Acquisitions, 1 Dispositions, 1 Admin

• 100-150 deals closed per year

• $800K–$1.5M in gross assignment revenue

• Your personal week: 8-12 hours doing strategy, key seller calls, and reviewing weekly reports

• Everything else runs without you

• You take a real vacation for the first time in 5 years and the business doesn't break

That last point — the vacation that doesn't break the business — is the goal. That's what hands-off means. Not that you never work. That the business doesn't need you every day.

CHAPTER 13

Legal & contracts.

Nobody wants to read this chapter. Read it anyway. Getting the paperwork wrong on your first hire is how wholesalers end up in 1099-vs-W2 audits, IP-ownership fights, and TCPA lawsuits that eat every deal profit for the year. Ten pages of prevention now, or ten thousand dollars of cure later. Your call.

The four documents every VA hire needs

Independent Contractor Agreement	The core contract. Establishes them as a 1099 contractor, not a W2 employee. Defines scope, hours, pay, termination, and IP ownership. Never hire without this signed on day 1.
NDA (Non-Disclosure Agreement)	Protects your seller list, buyer list, script library, and any deal-specific info. Doesn't have to be scary — a simple 2-page mutual NDA works.
IP Assignment Clause	Usually a section within the ICA, not a separate doc. States that anything the VA creates on your behalf (scripts, docs, spreadsheets, workflows) belongs to YOUR business. Critical for resale value later.
Data Handling / TCPA Compliance Attestation	One-page acknowledgment that they'll only text/call from your approved script library, respect STOP requests, and never text unconsented numbers. Protects you legally if they go rogue.

1099 vs W2 — the honest breakdown

For overseas VAs (Philippines, Latin America), you almost always hire as a 1099 contractor because they're not US persons and can't be W2 employees. That's fine legally as long as you use the right agreement.

For US-based VAs, it gets complicated. The IRS has a 20-factor test for 1099 vs W2. If you tell them exactly what to do, when to do it, and provide the tools — they're a W2 employee, not a 1099 contractor. Getting this wrong triggers back-taxes, penalties, and back-payroll obligations. My rule: for US hires, use W2 unless a real employment attorney has reviewed the arrangement.

The 'no rogue texting' rule

Your #1 legal risk with a VA is TCPA (Telephone Consumer Protection Act) violations. A VA who texts unconsented numbers can generate $500-$1,500 in statutory damages per violation. One bad batch of 10,000 texts = $5M-$15M in exposure. This has bankrupted wholesaling businesses, so I'm going to say it in caps: **YOUR VA NEVER TEXTS OFF-SCRIPT, EVER.**

Practical safeguards:

• Every SMS goes through iSpeedToClose (which logs STOP requests automatically)

• The script library is your single source of truth — never text something not in it

• Monthly audit: pull 50 random outbound SMS and read them

• If your VA sends off-script even once, it's a written warning. Twice = fire

The TCPA Survival Guide (also in your library) is required reading for every VA before day 1. Have them sign an attestation that they've read it. This one habit has saved me from three potential lawsuits.

Where to get the actual contracts

Don't cobble together templates from Google. Two paths:

1. **UpCounsel or Bonsai** — pay $200-$400 for a real employment attorney to review a template ICA + NDA specifically for VA use. One-time cost. Reuse forever.

2. **REI-specific template services** — Zach Ginn and a few others sell wholesaling-specific VA contract bundles for $99-$199. Fine for starting out. Upgrade to path 1 by hire #3.

CHAPTER 14

Bonus & comp plan.

Base pay keeps VAs from leaving. Bonuses make them stay for years and give discretionary effort. Here's the comp structure that's kept my A-players for 5+ years while my peers churn VAs every 8 months.

The three-layer comp plan

Layer 1 — Base hourly	Match market for their region + 10-15%. Pay every 2 weeks like clockwork. Never late. This is the retention floor.
Layer 2 — Performance bonus	Monthly, tied to ONE KPI they control. Admin VA: skip-trace accuracy 98%+ = $50 bonus. Dispositions VA: EMD within 48h on 100% of deals = $75. Simple, calibrated so most months they earn it.
Layer 3 — Deal share	Every deal your VA touched: $50-$150 per close, credited monthly. This is the multiplier — when a good month closes 6 deals, a VA earns an extra $600-900. Life-changing for them, cheap for you.

The 13th-month bonus (Philippines cultural expectation)

If you hire Filipino VAs, budget for a 13th-month bonus paid in December. It's not optional culturally — it's the equivalent of a US Christmas bonus but treated as a legal-tier expectation in the Philippines. One extra month of pay. Amortize it monthly (~$107/month in an $1,280/month base). Not doing it will cost you the VA.

Raises — when and how much

Structure raises predictably so your VA can plan their life:

• **Day 90**: 5% raise if probation is passed cleanly. Signal of commitment.

• **Year 1**: 10-15% raise if performance is strong. This is when 60% of VAs quit — beat that with a real raise.

• **Year 2**: 10% raise + expanded role if they're ready.

• **Year 3+**: Ops Manager promotion path — usually $2-4/hour jump plus title change.

The non-monetary benefits that punch above their weight

1. **Paid time off — 10 days a year minimum.** Nobody in the Filipino VA market offers this in year 1. Doing so puts you in the top 5% of employers.

2. **Sick leave — 5 days a year, unquestioned.** No doctor's notes. Their word is enough. This buys trust.

3. **Birthday off, paid.** $30 gift to their favorite delivery service. Tiny cost, massive loyalty.

4. **Loom message on their work anniversary**, personally recording you thanking them by name. My VAs still watch these years later.

5. **Actual training budget** — $50/month toward courses they pick. They come back with new skills you didn't have to teach.

The average Filipino VA earning $8-10/hour changes jobs every 8-14 months. Mine average 3.8 years. The gap is nothing to do with rate. It's all in the retention behaviors above.

CHAPTER 15

Building your VA handbook.

This is the last chapter and the most important one for your future. Everything we've talked about — scripts, workflows, KPIs, escalation rules, comp — lives in ONE document called the VA Handbook. Without it, every new hire re-invents your business. With it, hire #5 is productive by day 14 instead of day 45.

What goes in the handbook

Section 1 — Company overview	Who we are, what we buy, where, why. 1-2 pages. Sets context for every decision the VA makes.
Section 2 — Their role & KPIs	Specific to the archetype (Admin/Dispo/Acquisitions). What they own, what they don't, what success looks like. 2-3 pages.
Section 3 — Tools & access	iSpeedToClose account setup, Slack channels, Google Drive folders, password manager. Screenshots. 2 pages.
Section 4 — The workflows	Every daily/weekly task with step-by-step instructions AND embedded Loom links. 8-10 pages.
Section 5 — The script library	Every text, email, and phone-call script. Numbered and versioned. Grows over time. 10-15 pages.
Section 6 — Escalation rules	When to transfer to owner, when to flag in Slack, when to ping urgently. 1 page.
Section 7 — Legal, TCPA, compliance	The DO NOTs and their consequences. Signed acknowledgment. 2 pages.
Section 8 — Culture, comp, benefits	Bonus structure, holidays, expected response times, feedback rhythm. 2 pages.

How to actually build it

Do NOT sit down and try to write 30 pages in a weekend. You'll quit at page 4. Here's the method that works:

Week 1: Write Section 1 (company overview) — 1 hour

Week 2: Write Section 2 (role & KPIs) — 1 hour

Every week after: Add ONE workflow with its Loom to Section 4. By month 3 you have a full workflow library. By month 6 you have everything.

The magic: **your current VA writes half of it with you.** They know the workflows because they run them. Their first-person write-up becomes the source doc. You review and polish. This is how the handbook stays current — they own it as much as you do.

Version control matters

Every document gets a version number at the top. When you change something, you bump the version and post the change in #playbook-updates on Slack. This prevents the classic mess of five different "latest" copies floating around Google Drive.

The handbook is what makes your business sellable

Here's the boss move nobody talks about. A wholesaling business with no documentation is worth 0.5-1× annual profit. A business with a real VA handbook, 3-5 trained VAs, and documented workflows is worth 3-5× annual profit. Same revenue. Same deals. But one is an asset. The other is a job.

The VA Handbook is the difference. Build it from day 1. In five years when someone offers to buy your wholesale business — this document is what makes the sale possible.

Every hour you spend on your VA Handbook is one of the highest-ROI hours you'll ever work. It's the foundation of a hands-off business AND the exit strategy nobody sees coming.

A FINAL WORD

What I wish I'd known.

Kid, if I could go back and hand my 22-year-old self one lesson about this business, it would be this: **you are worth more than the tasks you're doing.** Every hour you spend skip-tracing is an hour you're not on the phone with a seller. Every hour you spend copying data into a spreadsheet is an hour you're not learning to underwrite better deals.

Hiring a VA isn't about laziness. It's about respect — respect for what YOU bring that nobody else can bring. Nobody else can sit across the kitchen table from a scared seller and build trust with them. Nobody else can look at a comp sheet and see the deal that others missed. That's your job. Delegate everything else so you can do more of it.

You're going to make hiring mistakes. That's fine. Every mistake you make and fix within 30 days is a lesson that compounds forever. The wholesalers who never scale aren't the ones who made bad hires — they're the ones who were too proud to fire fast and try again.

One last thing. Your first VA isn't going to be your last. You're going to hire people who become part of your family professionally. Some will be with you for a decade. Treat them like humans — not resources. Pay on time, every time. Give real feedback, not just criticism. Celebrate wins publicly. And when one of them is ready to leave for something bigger — help them leave with grace. That's how you become the kind of boss people recommend to their friends. And that's how the flywheel of great hires never stops.

Now go hire your first VA. I love you.

— Dad

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