MERGED TRANSCRIPTIONS: PEA WS 5 2024

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1. PEA 2024 - Workshop 05 - Session 1 - Transcription (17,267 words)

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📄 FILE 1: PEA 2024 - Workshop 05 - Session 1 - Transcription

📊 Words: 17,267 | Original: PEA 2024 - Workshop 05 - Session 1 - Transcription.docx

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WS 5 - S2\_Transcription

[Adam Goff] (12:36 - 22:58)

Ladies and gents, that's your two and a half minute warning, please. Two and a half minutes. Ladies and gents, this is your one minute warning, which means you need to make your way back into the room, please.

It's one minute, one minute. 30 seconds, please. Ladies and gents, take your seats, please.

30 seconds. Okey-cokey. Good stuff.

Don't forget your affirmation boards. Okay. We're good?

Good stuff. Good stuff. So, a couple of quick announcements and then we'll get on to our guest speakers, actually.

So, first things first, just an announcement about Supper Club. So, as you know, Supper Club has been even more successful this year than last year. We're now running on for 11 out of the 12 months and the latest one just became over-subscribed.

And the main reason for that is we have a new Supper Club host, Mr. Josh Keegan. Let's give him a round of applause. Okay.

So, after months of begging and him playing hard to get, finally, he's agreed to do it. He's a tough guy to track down. Okay.

And almost immediately, the response has been overwhelmingly positive. The April event that we put on last minute sold out. We've only got one month where we haven't got a Supper Club booked.

So, we're just about to launch. Have we launched now or are we about to launch? Okay.

We've launched a July Supper Club. So, the end of July, we have a workshop, 30th of July. So, if you'd like to do Supper Club with Josh, which I won't hold it against you personally if you do, right?

Then, obviously, Josh brings a different skill set to me. He's got much better banter. He's good with numbers.

So, if you want to enjoy a Supper Club with Josh, he is hosting a new date on the 30th of July. Yes, it's the Tuesday. So, probably more for those people who are local or who want to come up for a couple of nights before advance.

It will sell out as soon as we launch it to the programme. So, you, ladies and gents, have got first opportunity to secure your place with Josh at Supper Club. Private dining this today at lunch.

If you check out your name badge and you have a green sticker on it, then you'll be on my table. Another level up. If you have an orange sticker, you owe us money and you should go and see Bianca at the back of the room.

You're actually having lunch with Ben Kilner. He's going to be doing the, oh, look at that. Everyone's so happy about that.

So, no need for us to read out names. Check your stickers. You've got 75 minutes or so to come with a challenge, a question, a problem, something you want to share, anything you want, anything you need over lunch.

We're all yours. OK, before I go on to our guest speakers, actually, I do want to announce something. So, I spoke about this last month and I'm going to just give everyone an opportunity now to join us at the AGM.

So, who got tremendous value from strategy? Let's have a show of hands. I actually put in a PowerPoint presentation together delivering it.

It's fantastic, isn't it? It gives you an accountability spike. OK, and that's what the next milestone is for us all as entrepreneurs is actually creating a business plan.

So, we've got this idea in our head about how the business is going to go. We think we've got it all figured out. But actually, until we write it down in a document, it's very unlikely we have it as figured out as we think.

And it's almost guaranteed that your team don't have a clue. But I told them and it's like, yeah, but have you shown them? Have you taken them through it?

And in the same way, delivering a 10-minute slide presentation to your peers in here and to your teams in your different, you know, in your respective locations across the UK is valuable. An AGM, a printed business plan is exactly the same. OK, so this is our next big accountability spike.

And if you want to look in the center of your tables, you should all have these brochures for the AGM. OK, so this is so important. Like we did last year, we're dedicating a whole day to actually getting this written.

OK, so I'll let you pass those out. Why do we do this and why is it so important? OK, so just to get everyone's attention, let me just explain why I think this is so important.

OK, everybody. So I've given you the brochures and everyone's distracted. Most people think that a business plan is long, boring, detailed.

If you write it, it just goes in the top drawer. You never look at it. It's like this arbitrary rubbish thing.

But none of us signed up for we wanted to become entrepreneurs. We don't look at a business plan like that. Our business plans are super simple and easy to understand.

They're 10 pages. They're not boring and they get used. They get there on the desk.

They get referred to. They have our targets in. They have our dates in.

They come out every QGM as a reminder of the plan. They make it very clear to people what you're going to be doing over the next 12 months. It's their roadmap.

And when they think, hang on, what's this? It was in the plan. Remember, you can send this out to your team members, to your spouse, to your investors, to your to your customers, if it's appropriate, and show them what the business is up to.

It's a tangible document that basically articulates all the vision that you have for the company for a year's time. But in the same way that we don't just let you do your strategy day presentation in your head at home in your pants. OK, we all need to write one of these.

OK, this is our business plan for last year. We actually need to formalize it and publish it, because this is the value when you actually put it on paper and are able to show someone it. That's why brochures are so important.

So anyway, we do the AGM. Lots of you are nervous because lots of you came last year. So just to run you through what's included.

The cost of the training is £750 for the day. And that means myself and my team will take you through how to write one of these. How to write one of these from start to finish.

The blueprint will go through every stage. I'll set you up with how to do the next stage. Then there'll be time in the room to actually complete it.

Ask for help. Stick your hand up. Get it done.

OK, because the biggest challenge, there's two challenges we've got. One is none of us really know how to write a business plan. And the second one is we're all too busy to actually write it.

So this event will solve both those problems. You'll walk out at the end of it with a business plan actually done and you'll know where the gaps are. So it will go from nine till six.

And at the end of the day, we'll share with you the printer where you can actually get it published. If you're at that point when you've finished it, you can send it to the printer that day. Probably one of the cool things about coming on the day with me is that you'll get to see our business plan for 2024.

We'll get you to sign an NDA, but you'll see the business plan for PE for the next 12 months. That alone is worth £500 to see that. It'll inspire you.

You can get behind the scenes and it's going to give you something to copy, if you like. Who came on the AGM last year? If someone who came here last year, because there's quite a few in the room, would you mind sharing?

Because obviously some people haven't been on this. Some people missed out last year because it was oversubscribed. The board are coming on this.

My mastermind are coming on this. So for people that are on the fence or don't know quite sure if they're going to get the value, obviously it's a significant investment. Does someone want to share?

Would anyone mind sharing? Who have we got? Umesh and Max.

Perhaps that'd be great. Thank you, guys. How did you find it?

How does it just give people the inside scoop?

[Speaker 5] (22:59 - 23:29)

So it's really good spend of the day. I definitely think you've leveled up because the 24-hour event will make it a lot more productive. There was elements of the business plan that I was supposed to work on after I left the room, and I didn't do it.

I didn't finish off sections, and those were the things that didn't actually deliver. All the other things, I didn't even look at it after that, but I ended up delivering on all of it. And when I did my reflection, I noticed that everything I delivered on was what I wrote in that business plan.

[Adam Goff] (23:30 - 23:42)

And what you didn't was what you didn't put in it. Exactly that. So it shows you where the gaps are.

Nice. Thanks, Umesh. Max, how did you find it?

Because you're coming again next year, right? You've already booked on for next year. Max?

[Speaker 19] (23:42 - 23:57)

Yeah, I mean, I've never done a business plan before. That book that you just mentioned was definitely worth the £500 that I spent last year, for sure, because I've never seen one, never written one before. And that gave me a really clear direction in terms of exactly how to do it and just kind of copy it onto my business.

[Adam Goff] (23:58 - 24:09)

Fantastic. Anyone else want to share? Anita?

Yeah, that'd be great. Thanks, Anita. I'd like to say it's a great document, but Dan wrote this, so it probably is, of course.

Yeah, let's take credit.

[Speaker 11] (24:09 - 24:45)

Yeah, so I also came last year and I'd actually never seen a business plan either. So it was a really good learning process. But I did take away a business plan at the end and I did add to it, which I did then throughout the year look at.

So it was also it made me do it. So by coming out of the normal day-to-day role, actually sitting down and doing it with everybody else, I was made to do it. So I think the value also is you're coming away from your normal day-to-day activities and you have to get it done because that's what you've...

You've invested time and money to be there. So, yeah.

[Adam Goff] (24:45 - 27:00)

Absolutely. Thank you, Anita. Exactly.

So the biggest challenge is we don't know what we're doing. The second challenge is we want to get it... We don't have time to get it done.

So if you come up the day before the April workshop and commit the day, then you will get it done because, you know, I'm like, I'm militant. As some of you have seen today, you felt my wrath by the people that came late. So it's like we will get it done and I'll lock you in that room until it's done.

So, like I said, you get to see our business plan. If you want to come for the overnight. OK, we are making it...

There's also an experience option. So if you want to come the night before and you want to be bright eyed and bushy tailed the day before, we're also going to include a walk and talk. We'll meet at five o'clock.

We'll do a walk. We'll do a couple of laps, maybe do a gym club if people are keen. We'll have dinner together and then people can have breakfast together the next morning.

So if you want to make it an overnight experience, we can do that. And the cost for that is £1,000. But because you guys are on advanced, all right, we are going to give you a discount.

So, hey, so if you want to come for the day, all right, it's not £750, it's £500. OK, so you'll get a £250 discount. And if you want to come on the overnight, you'll get £350 discount.

So it's £650. OK, so we're calling this the most valuable 24 hours you'll spend on the business this year. If you think about your strategy day being probably the most valuable 24 hours you spent on your life, because it's like your life by design.

This is the same thing for your business. Then you walk away. You've got your plan.

You can show your team this is what I'm doing. I've absolutely nailed it. And then you can hold them to account, hold yourself to account for the rest of the year.

So for those people that want to sign up, I did talk to you about this last month. The code, the discount code you need, if you scan the QR code, it will take you to the website. All right, so you can put it on your action list.

You can do it now if you want. The code you need is AGM24VIP for the day and then EXP24VIP for the overnight. So hoping to see lots of you there.

Last year it was sold out. There's a couple of people in the room that missed out. So if you want to come, I'd suggest obviously getting in there nice and early.

Any questions about the AGM? We'll move on. Yes, Rachel will get her.

Well done Lauren, thank you. I have got a mic here. No, no, no.

Lauren, are you going to make it? Well done.

[Speaker 10] (27:05 - 27:07)

For partners, is it the same price?

[Adam Goff] (27:08 - 27:09)

Yes, it is.

[Speaker 10] (27:09 - 27:10)

And can we bring them?

[Adam Goff] (27:11 - 28:34)

Yes, you can bring partners. Let's talk about Paul. Obviously, he's a veteran.

So let's talk about, maybe we'll talk about Paul after. But yes, at the end of the day, it is per seat. So at the end, we can't unfortunately discount for the partner because it's going to be full.

So it's seats in the room. So yeah. Any other questions?

Okay, good. So it's my favourite bit of the month. The open mic accountability.

Let's get this going. So ladies and gents, this is your chance to share a celebration, a success. Perhaps ask for some accountability from the community for something.

So if you have something you would like to share today, you can start to make your way over to my this side over here. For those people that wanted some accountability. So I've got a few few ones from people from last month.

So Umesh, number one, so your accountability. Yeah, you're over here. Yeah.

So obviously, your commitment was to. This is why I'm here. This is why I'm here.

So your goal is to get to 90 kgs by June, right? So 90 kgs by June. If we get Umesh a mic.

How are you getting on? Umesh? How are you getting on my friend?

[Speaker 5] (28:35 - 29:27)

Yeah, really good. So I hate gym because I haven't been for 12 years. I was really, really scared to go to the gym.

I've been going since January three times a week at a minimum. It was one week where I went four times. Crazy.

I have gone from one hundred and four kilos down to ninety three and a half. That's not been through the gym because I've only just started that. That's been through the walking, the water and just being careful and why and sleep.

So really, it's the simple, basic stuff that you guys told us a year and a half ago that we ignored that actually does it. So, yeah, thank you. Amazing.

Well done Umesh. That's fantastic, isn't it?

[Adam Goff] (29:30 - 29:51)

Great. Suzanne, Suzanne, Suzanne. So you can stand up, Suzanne, if you want.

So your big accountability piece was to launch a podcast, just a small thing. How did you get on? It's launched.

Can you give us a bit more meat on the bone?

[Speaker 15] (29:52 - 30:12)

So we went and filmed, did 12 episodes in one day, which have all now been edited. And they're going to be put out on YouTube, Apple, Spotify. So, yeah, first one's live.

There's been some soundbites on social media, but the actual 15 minute podcast is available. So please share.

[Adam Goff] (30:12 - 30:13)

Have you posted it in the app?

[Speaker 15] (30:14 - 30:14)

No.

[Adam Goff] (30:14 - 30:20)

Cool. Put that on your action list. And 12 episodes in one.

That's amazing. So you haven't got the stress of the whole next week, next week.

[Speaker 15] (30:21 - 30:25)

We've got 40 left to do because we're committed to one a week for a year.

[Adam Goff] (30:25 - 30:26)

Yeah, great.

[Speaker 15] (30:26 - 30:27)

So, yeah, really well done.

[Adam Goff] (30:29 - 30:51)

Yeah, well done. Post it in the app, please. Post it in the app, please.

And last but by no means least, Casey. Where's Casey? So, Casey, your commitment was that to run alongside your £50 for 50.

You're going to do 50 favours for turning 50. Is that correct?

[Speaker 16] (30:51 - 31:18)

Yes. So 50 gifts of some sort. One day each day for 50 days.

The 50 days before I turn 50. If you all missed, I'm turning 50. It's now less than 50 days, so I have started.

And my commitment was to be putting it onto social media because I'm a little awkward about social media. And I've been doing that. I'm not doing it.

I actually hired somebody else to do that. So I just send them the content and they're doing it.

[Adam Goff] (31:18 - 31:39)

So, yeah, it has begun. Congratulations, Casey. Yeah, well past execution.

Basically, Casey's running a campaign. Absolutely spot on. She's like, it's coming.

She's done the shake the bottle. And now she's running a campaign. Campaign is 50 days.

Posting it. Right. Anyone want to come up and commit for next month?

Absolutely. Let's give Chelsea Sandberg a massive round of applause.

[Speaker 17] (31:41 - 31:47)

Form an orderly queue, ladies and gents. Form an orderly queue. I think I just ruined it.

[Speaker 19] (31:47 - 31:48)

Sorry. Go for it.

[Speaker 9] (31:48 - 32:35)

I think I just ruined it. That's OK. Don't worry.

So mine is not a commitment. Mine is just to say, for those of you who didn't get to hear my Strategy Day presentation, I committed to doing a TEDx talk, which I actually did do on the 20th of January, which is a lot harder than people think. I had to learn the whole thing without any prompting, which takes a really, really long time.

So I'm super proud of myself. And it will be on YouTube for the rest of my life. I feel like I've signed a massive document that said it will always be there and you can't change it.

So, yeah, I did my TEDx talk, which I'm super proud of. And the other thing on my Strategy Day presentation was to do a half marathon. And I've signed up for the Amsterdam half marathon, which is in October.

So I just wanted to feel like I've actually tipped some things off my Strategy Day.

[Speaker 17] (32:35 - 32:39)

So thank you very much. Massive. Well done, Chelsea.

Well done.

[Speaker 4] (32:46 - 33:46)

I'm sorry. Go for it. Hi, everybody.

So a couple of months ago, I came up here to say that I was trying to overcome my public speaking. And I took it a step further last week by going to a public speaking course, three days, which is amazing. Highly recommend it to everybody.

And I've taken it one step further now. And some of you might know that I'm very much into mindfulness and meditation. And what I'm looking to do is to convert this passion actually into a course to actually teach to people.

So what I actually wanted to ask everybody here was some of you I have spoken to and some of you have already shared. But if you are into meditation or mindfulness or have already done it, it would be great for you just to reach out to me. Because I'm just trying to get as much information about it as possible so that I can actually just apply this to my course.

So I'm going to stick it on the Circle group. And if you could just reply to it and then we'll have a conversation. That'd be amazing.

Perfect. Thanks, Matt. Well done.

Let's go.

[Speaker 14] (33:51 - 34:20)

Afternoon. Just want to let you know about a little win. When I was first strategy session with my team, my leadership team this week on Wednesday, been in business a lot of years, never done anything like it.

And the feedback and the mindset changes, this was on Wednesday. So the feedback and mindset change yesterday from the team, looking at the KPIs and that has just been unbelievable. We should have done a lot sooner.

And yeah, just stick to the blueprints. It's really good. Congratulations, Anthony.

Well done, mate.

[Speaker 8] (34:25 - 35:12)

Well done. No worries. So two and a half years ago, as part of the program, we created my wife's standard practice.

So from zero to 1500 patients in two and a half years. And we grow the business extremely well, applying everything that we learned here. But there is a point now that she's not happy to be working in the admin and she wants to sell the business, which is part of our strategy this year.

So at the beginning of the year, I said, I'm going to have the practice live for sale in March. And to do that, I had to have the accounts last year ready in February. So what we're doing now is I have the accounts with me and the practice is going live in March.

So the goal is to sell it until the end of the year. And that's going to be a massive sale because, again, that's her financial freedom sorted.

[Adam Goff] (35:13 - 35:16)

End of the calendar year or the business year, just so we can hold you accountable?

[Speaker 8] (35:16 - 35:16)

End of the year.

[Adam Goff] (35:17 - 35:19)

Fantastic. Great goals. Give Roberto a big round of applause.

[Speaker 7] (35:26 - 36:18)

So one of my strategies, one of my goals this year is to stop giving out service where we help small business owners like us, we know Roberto's wife, sell their business. And the beauty about this particular way of doing it is that it's a guaranteed sale virtually sold in less than five months and no capital gains tax to pay. So it's something I started looking at building out in January.

And in last week, Dan challenged me to get a brochure ready for today. So it's here. So if anybody is looking to sell their business or knows anybody that wants to sell their business, particularly by the end of the year, and you don't have the gains tax, then, you know, come and have a chat, take a brochure and then we'll book a call.

I want to also say thank you to the oversubscribed team for getting it done. And I say team because Chris has admitted that he didn't actually look at it before it came out. Nice.

Well said. Good job mate. Rachel?

[Speaker 10] (36:23 - 37:02)

Thank you. Ashley's going to laugh about this, but I would like to commit to walk every day. And that sounds like a really simple habit.

But one of my objectives this year is to lose 10 kilos, getting rid of all that cargo weight that I put on when I used to live in Spain. I'm doing really well, really consistent. I put loads of badminton, but I think everyday walking will really, really help.

I really struggle when it's throwing down with rain. I was speaking to Umesh today. So you just got to put a coat on and just get on with it.

So I'm committing here today to walk every day. How much? How many steps?

Half an hour a day.

[Adam Goff] (37:02 - 37:03)

So 3,000 steps.

[Speaker 10] (37:03 - 37:08)

Just half an hour a day. Half an hour. Half an hour is good.

Chill out Valerie, relax.

[Speaker 17] (37:11 - 37:18)

Go, you come, let's give Rachel an applause. Go, you come second, I'm surprised you don't.

[Speaker 6] (37:19 - 38:36)

You think you're in the joint, don't you? Right. Hi, everyone.

So this programme is fantastic, but it bubbles up lots of weird crap. So I'm going to tell you about my weird crap. So last week, I sought out Tom because I listened to him on a podcast.

And in the last four weeks, I met up with Tom. That was brilliant. Thank you.

And Tom told me about how he started in Tony Robbins. And the next day or so, this invite came in from Tony Robbins. So I went on an online course for free, Tony Robbins.

It's about your identity. So I did the process and I worked out that my identity is that life is a struggle. I'm really proud of how struggling I do.

And when I was younger, my mission was to work as hard as possible. I think I used to keep my pace loops. And one week I did 120 hours and I thought I was nailing it because I was working so hard and there was no time for anything else.

When actually, I got it completely wrong, hadn't I? So I'm going through that journey. So now life is a breeze for me.

This is my new identity. So if you talk to me and say, how's it going? Yeah, life's a breeze.

And so hold me to account. Not the struggle. And I need to change my mindset.

That's amazing.

[Adam Goff] (38:43 - 38:48)

Last but not least, Sarah Lloyds. I need to go. No, no, I didn't see you there.

My apologies.

[Speaker 12] (38:48 - 39:21)

I'm only doing this because Matt keeps giving me a heart attack every time he comes up here thinking he's going to out me. But I have been a hobby pianist for quite a long time. And I've actually been invited to play professionally at a wedding this year.

And I'm absolutely cracking it because I get really bad stage fright when it comes to music. But I, if I can, and if the Belfry will allow me, would like to play a piece for you guys at some point ahead of that wedding to commit to my first performance.

[Speaker 17] (39:23 - 39:24)

Yeah, absolutely.

[Adam Goff] (39:26 - 40:40)

Bring it on. So you're going to bring your keyboard and then. Fantastic.

We'll set you up at the front here. That is open mic to the next level. Yes, give everyone a round of applause for some amazing achievements, some great commitments.

Love it. Love it. OK, moving on.

All right, moving on. So we have some important news for you. Some very important news.

All right. There has been a there's a lot of shifts happening, just shifts happening in the world. And it's to do with technology and it's to do with artificial intelligence.

And these next two sessions are going to make sure that you're ahead of the game. You're hearing it first before anybody else. What you don't want to do is get complacent.

You don't want to get complacent and not see these big changes coming. We know we're in the age of the personal brand. Would we agree?

The currency now is followers. It's eyeballs. This is what is cool now.

This is how you get status. This is it. And everybody has an online presence and a brand.

But there are things that are changing. And the man, when it comes to personal branding and digital marketing, we know he's the man. It's Mr. Chris Moss. So let's give Mr. Chris Moss from Oversubscribed a massive round of applause, please. And welcome to the stage, Chris.

[Chris Moss] (40:45 - 42:41)

Hi, everyone. Just to reply back to Teju's comment, he turned it round in about four days, which didn't give me my usual check process. I only see it right at the end of the process.

And on that occasion, I didn't. I normally do. So just a caveat there.

I'm really excited for Ben's session on AI and how we can supercharge our winter hit lists. We did some work with Ben on AI and how we could implement it into Oversubscribed last year. And without a doubt, Ben's knowledge on this stuff is incredible.

So I'm really looking forward to that session. However, AI is having a huge impact on the digital marketing landscape. And this is something that most business owners don't actually realize is happening.

If we implement this, there's an opportunity in a really small window that we have. However, if we ignore what I'm about to share, without a doubt, we will all get left behind. And it's only going to get worse as time goes on over the next one, two, three years time.

And this one huge change that Dan wanted me to share with you all is something that affects every single one of us in this room. And it's the impact that AI has had on Google and the changes that they have been making to combat those effects. Some businesses and some websites lost 50 percent of their traffic at the back end of last year, almost overnight because of these changes.

So some of you in this room probably potentially were affected by it, may not realize at this point, but it's a huge change that's happening. Has anyone seen the helpful content guide and the update that Google did?

[Speaker 17] (42:41 - 42:42)

OK.

[Chris Moss] (42:45 - 55:25)

What it is, is it's Google updated its algorithms. So when you search something on Google, the algorithm decides who do they show? What businesses do they show?

What does that look like? Google changed massively how they actually went about doing that and who do they decide to show and who they who don't they? And the reason for this is, is what AI has allowed people to do is create huge volumes of content almost overnight.

So using chat GPT, I could go on there and I could create loads of content very, very quickly. And that's a problem for Google because some of that content may not be accurate. It may not make sense.

And that was starting to cause a massive problem because Google's aim is obviously to show you stuff that is accurate and is is good. As an example, I could write loads of content on chat GPT, put a website up and look like a expert at law as an example. And I'm not.

So a lot of that content, it might be accurate. It might be helpful. It might not.

I have no way of knowing whether it is. So what Google has done is they've massively update their algorithms to try and make sure that people can be visible. If we don't adopt and make these changes so that Google, when they call your sites, can figure out that you are the real deal, then there's a good chance that you don't have that visibility online.

Google are the first to make these changes. But without a doubt, this is going to be happening across all the social platforms as well. It doesn't matter if you haven't created any content on chat GPT.

Google don't know that whether you have or not, it's whether they can figure out whether you're the real deal or not. So it might be that you've never put any AI content on your website. But if you don't have certain things on there, then you still won't be visible because Google won't be able to tell.

Are you real or are you fake? So here's some of the headlines that you might have seen coming around recently. So this AI one on the right here is one that's kind of more of a scary one.

So there was over 50 pieces of research that were created by AI. Someone would have done it, not the AI. That hasn't happened just yet.

It's coming. However, that those 50 pieces of content, some of that made its way into academic journals. And this was fake research.

It didn't actually exist. Yeah, it's getting into academic journals, which are then used at the sort of highest level to make decisions. Another one from the World Economic Forum at the back end of January.

One of the key things they highlighted for this year was the potential challenges that AI is going to have with the elections around the world this year and the fake news and the fake content that was coming out. And that key action was was the pressure they were putting on governments around the world to combat this and the social platforms in particular to make these changes. So if we want to make sure we don't become invisible online.

And as I said, it's only going to get worse. And there's certain things we need to start thinking about and incorporating into our sites to make sure when people search, they find businesses. So what Google did is they totally changed their algorithm and totally updated it.

They did it about two years ago and sort of tested some of this stuff. And then as of the back end of last year, they rolled it out in a big way. And as I say, lots of people were massively hit and impacted by this, by these changes.

What Google implemented was something called EAT. So E-E-A-T. It sounds like something that is made up by me on Property Entrepreneur.

And it's not. This is in Google's report that I'm sort of sharing here. So what that stands for is experience, expertise, authority and trust.

And these are the things when Google search in your site that they're trying to figure out, do you have these things? If they can figure that out, then they know, OK, you're likely to be the real deal, in which case they're going to show you they're going to they're going to prioritize you. If they can't figure these things out, then they don't know.

So then they're not going to. And you'll just get pushed down on the rankings. So I'm going to take us through these things and how we can actually practically implement these into into our businesses.

So the first one is experience. And this is demonstrating to Google that you've got firsthand experience in whatever it is that you do. So a couple of the things to include in that are case studies, potentially, which shows that you've clearly got experience in it and founders story.

So these algorithms, they search the site, they call the site and they're looking for keywords, certain things that suggest, OK, there's credibility here. The next thing is expertise, and this is, is the author qualified to talk about this stuff? Is there a qualification?

Are they qualified? What's their history? So the things that we can include for this is things about you pages in terms of about you as a director or a team member, and then also about your team.

So bios for your team. Again, it's just really showing that you have that expertise. The next is authority.

And this is what do other people say about you? So what is it that other people are saying about you? This is things that you can show things like accreditations, awards, but then also links from other platforms to your platform.

So you might have won an award as an example and as a link from their platform to your website. And that just shows to Google if lots of people are pointing towards this website saying that website must be good, then they're going to prioritize that. And if it's from an award or an accreditation or a body, then that's going to have a higher impact.

Also links from socials as well and things like that. So Google is such, OK, there's some substance to to this. And the next is trustworthy.

So are you a trustworthy company? And the things they're looking for with this is customer reviews. When you're linking to your socials, your socials have got engagement on, they've got real followers, they've got they've got activity going on there.

So these are the key things that we need to implement. And what this basically means is the days of a faceless business and not having you as part of that or team members part of that are totally sort of over. But that's not going to be possible moving forward because Google needs to figure out, are you the real deal or are you not?

I think we all understand in here how important a personal brand is. We kind of all know those same people. They've raised their profile.

They've built credibility. They attract people into their businesses and they win business and have better businesses because of it. I think we all understand that at this point.

However, this is becoming more important than ever because of the rise of AI. And if Google, the social platforms longer term can figure out there's a real person, there's real people behind this, this team, then it's going to be prioritised. You're going to get more visibility online, whether that be Google social platforms or anywhere else to show some examples of this.

So on Property Entrepreneur, you'll see things like the links from the social channels. You'll see obviously photos of real people and you'll see accreditations and awards from industry ones as well as property entrepreneur ones, links to the podcast. So these are all the sorts of things that we need to be including about you section, about the team section just builds up this full, full picture.

YouTube as well. Google owns YouTube. So anything, anything else like this that can build that credibility, the better.

And then obviously podcast, social channels, Instagram, TikTok, all of these feed into that picture to sort of make sure that it's very clear that you're, you're credible and real. Here's another example of Garrett. I don't think Garrett's here.

So we created the personal brand for Garrett and this was so that he could sort of identify exactly where he is, what he stands for. And he could then build off the back of it, these various credibility things to showcase he's the real deal. He knows his stuff.

He's got a huge experience in what he does. And then he could build off his social channels as well. Another examples of this, and this is where it kind of all starts really, is building out that personal brand.

What do you stand for? Who are you? And just getting real clarity on that.

And we do that through a personal brand guidelines. And that is, here's some examples of Susie's, Umesh's, Rachel. And it's no surprise.

These are people in the community that we all all recognize. And what this does, it establishes you and allows you to just stand out from everyone else. This isn't just on Google, but this is obviously just in the marketplace in general.

Hopefully that's give you all enough of an insight and some things to take away and be able to actually implement yourselves and make sure you've got these things on your site. If you did want support in raising your profile, building that credibility, building out a personal brand, then that's something we can help you with. I'm just going to quickly run through a personal brand bundle that we've got that I think might be of interest for anyone who is wanting to raise their profile.

So the first part, as I say, is the personal brand pack. And what this is, is defining what is the logo you've got? What position do you have in the marketplace?

What are the colors, the fonts? And just having that real clarity of this is what my personal brand is. And you will have seen all of Dan's, Josh's, Adam's, you'll see their personal brand logos on the start of all of their slides.

And that's what we're building out with this. The next is a personal brand slide deck. And this is a PowerPoint document that has a title slide.

It has a intro slide and then a content slide so that whether it be investors, clients, team members, it's a professional presentation that you can then give. And then the final one is a personal brand document that can then be built into a brochure or whatever it might be. Show investor deals a little bit like what Tej has got there.

Also, this is what I think is the best with this bundle is incredible is our bonus, which is the oversubscribed content calendar blueprint. And this is literally the last three years of us figuring out how do you or how do we help our clients put content 365 days a year across all social platforms for less than a day a month of their time? And what is the exact process and structure and systems and tools that we use to make that happen?

For anyone that's tried to do this themselves, you'll understand how incredibly difficult that is. And this is our full end-to-end process as well, which looks, these are some of the platforms and the tools that we use. So if anyone wants to take us up on this bundle, what that is, is the personal brand guidelines worth £1,500.

Personal brand slide deck worth £500. Personal brand Canva document worth £500. And then the personal brand content calendar system.

So the total value is £3,000. However, there is a Property Entrepreneur community discount for anyone who wants to take me up on this. It'll only be live between now and next workshop, where it will then be, the programme will get a chance to take us on this.

And we've only got limited capacity. So the discount price is £1,699. There's a QR code in the workbook.

It will be done on a first come first serve basis if anyone wants to. And if you scan that, you can just register your interest and then we can have a conversation to see if it's a good fit. I hope that was useful and insightful.

And I will be about all day. So if anyone's got any questions, just let me know.

[Adam Goff] (55:30 - 58:49)

Fantastic. Okay. So look, Chris, great update.

Knows what he's doing. For those people that haven't got a personal brand yet, such a great investment. The offer's there.

There's no hard sell. We all know we can trust Chris. Most of us like him.

So if you are thinking of doing it, if you are thinking of doing it this year, you know, why look elsewhere? You know, he's part of the family. And I think that's a pretty good price, to be honest with you.

Okay. So that was the price. It's in the workbook.

The QR code's there. I'll leave you to do that in your own time. I want to think about, but some of you I know have got objectives around this.

So it's just like a no brainer. We're making it so easy for you here. Moving on.

So the art of AI. So the art of AI. Who caught Ben's session last year on this?

Yeah, nice. Who's looking forward to this session already? Exactly.

Okay. Things are moving at a pace. People are catching this out.

There's reels now and YouTubes that are completely made by AI. Who else has seen those? It's like Joe Rogan talking about some topic and you're like, did Joe Rogan really say that?

And then all the comments is like AI, AI, AI. And you're like, oh, sugar. Yeah.

So this is serious stuff. This is happening right in front of our eyes. And some of us have got our heads in the sand and other of us are embracing it.

So when I thought about how to really drive this home to everybody before I invite Ben on, I thought about this film. Who's seen the film BlackBerry? Just me and Ashley then.

I spent a lot of time on a plane over 100 hours in the last six weeks. I've seen all the films, but this movie, I think encapsulates, have you seen it Ben? This encapsulates what the point I'm trying to make.

BlackBerry came out of nowhere, innovative, completely owned the mobile phone market, completely dominated Nokia. Remember, everybody wanted a BlackBerry, called it a CrackBerry. It was like, you could email, Shaney's still getting shivers because she's from the city.

She remembers when she literally like transplanted into her hand. That's what it was like. And then out of nowhere, the iPhone came out and it was the BlackBerry killer.

How many people have got BlackBerrys now? Stephen's got one. I don't mean like in your attic as a memorabilia.

No one uses BlackBerry now, but this just shows how quickly things can change in tech and that's hardware. This is software. So we don't really have time to wait.

We need to start using AI and there's no better person to introduce this, to get us up to speed than Mr. Ben Kilner. For those people that don't know Ben, Ben was a double PE award winner on Advanced in 2020. He won property entrepreneur of the year and dealer of the year.

I think he's the only person to have ever done that. Incredibly successful. He's now on this mission.

He's now got a mission. He's one of those guys to help people make, restore and explore because he's just so curious. He's got this fantastic brain and we're really lucky to have him.

From doing that mission, from his posts, you've seen the posts of him rowing down the Thames. He's gathered a social following of over 450,000 people from that content that he's put together. He's now an AI investor and consultant and he is the man when it comes to artificial intelligence.

So let's give our former property entrepreneur, delegate of ours, award winner, the man himself, Mr. Ben Kilner, a massive round of applause, please.

[Speaker 17] (58:54 - 58:58)

Hello, everybody.

[Ben Kilner] (58:58 - 1:45:12)

How are we doing? Very many familiar faces here. It's good to be back.

So today we're going to be talking about the art of AI and how you can begin to sort of master the machine and begin to manipulate it to do your bidding. So we're going to start off with some news. We're quite tight on time because Adam has been talking a little bit too much.

So we're going to just do one bit of good news here rather than the whole lot. And the one I'm going to focus on is Neuralink. So this is one of Muskies companies.

And it essentially embeds chips in your brain, reads your brainwaves. And the intention is to use that to allow disabled people to then reintegrate into society. That is just the headline marketing.

Behind the scenes, though, the intention is to build cyborgs. So begin to incorporate carbon based life forms like ourselves with silicon based life forms, which AI is. So we're very much limited by our bandwidth.

We can speak quite slowly. We can type even slower, whereas machines can talk to each other at the most phenomenal rates. So this will be that extra bridge which allows us to communicate with what will be our superiors at some point in the future.

Computers. We've got Trump reading here. So I'm going to focus on Taylor Swift's deep fakes recently.

So a rather unsuspecting individual created some images of Taylor Swift doing something naughty in public recently. And the backlash from this was phenomenal. He basically has been almost lynched, not physically, but in every other aspect he's been lynched.

So he's had to leave his home. He's had to basically disappear. And this is the natural result of us creating a tool which can blur the lines between what is real and what is fake.

People will use it for nefarious purposes. So that's the bad news. Let's have a look.

A quick reminder of what is AI. So everyone here has seen my presentation from last year, I think. Overall, AI, artificial intelligence, it's simply a term which is coined to describe computers which exhibit humanlike behaviors.

That's it. Then underneath that, the mechanism by which these machines learn is called machine learning. Very self-explanatory.

However, under that umbrella, there are neural networks, which is what most of the large language models and other large AI models focus on. And the way they work is they have the digital equivalent of a brain. We've got nodes, neurons, and then a massive network of these, which over time, when fed data, can strengthen and weaken.

So it's exactly the way our brains work. So if we get positive feedback, we will strengthen those pathways. And if we get negative feedback, we will weaken those pathways.

And that's how we learn. So let's have a look at a comparison between the human and AI lifecycle. The human lifecycle, everyone here is aware of.

It starts off as sort of parents doing wonderful things and then creates a body. And then you've got this human which grows up from that. The AI models out there at the moment are very, very similar.

So you've got a neural net design created by humans. And then you've got hardware on which it lives. And then you feed it electricity and then data.

And the data is very much like experiences for humans. The better the data, the better the human, let's say. And then over time, as this model begins to perform, you give it feedback, thumbs up for doing well, thumbs down for not doing so well.

And that's called reinforcement learning. And then you put it out to play as you start asking it to problem solve. And if it does well, great.

If it doesn't, you can always update it if you need to. And you can replace it if better models come along. The key difference between these two life cycles are that these models will work literally 24, 7, 3, 6, 5.

Whereas humans need to eat, sleep and do other fun things. So they already have a massive, massive advantage. When they get a little bit old and tired, they can be retired without complaint.

No one complains. So this is very good. I'm going to leave that one there.

But we're going to come back to some of the bigger existential questions around AI at the end. So why now? Everyone hopefully can remember this from last time.

And there's one missing ingredient. So models have been built ever since the 50s. They started very simply through the 90s.

We got chess playing models. They were amazing at the time. And over time, they have got better and better.

Then hardware. Hardware was actually one of the main limiting factors for a very long time until, according to Moore's law, we have begun to sort of double our computational power every two years, which is huge. And we're now on a super steep part of that exponential curve.

And then demand has always been there. We have individuals, companies, countries and the whole globe looking for cheaper, faster labor. And then the final ingredient.

Can anyone tell me what that final ingredient, which is missing from this magical mix? Data. That's it.

Yeah. So massive, clean data sets. We've had the Internet around for ages.

We have a tap into most human beings' pockets via their phone. We know where they go, what they do, how they spend their money. We know pretty much everything we can do about humans.

So that data set is massive and it can be cleaned and is cleaned for training these models. So the current pros and cons. This is going to change throughout time.

However, we're going to look at the pros very briefly. The pros are quite obvious. We've got productivity, innovation, reduce mundane tasks.

And then we've got data driven decisions, which I think was probably the most powerful thing on this list. And then the cons, which we're going to focus on, because this is always glossed over. I mean, the following slides will show you how you can transform your businesses and do the work of potentially 10 people in half the time.

But you must, must remember, there are a whole bunch of cons associated with using AI. So there's bias and ethical concerns. These models are trained.

Well, first of all, they're built by humans. The architecture is built around a human's brain, essentially. And then you've got the data, which is human data.

It is 100 percent biased towards humans to start with. Then you have sort of more subtle biases. So the further back in history you go, you'll see instances of racism, sexism, slavery, the works, which really isn't very current.

Well, some of it is, but some of it less so. And essentially, these models will have those in their training sets. So just be wary.

If you do come across some strange responses, it could be to do with that. It's very, very rare. And they have built overarching sort of guidelines for these models to avoid these sort of things.

But they are built into that. Job displacement is another thing. This is inevitable.

At the moment, it's just people shuffling around, losing their jobs in one company, moving to another. But eventually, when AI or AGI comes along, so that's artificial general intelligence, we will see mass unemployment and then some sort of mechanism like universal basic income, reduced working days during the week, etc. And then comes the question of human dependence.

I mean, I reach into my pocket every time I need to do any half complicated maths to reach my calculator. And that's a definite crutch for me. And as soon as I sort of begun to use AI to a large extent, I noticed I immediately started drifting towards, oh, could I get AI to do that?

And my brain became a little bit more lazy. So this is going to be a really big one, making sure humans don't become sort of too mushy over time. Then complexity and transparency.

These models are super complex. Being able to drill down to where they got their information from and how they made their decisions is nigh on impossible, even for the models themselves. So you just don't know where it's come from.

But that means everyone has to check what they do so, so, so thoroughly. Then security risks. All the data you put into these models may and probably will be used for training future models.

So sanitise all personal data out of it unless you have the specific agreement of a chat GPT, Microsoft or another provider that they won't use your data for future training sessions. Then overconfidence. These models will come back with very shiny answers very quickly.

It's very easy to trust them and think they're wonderful. Do check everything thoroughly. Right, OK, those are all the cons there, but let's go into the good bit.

Large language models. Who here uses a chat GPT on a monthly basis? On a weekly basis?

On a daily basis? OK, interesting. So we're mainly going to focus on large language models for the rest of this presentation, primarily because they are the largest and most powerful models out there for general use.

There are loads of specific models which are amazing, but this is most applicable to everyone in the room. So options out there at the moment, we've got chat GPT, everyone is clearly aware. Version 4 specifically, I would highly recommend everyone sign up for chat GPT plus and toggle on to version 4.

It is drastically better, is drastically more powerful and better at problem solving. It provides a greater breadth of answer and a greater depth over version 3.5, which is the free version. Paid for is around $20 a month, I think, at the moment.

Then you've got Microsoft Copilot. Until recently, this was a minimum of a 300 seat spend, which I think was over 100k per year. Now they've brought it down to a single license you can buy.

It's a tag on to MS 365, so you've got to pay like $50 for that and then another $30 for Copilot. So the costs do rack up somewhat. I haven't used it yet.

A single seat's only been available for a couple of weeks now. Bing is Microsoft's free version of chat GPT. I'm not much of a fan, to be honest.

Both Copilot and Bing use GPT as its core, but the interface is very, very different. And Google Bart. Google Bart, sadly, is lagging behind.

It isn't as powerful as the chat GPT products. It will catch up at some point, I suspect, given the amount of data they have. Going back to that slide on why now, they hold the most incredible amounts of data, so much more than any other company out there.

So they stand to do amazing things in the future. They just haven't done it yet. So interfacing with chat GPT.

Written, obviously, chat, the online most common interface. I would highly recommend having a go with the voice interface on the app. I was driving up this morning and I had a half an hour chat with this thing about quantum computers, and it's amazing.

Anything that you sort of have an open-ended question about, I would really recommend trying the voice control version. I think you've got around 40 calls per three or four hour period, which means that you can have a roughly 30 minute conversation with this thing. And the depth and breadth is phenomenal.

It's like having an amazing passenger sat next to you. And then finally, custom GPTs. This is a recent launch.

It allows you to sort of preload a chat GPT thread with information. So if you're doing something repetitive, which we'll look at in a minute, you can preload it with, let's say, an AST and then always come back to that AST GPT chat. So those are the three options.

Let's have a look at some examples. I'm going to go through a bunch of examples which cover both personal and workplace examples. I was wandering around the house the other day and was just wanting to test the voice command.

And I came up with this prompt, so please help me determine my purpose in life by using the principles of Ikigai. Everyone here, I think, is familiar with the principle. Yeah.

Okay, good. It came back with just a list of how it works, which is fine. I then wanted to add another question and go a little bit deeper.

So I said, thank you. Please ask me as many questions as you need to find the intersection of my vocation, mission and profession. One of the key things here is asking it to ask you.

So it's very easy to just take that list, which it gives out and feel a bit overwhelmed. If you ask it to ask you in a sequential manner, it will go through question by question, wait for your answer to each question and then move on to the next. And then at the end, it will summarize it and give you your life purpose, which for me actually was quite accurate.

It was quite, it was very good. A bit too long to publish here, but yeah. Another example, life by design.

Next year, I suppose everyone's done their life by designs by now, I should hope. Excellent. Next year, when you come around to it, I would consider preloading a custom GPT with your life by design process.

And ask it to ask you in as much detail as it needs in order to give you the best answer. In this example, I wanted to test how well it could upload a really chewy PDF, which I created back in 2019 about life by design to see if it could read it. And it got about 80% of it correct.

I mean, the formatting on that is heavy. I mean, it's hard for humans to read, let alone a computer. So it did a pretty good job there, but the way to test whether or not it understood you is ask it to repeat it back to you.

So job descriptions, so management and HR within your company. This one's, I would say, applicable to probably most people here. But when you come to it, I would highly recommend using chat GPT for job descriptions.

The caveat around that is depending on where it's going to be posted. So based on what Chris was saying, if you're posting it on your personal website, just make sure that it is a very well written document in order to make sure it doesn't get penalized. So I said, you are an expert HR consultant, please write a job description for a finance director for the business.

For context, the business helps educate property entrepreneurs in how to run their business effectively while meeting their personal goals. They will ideally have experience in a service based company and be familiar with events organization. So I think Dan was looking for a finance director recently.

So this prompt was for him. I started off by giving it a persona. You tell it to take on a particular role or particular narrow skill set.

So an HR consultant. Then I give it some context around the business. And then I asked it for specific context content.

So the experience that that person needed to have. This is generally good practice when you have quite a specific question, i.e. not an open ended question. Give it as much information upfront as possible.

In an ideal world, this prompt would probably be about half a page long with all the context around your business. So it can get your job description spot on. This is what it came back with.

It was multiple pages long, probably a bit too long. A quick prompt could ask it to trim it down. And very impressed.

Yeah, it's something I would be probably 80% happy with. And then a little bit of tweaking and it would go out the door. Personal development plans.

I suspect this is on quite a few people's to-do lists for your winter hit list. So you're an expert HR consultant, HR manager. So this is giving a persona again.

Please draft, not write the whole thing, but specifically draft a personal development plan for members of staff. So here I wanted to create a pro forma to use across all members of staff. And I didn't want it to complete a fully finished final product for an individual.

Because I wanted to finalize the structure before going on to create finalized versions for individual skill sets within the company. Or for individuals. So I did the edits and then went on to ask it to fill it out.

But then for a specific role. So I said, thank you. Please, could you customize this for our sales staff and introduce specific KPIs to track their performance?

One thing here is noticing the sequence of questions. If you think you have a more complex question, break it down into multiple questions and help lead it to the answer. Rather than just hoping that it'll make the logical leap right to the end.

So it came back with some very sensible KPIs, to be honest, within that PDP. I would, for a generic salesperson, be very happy. But otherwise, if it were for a specific person, I'd then go in and make some tweaks.

Staff issues. If anyone's had any staff issues, you know that it can be tricky when trying to, one, drill down to what the actual issue is. And often you'll get opinions from other members of staff and you'll have your own opinions.

But I'd really recommend coming to an objective opinion provider, such as ChatGPT or another large language model. Especially if you're going into a really tricky meeting. So the thing I asked for here, I said, you are an HR consultant, again, persona.

A member of my staff has been underperforming. They are well paid and have been happy in the position in the past. Please help me prepare for their upcoming review meeting by suggesting potential problems and solutions to those problems.

So 15 minutes before this meeting, do a brainstorm and not only ask for what potential issues there could be. Ask for those solutions so you're fully prepared with the answers when they say, I need more holiday, my mother's unwell or something like that. You're already off the bat, ready to go.

Company strategy. One of the things which AI has done, which I genuinely missed out on, I thought it would do mundane tasks first. But one of its strongest suits is creativity.

So if you want to brainstorm, you want to come up with new ideas, whether that's names for your company, images, which we'll look at later, or just even strategies such as this. I would highly recommend coming here and just ask you to brainstorm on your behalf. It will probably get everything you would have thought of, but in a much, much shorter time frame.

If at some point you find a lazy brain setting in, then maybe sit down, do a brainstorm yourself to begin with, and then ask AI to fill in the gaps afterwards. Just a suggestion. So building tools.

I asked Dan if any of the members of the board had any specific questions and a number of them are coming up. This is one of them. They wanted a calculator to use to their value companies with.

So I started off with, you're an experienced CFO, non-exec director, please help me create a high level calculator for valuing companies. Please start by detailing the different valuation methods normally used. So starting out with some research here.

I probably have a valuation method in mind, but I may not. So doing the wide research initially is really good for just making sure you haven't missed anything. Then building up on a sequence of questions here.

Once it's told you about a particular valuation method, you can build on that by saying, please describe a calculator to be built in Excel and the correct equations to use within it. Focus on the discounted cash flow model. So I've gone through these various models, focused on this particular one.

And instead of asking it to create a spreadsheet immediately, I want to understand its logical process behind that, because I suspected it might fall down on the next step. So it's created a really nice, logical way of creating a spreadsheet, which you could then even hand off to a less experienced person to build out for you. Next step was to ask it to create the Excel spreadsheet.

I said, please build a calculator in Excel. And it did. However, the values in there are just values.

There are no embedded equations. And I would in no world choose this layout for my spreadsheet. So I think the export and editing functions of ChatGPT specifically is not there yet.

Ask it for word-based content primarily. It does do image-based generation, but there are better tools out there. It does do formatting of certain other things, but there are other things which do it better out there.

This model specializes in language. Use it now. So, yeah, caution there around asking it to export.

It exports loads of things, just not necessarily to the highest quality yet. Give it another, I'd say, nine months. I suspect GPT-5, or whether we go to 4.5, I'm not sure, will address this sort of thing. Another board request. I've got to create a script for a 15-minute video for my website about the benefits of an ownership trust sale. Witty and engaging.

So the use of tone here is, this is verbatim. This is what the actual request was. This use of tone is really important.

It has a massive impact on the output. And it came back with an amazing script. Timing's good.

Suggested video footage, good. However, engaging, I'd say a tick. Witty, I'd say a slight miss.

Imagine a magical box where you can store your property, manage it easily, and pass it on without a hitch. That's an ownership trust for you, minus the magic, but all the benefits are real. So it's sort of got it.

It knows structurally what to do, but it's sort of missing it, missing the point slightly. So the ways around this. Iterate.

Come back, say, I want you to make it slightly less witty and maybe a little bit more, I don't know, normal business, whatever you want to try. Or a better way of doing it is giving an example of your writing. So preload it with examples of presentations you've given in the past, or your scripts in the past, or even just the audio files from a YouTube presenter whose style you like.

So, campaign. Very much on Chris Moss' turf over here. You are a social media marketing expert.

Please help me create a social media marketing campaign for my board program that runs for three months each summer. During the program, I mentor a small group of property entrepreneurs to achieve their goals. My USP is my track record in property and reviews from previous mentees.

So we've got persona. We've got context. And it came back with an impressively large campaign.

Whether or not all of the contents are applicable to you and your brand remains to be seen. But the sheer volume means that you can then down select from what it's given you, cross bits out which aren't applicable, and then make tweaks where you need to. The things which this prompt is missing is more context.

It needs to know so much more about you and what you do in order to give a more accurate answer. This will be quite a generic campaign. But if you give it specific nuances around exactly what it is you want to achieve, you will get a better result.

Also give it stats on what's performed well for you in the past, whether that's a particular social media platform, short form, medium form, long form, whatever. Operations. This was quite a short request from one of the members of the board where they were feeling a little bit overwhelmed and they wanted a way of breaking down tasks.

This is not what they specifically asked for. I've created a hypothetical scenario. I said, I'm totally overwhelmed with my workload.

Please could you break down these high-level tasks into manageable chunks. Write a company SOP for checking in tenants, and then apply for planning permission for a site extension. So these things, very generic, probably quite applicable to everyone in this room.

And the first thing to notice here is a recommendation to be human. If you are feeling overwhelmed, you're feeling stressed, you're feeling whatever you're feeling, if it's a particularly strong emotion and it's applicable to your work, then include that. These models will always be computers and we will always be human.

We will most likely be more organic, let's say. And telling them how you're feeling will allow them to learn better from us in the future and then how to respond from that. So we'll see models.

Google's recently launched Amy, which is a doctor model and is currently beating humans in controlled trials. And it's that sort of thing which needs that ability to communicate delicately with humans. So the more you give it your humanity, the more it will learn and get better at dealing with that over time.

So initially it came back with just a set of instructions on how to do this. To be honest, I really wanted to do the legwork for me. So I went one step further and added a sequence, another question in the sequence.

And I said, please, could you draft a SOP for checking in tenants to my HMOs? And away it went. And it came back with probably an answer better than I would have achieved on my first go, which would have taken at least an hour.

And I did it in less than 20 seconds. So time-saving is gigantic. But again, check everything to make sure it's applicable to you.

And where necessary, hand it around to other members of staff to get their sign-off as well. This is another interesting one from a member of the board. So each month they send out an email to investors updating them on the progress of our property development projects.

Below is an example of one of the emails. Please just read it. No need to respond.

This please just read, no need to respond is really useful because often you dump a load of information and it'll start replying. It's just like, oh, I think I know what you mean. Let's have a go at replying.

Just say, just read it, no need to respond. And it will come back with saying, okay, heard you. Let me know how I can help.

And then you can add additional questions on. So each month I will update the investors on progress and spend. Please could you update the example email to include the following points.

Overspend will come to 10K and we'll complete a month early. And the key things here are that you've taken an example. You've given an example, which you can then work from.

It will adopt your tone, your style, and email structure. And then you can go away and ask it to make regular and predictable edits, such as this spend and projected completion date. For this one specifically, and a few of the others, I'd recommend using custom GPTs.

So when you're in GPT plus top left-hand corner, you've got custom GPTs where you can preload information. For this individual, I'd say, give it maybe five, 10 examples of previous emails they've written. Ideally identical letters, these monthly updates.

And every time you come back to this each month, you can ask it the same question and it will punch it out in no time. Draft documents. This is where we begin to sort of tread on the toes of potential limitations with hard-coded limitations within large language models and other models.

So I said, you're a financial and legal expert. I'm going to lend a limited company 500K in exchange for 50% of the profit from the sale of a property that will be built. I will receive a first charge on the property as security.

Please draft heads of terms for this arrangement. It came back with a fantastic answer. However, it excluded any limitations around change of circumstances or death, which is probably what I would include in a heads of terms, just as a catch-all.

And you'll find that if ever you wanted it to talk about draft wills and things like that, you have to push it quite hard to begin to mention human maladies, death, et cetera. And this is where it's been hard-coded to avoid these topics for obvious reasons, because people get upset about them. So the next question in this sequence is to, from a heads of terms, draft a legally binding contract, which you can then send out to all parties for signature.

And this is where we come up against an even greater hard-coded limitation within these large language models. And that's legal advice. It won't provide financial advice, legal advice or medical advice and probably not a few other things as well.

Without giving you a warning beforehand. In this case, it basically said you have to go and seek advice from a legal professional, which is fine. And it's definitely the correct thing to do.

And it did create a document, which is probably about 70% of where I'd want it to be. But a great place to start before sending it off to your legal advisor. So yeah, definitely beware of limitations there.

Document search. This is another really powerful one. If you have nasty old contracts, which are just clogging up your company drives and you're just dreading trawling through them for certain terms, upload them into chat GPT.

Would definitely recommend just making sure there's nothing too sensitive in there before you do do that. The way to keep it private is switch GPT into private mode. The major downsides of that is that you lose all of your chat history.

It's like a one thread, one time deal. You go in there, once you're done, it's gone forever. It won't use your information for training in the future, but you also won't be able to come back and find your data in the future.

So make sure it's nice and sanitized. So I did it recently for AST. I said, please read this AST and summarize clauses referring to pets and garden maintenance. And if there are any issues you have with tenants moving out and they have, let's say, missed some certain terms in the contract, you can ask it to draw up those terms, draw them out, and then include them in a well-written letter for you.

And it will take, I don't know, 10% of the time it would take me. Certainly. Custom GPTs.

If you are going to be coming back to this again and again, especially if you have the same AST across all your properties, I'd recommend creating a custom GPT. When you do create a custom GPT, make sure you toggle it into private mode. Otherwise it may appear on the GPT store, which is intended to allow people to make money from their custom GPTs.

So make sure you toggle it into private mode. Otherwise it may appear on the GPT store. In the future, the GPT store may be monetized where people can earn money from their custom GPTs.

I'd say I'd be cautious and I wouldn't put your stuff up there. Just keep it private. So golden nuggets to take away from the large language model piece of this presentation.

So interface, chat. Just normal written, everyone see that? I'll get that away.

Right away, and then also voice. Don't forget the voice interface. It's on the app only.

So download onto your phones. Hold down the little headphone symbol next to the chat box and go for it and be amazed. Custom GPTs, remember they're there.

If you find yourself doing something repetitive or even if you want to create a set of experts within your company, you can do just that. You can call it, let's say, legal GPT. And when you're in a normal chat GPT thread, you can actually call that legal GPT for advice within a separate thread.

You just do at legal GPT and it calls its specific expertise into that thread. Then polite. I'm a particular advocate for this.

These models are always learning from us. And I think remaining polite and calm at all times and just understanding they are machines, they literally don't give a toss if you start swearing at them, but they may well pick up bad habits in the future. So I would really recommend just remaining polite as you would with any other person, let's just say a colleague.

So input, persona, give it a persona. This is specifically for tasks which you already have a very clear idea of what you want rather than an open-ended question. Give it loads of context and where applicable, give examples.

The more examples you can give, the better. Question type, so specific, fantastic. Everyone knows about that.

Brainstorm, use its creativity. It will come back with so many options you may or may not have thought of in the blink of an eye. Even if you have thought of all of them, then it just gives you that extra confirmation.

And it just literally takes seconds. Then open-ended, have these open-ended discussions. Voice is great for this.

If you're out on a walk, if you're driving, hold down those headphones and start chatting. Then sequence, build in a sequence of questions. If you have something really complex, break it down.

If you try and jump all the way to the end, it may well skip something. And adjust, iterate. So if you have any issues with it, just tell it that you have a problem with its response.

Say how you would like it to do better, and it will go and do that. Tone and style, give it a tweak. Length, give it a tweak.

And then feedback, any feedback. Just take that extra 10 seconds to write a little bit of feedback. It will help it learn into the future.

Other uses, so image generation. The largest and most powerful model out there is a protocol called Midjourney. It's exceptionally powerful and this image, literally pixel perfect image is created with a two-line prompt.

The only downside with this, one, it's paid for, not sure quite how much. I think it's like a 10 or 12 quid a month for the version I've got. And two, the interface.

You have to open something called Discord, which is like Slack, but for geeks. And you have to use a command, forward slash imagine, and then put the rest of the prompt in. Once you've got the hang of it, it's really, really quick.

Another example, so this is one of Kevin's projects. Did he run away? There he is.

So this is one of Kevin's projects. I lifted off your website and I served it up to Midjourney and asked it to make a few edits. And I said, please fill in the background with some fields and some humans in the foreground.

And it had a go. I'd say it's changed the houses themselves. It's got a similar-ish layout and it's added an extra house in in the back over there, that sort of extra lay.

What was that? I think you'll have that. So it shows where it's headed.

It's not, unless you are very good at writing prompts for this, for Midjourney, it can be a little bit harder to handle. The most powerful version of this is still Photoshop, where they've very, around the same time as Midjourney got big, they launched something called Generative Fill, which is you just highlight an area. Say you want a butterfly in it or you want stripes on a road.

It will do it with the most phenomenal accuracy and perspective, which is just amazing. But Photoshop's next level, so I'd approach a professional to do that, unless it's something you love doing. Logos.

If anyone's got logos to create, it's great for creating full logos if you don't have text in it. It still struggles with text-to-text. If you ask it to write Bebuff, for example, it will come back with some sort of hieroglyphics.

It will have a go, but it won't be a Latin language that most people will be familiar with. So ask it for images primarily and then augment that with Canva to create exactly what you want. So this is, as part of my social media stuff, I'm creating a rust protector for tools and I wanted a friendly-looking bee, so I went into Midjourney and asked for just that.

And it came back with oodles of options. And I chose this one. I enlarged the eyes slightly and obviously add the text and the spanner, etc.

But that was roughly an hour's worth of work. If you don't like creative stuff and you don't like design stuff, then it's a brilliant place to start if you just want to brainstorm. So before going to a designer, ask it for a nice logo for a new property development company.

Be a bit more specific than that, and take what it gives you and take aspects of what it gives you, highlight them, and then pass it off to a designer to then finalise. It cuts down on the comms time of your designer dramatically. Websites.

So this is a big one and quite a sensitive one. So you can build them from scratch. I have yet to see a side-by-side with hand-built versus AI-built website and Google's response to it.

I suspect Google would probably penalise it quite hard initially until you've got some really good content in there. The other thing you can do is you can do an exact duplication of someone else's website, just pop in their URL. It'll try and do pixel-for-pixel replication.

Obviously, plagiarism is a thing here, so be cautious, make oodles of changes to avoid any sort of accusations of plagiarism. When it comes to the content, I would recommend creating AI-generated content from an auth. Make sure you're happy with the quality, then go through and actually make some human changes to make it less clearly AI-generated.

Although Google has a we-appreciate-high-quality content, I think it probably will question AI-generated content more from the auth. So if it senses it's AI, it will then go deeper. If it senses it's human, it will probably just skim over and think it's better quality.

That's just a hunch. I haven't done a side-by-side comparison. Other tools.

There are loads. This isn't actually something I generated. This is from someone else's website.

But fundamentally, it is a list of tools out there which you can use. For the vast 99% of people, they'll stick with maybe one or two tools, and I'd recommend GPT-4 and maybe one or two other tools specific to what you need to do. You can go down rabbit holes for months in these various different tools, and I would avoid that if you can.

But if there's something you see on here, have a go. Homework. So homework for this month for you guys is really straightforward, and it's comparing different large-language models.

Get it to exactly the same task in different large-language models. It sounds like one of those tasks which you might try and skip, but the amount you'll get out of it is huge. You'll be able to see that 3.5 is vastly faster than 4, but 4 is way more detailed and has much deeper and better knowledge than 3.5. And then if you're a regular ChatGPT user, go and compare it with another large-language model out there. So key takeaways. The first is imagine AI as a colleague. So when you're doing a winter hit list, and if it's the same as when I was around doing PE, there's a delegate to column.

Consider putting AI as one of those things which you're one of those people entities you can delegate to. And if you have a large enough organization, I would actually recommend hiring someone specifically to run your AI models for you. So you have multiple functions around your company.

It could be a salesperson. It could be you. And this person could be a graduate.

They could even be a VA. But that VA specializes in controlling these AI models and will free up your time and you won't have to then do this sort of grunt work of writing commands, et cetera. So if you have a large organization, actually create an AI colleague who can then control the AI on your behalf.

Have the editor mindset. Whenever anything is created, double, triple check it. Beware of overconfidence in these models.

And at times you will get drastic hallucinations where it's just literally made something up out of the blue. It's very much more rare nowadays, but it has happened quite significantly in the past. And security, remember, everything that you put into these models could be, and yeah, let's say it just could be used for training in the future unless you specifically have their agreement that they won't use it for future training.

Be super cautious with private information especially client's information. So to finish, a doggy bag of thoughts. These are the sort of larger existential questions which I spent quite a bit of time thinking about, especially last year.

So Moore's law dictates that every two years a computational chip within your computer will double in power with no significant increase in costs. So that's why we're seeing these gigantic multiple terabyte computers out there, which can, I mean, even our phones, the video processing capability of my phone is nearly on a par with my laptop, which is just nuts. So Moore's law, exponential curve every two years roughly doubling.

That's just computational power. Then we have a look at AI. So AI, especially given the massive investment last year will I suspect be roughly doubling in efficiency.

This isn't just, this isn't AI power. This is how well it can compute answers in a given time and the accuracy of those answers. So let's say that's roughly every two years.

I personally think it's roughly every year, but let's say it's every two years. Then you combine AI development and Moore's law together and you actually have a doubling of power every year. Five years, you've got a 16X multiplier.

Six years, you've got 1632. And then seven years, 64. I mean, it's just huge.

So at some point we are going to cross that singularity line where artificial intelligence will become broadly, not just in specific skillsets, it will become broadly more intelligent than organic life forms such as us. Then you add in the chance, not guaranteed, but chance of quantum computers coming to fruition at some point, I suspect in the next sort of 20 years. It could be under 10, but in the next 20 years, when they come to fruition, they will blow silicon out of the water.

So even if we have silicon-based life forms by then, they will just be the most gigantically more powerful quantum-based life forms. It could be 100 years, but it is on its way and it's just a matter of time. So then come back to the question of humans.

How are humans doing? So humans are, I'd say in some ways, in fact, what does everyone here think? Do we think we're increasing intelligence plateaued or decreasing?

Oh, okay. So we were having, on Wednesday, I gave this presentation at lunch. I was chatting to a bunch of people about this.

We came to the conclusion that we thought that humans almost certainly aren't becoming more intelligent in specific niches. They may be becoming more broadly intelligent due to access to the internet. However, their actual computational power has certainly plateaued.

And with the likes of social media, I suspect they're becoming a little bit less intelligent just because the way the brain is being trained to behave well as a result of short-form information rather than deep intellectual information. That is changing with social media, but quite slowly. Bearing in mind that we are going to have silicon-based lifeforms and probably quantum-based lifeforms at some point in our lifetimes, the question I leave with you is, how will you prepare?

It's an open question. You don't have to answer now, but as you're driving home, you could potentially have a chat with chat GPT about this. Tell it your skill sets.

Tell it exactly what you like doing. Tell it where you see yourself going in the future and see what it comes back with. You might be surprised, you might not be, but yes, definitely start thinking about this now.

How you can begin to... Personally, my approach is creating a personal brand, very much along the lines of oversubscribed work. And it means that when the inevitable in my mind happens, I will have a degree of value.

And the primary value I will bring is person-to-person communication and a mass audience. So that's just a few takeaway thoughts to quandar on your way home. And that is everything for now.

Any questions? We've got a few minutes left. Okay.

Have you got a mic?

[Speaker 17] (1:45:17 - 1:45:20)

Oh, there's a box here. We've got a mic.

[Speaker 18] (1:45:23 - 1:45:46)

Mind-blowing. Thank you, Ben. Absolutely awesome.

Application question about image AI. I've been playing around with DAL-E and really struggling with it through simple instructions, getting back images that have got funny, I don't know if it's Russian or Eastern European text across it. Those are the hieroglyphics.

[Ben Kilner] (1:45:46 - 1:46:47)

It just can't deal with text-to-text in the same way that you'll see it struggle with fingers and limbs occasionally. It's so much better now, but before you'd get a sort of sick finger or missing limb, it looked really spooky. It just can't do that.

It's like with a large language model. It's a guesser. It knows the previous words.

It knows your command. And then it guesses the next word in the sequence. Exactly the same with these image models.

They will come up with a fuzzy approximation of what you're after. And then it will figure out what pixels should be changed to make that sharper and bring it to fruition. And it just hasn't learned how to then superimpose human Latin text on top of that.

It is getting better. And if you are struggling, I would 100% suggest mid-journey. Sign up for a month, learn how to get Discord and then look up the various prompts which you need.

Primarily, it's literally forward slash imagine and then a few aspect ratio and a few other commands at the end and you're set. Thank you very much.

[Speaker 13] (1:46:52 - 1:47:19)

More of a kind of add-on to that. I'm design-based and we use AI to generate moon boards, things along these lines. If you get stuck with writing the prompts for this, there are a whole bunch of companies out there who actually specialize in providing these prompts and will help you at a bit of a midpoint between yourself and the AI, if you like.

Yeah.

[Ben Kilner] (1:47:20 - 1:47:55)

For that, if you come across a company which does provide prompts for their services, they can be good, but you can actually create your own prompt creator. You can hand ChatGPT the manual for mid-journey, for example, and it will then understand how to create prompts on your behalf. You can also, if you go through mid-journey, you can find other people's prompts.

You can copy them out and give them as examples of good prompts. So if you have a broad use, potentially go to another company. If you've got a specific use, you can copy the manual and some examples.

[Speaker 4] (1:47:59 - 1:48:08)

Do you have any recommendations for any AI that can create reels on Instagram, like type in the subjects of what you want to create in those 30 seconds?

[Ben Kilner] (1:48:09 - 1:49:10)

Yeah, not really. So I've done quite a deep dive into this, especially last year. And it depends what editor.

There are some editors out there. I can provide you the details afterwards. The actual video generation is not there yet.

And it will replace and transform the video industry as we know it. But for now, it's just a bit sketchy. And you can clearly tell that it's AI-generated.

And Meta has recently announced that they are going to be creating a toggle button for any AI-generated content. So you basically have to admit to uploading AI-generated content, and it will be placed as a label on your image. So it may discourage some people and make you less authentic I'd stick to stock footage, if you have to, for now.

AI-generated images, not video, if you have to. And ideally, just you, if you can.

[Speaker 17] (1:49:11 - 1:49:11)

Yeah.

[Speaker 4] (1:49:11 - 1:49:34)

And just with the chat GBT, I don't use that yet. I just use the free version. But the new version there, it mentions there are the golden nuggets.

When you want to choose those specific sections, do you have to actually just go onto it and then click and then write the information in? Or does those bits come up automatically? Are you thinking of custom GPTs?

Or just general interaction?

[Ben Kilner] (1:49:34 - 1:50:11)

Those are all things you just edit manually yourself. So you pick and choose from those golden nuggets for the ones which are most applicable to you, and then just insert them into your main command. The interface is identical to 3.5, except for the added capability of having the custom GPTs in the top left. Yeah, thank you. Any other questions? If there are, I'll be around over lunch, and I'm going to be doing a half an hour session at some point separate from this.

I think you have a new chat app thing. Somehow it's going to be announced on there, magically.

[Adam Goff] (1:50:21 - 1:54:22)

Ben's absolutely right. So I've actually asked Ben, as a personal favour, to do a Q&A, mid-week mentoring style, behind the scenes, live. We'll announce it in the app.

Does that sound good? You can digest everything you've just learnt. Some of you can get a bit sad on the way home about the future of the world.

Digest it, look at the homework, and when you inevitably get stuck, then you can ask Ben on the app. So that's going to be really good. So that was really incredible.

AI is literally going to transform everything. I don't need to reiterate it. So that is our objective for the month.

Our homework for the month is going to be to get to use ChatGPT, the paid version, and just see how the two compare. See how the two compare. You've been using it for free maybe, now it's time to pay for it, and that's in the homework.

So if you want to turn to your homework, just check that out. That's in there now. Talking about the app, who saw this post about WhatsApp business?

Who saw the post? Hands up. Everyone who didn't put their hand up, what are you doing?

You're missing all the gold. All the gold in the app. So if we're talking about leveraging systems, which is what Winter's all about, Umesh has shared with us how he leverages WhatsApp business.

WhatsApp business, WhatsApp, let's be honest, is a new email. It's a pain in all of our backsides, isn't it? And if you get more than about five people WhatsApping you in a week, well, the system is leave it unread, isn't it?

That's the system. Everyone's got a system right now, and it's leaving it unread. It's not a very good system, but WhatsApp business does have tags and also responses and these kind of tools which actually make it, you can filter and make it much more organized.

And Umesh has done an amazing post from doing this. So talking about our accreditation. So we know we've got accreditation and we know what it takes to become a certified property entrepreneur advanced delegates.

And this is the leaderboard. So congratulations to everyone who's in green, who's absolutely nailing it. You're nailing your Sunday sanity.

You have attended the workshops, you were here for presentation day or like Anita couldn't make it, you posted or Brett you posted, fantastic. The greens, happy days. The oranges, you're still on my Christmas card list for now, yeah, for now.

Okay, it means you might have dropped the ball, you've missed something. If your name's not on that list, you've been relegated. Okay, you've been relegated, you're out.

Unfortunately, it's no longer possible. That doesn't mean you should give up. Okay, if you try really hard, who knows, we might let you back in.

This is probably unlikely, but just gonna put it out there just in case. Okay, because you don't stop executing, all right? So congratulations to everybody who's on that list.

And that is that. And now we're gonna go to lunch. So don't forget for private dining, those people with a green sticker are mine and an orange sticker are with Ben.

But before we go to lunch, I do have another announcement. So it's actually someone's birthday today. So Mr. Tarriff, happy birthday. So let's all sing really happy birthday and embarrass him a little bit. We say, ♪ Happy birthday to you, happy birthday to you, ♪ ♪ happy birthday dear Billy, happy birthday to you. ♪ The Lord's worst nightmare.

[Speaker 17] (1:54:24 - 1:54:30)

Billy's never coming back. Oh cheers Ian, yeah. Yeah.

[Adam Goff] (1:54:33 - 1:54:41)

Oh poor Billy. Good stuff. Okay, ladies and gents, it's lunchtime.

I hope you had a great morning. I'll see you back here at 2.30. Enjoy.

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WS 5 - S2\_Transcription

[Adam Goff] (12:36 - 22:58)

Ladies and gents, that's your two and a half minute warning, please. Two and a half minutes. Ladies and gents, this is your one minute warning, which means you need to make your way back into the room, please.

It's one minute, one minute. 30 seconds, please. Ladies and gents, take your seats, please.

30 seconds. Okey-cokey. Good stuff.

Don't forget your affirmation boards. Okay. We're good?

Good stuff. Good stuff. So, a couple of quick announcements and then we'll get on to our guest speakers, actually.

So, first things first, just an announcement about Supper Club. So, as you know, Supper Club has been even more successful this year than last year. We're now running on for 11 out of the 12 months and the latest one just became over-subscribed.

And the main reason for that is we have a new Supper Club host, Mr. Josh Keegan. Let's give him a round of applause. Okay.

So, after months of begging and him playing hard to get, finally, he's agreed to do it. He's a tough guy to track down. Okay.

And almost immediately, the response has been overwhelmingly positive. The April event that we put on last minute sold out. We've only got one month where we haven't got a Supper Club booked.

So, we're just about to launch. Have we launched now or are we about to launch? Okay.

We've launched a July Supper Club. So, the end of July, we have a workshop, 30th of July. So, if you'd like to do Supper Club with Josh, which I won't hold it against you personally if you do, right?

Then, obviously, Josh brings a different skill set to me. He's got much better banter. He's good with numbers.

So, if you want to enjoy a Supper Club with Josh, he is hosting a new date on the 30th of July. Yes, it's the Tuesday. So, probably more for those people who are local or who want to come up for a couple of nights before advance.

It will sell out as soon as we launch it to the programme. So, you, ladies and gents, have got first opportunity to secure your place with Josh at Supper Club. Private dining this today at lunch.

If you check out your name badge and you have a green sticker on it, then you'll be on my table. Another level up. If you have an orange sticker, you owe us money and you should go and see Bianca at the back of the room.

You're actually having lunch with Ben Kilner. He's going to be doing the, oh, look at that. Everyone's so happy about that.

So, no need for us to read out names. Check your stickers. You've got 75 minutes or so to come with a challenge, a question, a problem, something you want to share, anything you want, anything you need over lunch.

We're all yours. OK, before I go on to our guest speakers, actually, I do want to announce something. So, I spoke about this last month and I'm going to just give everyone an opportunity now to join us at the AGM.

So, who got tremendous value from strategy? Let's have a show of hands. I actually put in a PowerPoint presentation together delivering it.

It's fantastic, isn't it? It gives you an accountability spike. OK, and that's what the next milestone is for us all as entrepreneurs is actually creating a business plan.

So, we've got this idea in our head about how the business is going to go. We think we've got it all figured out. But actually, until we write it down in a document, it's very unlikely we have it as figured out as we think.

And it's almost guaranteed that your team don't have a clue. But I told them and it's like, yeah, but have you shown them? Have you taken them through it?

And in the same way, delivering a 10-minute slide presentation to your peers in here and to your teams in your different, you know, in your respective locations across the UK is valuable. An AGM, a printed business plan is exactly the same. OK, so this is our next big accountability spike.

And if you want to look in the center of your tables, you should all have these brochures for the AGM. OK, so this is so important. Like we did last year, we're dedicating a whole day to actually getting this written.

OK, so I'll let you pass those out. Why do we do this and why is it so important? OK, so just to get everyone's attention, let me just explain why I think this is so important.

OK, everybody. So I've given you the brochures and everyone's distracted. Most people think that a business plan is long, boring, detailed.

If you write it, it just goes in the top drawer. You never look at it. It's like this arbitrary rubbish thing.

But none of us signed up for we wanted to become entrepreneurs. We don't look at a business plan like that. Our business plans are super simple and easy to understand.

They're 10 pages. They're not boring and they get used. They get there on the desk.

They get referred to. They have our targets in. They have our dates in.

They come out every QGM as a reminder of the plan. They make it very clear to people what you're going to be doing over the next 12 months. It's their roadmap.

And when they think, hang on, what's this? It was in the plan. Remember, you can send this out to your team members, to your spouse, to your investors, to your to your customers, if it's appropriate, and show them what the business is up to.

It's a tangible document that basically articulates all the vision that you have for the company for a year's time. But in the same way that we don't just let you do your strategy day presentation in your head at home in your pants. OK, we all need to write one of these.

OK, this is our business plan for last year. We actually need to formalize it and publish it, because this is the value when you actually put it on paper and are able to show someone it. That's why brochures are so important.

So anyway, we do the AGM. Lots of you are nervous because lots of you came last year. So just to run you through what's included.

The cost of the training is £750 for the day. And that means myself and my team will take you through how to write one of these. How to write one of these from start to finish.

The blueprint will go through every stage. I'll set you up with how to do the next stage. Then there'll be time in the room to actually complete it.

Ask for help. Stick your hand up. Get it done.

OK, because the biggest challenge, there's two challenges we've got. One is none of us really know how to write a business plan. And the second one is we're all too busy to actually write it.

So this event will solve both those problems. You'll walk out at the end of it with a business plan actually done and you'll know where the gaps are. So it will go from nine till six.

And at the end of the day, we'll share with you the printer where you can actually get it published. If you're at that point when you've finished it, you can send it to the printer that day. Probably one of the cool things about coming on the day with me is that you'll get to see our business plan for 2024.

We'll get you to sign an NDA, but you'll see the business plan for PE for the next 12 months. That alone is worth £500 to see that. It'll inspire you.

You can get behind the scenes and it's going to give you something to copy, if you like. Who came on the AGM last year? If someone who came here last year, because there's quite a few in the room, would you mind sharing?

Because obviously some people haven't been on this. Some people missed out last year because it was oversubscribed. The board are coming on this.

My mastermind are coming on this. So for people that are on the fence or don't know quite sure if they're going to get the value, obviously it's a significant investment. Does someone want to share?

Would anyone mind sharing? Who have we got? Umesh and Max.

Perhaps that'd be great. Thank you, guys. How did you find it?

How does it just give people the inside scoop?

[Speaker 5] (22:59 - 23:29)

So it's really good spend of the day. I definitely think you've leveled up because the 24-hour event will make it a lot more productive. There was elements of the business plan that I was supposed to work on after I left the room, and I didn't do it.

I didn't finish off sections, and those were the things that didn't actually deliver. All the other things, I didn't even look at it after that, but I ended up delivering on all of it. And when I did my reflection, I noticed that everything I delivered on was what I wrote in that business plan.

[Adam Goff] (23:30 - 23:42)

And what you didn't was what you didn't put in it. Exactly that. So it shows you where the gaps are.

Nice. Thanks, Umesh. Max, how did you find it?

Because you're coming again next year, right? You've already booked on for next year. Max?

[Speaker 19] (23:42 - 23:57)

Yeah, I mean, I've never done a business plan before. That book that you just mentioned was definitely worth the £500 that I spent last year, for sure, because I've never seen one, never written one before. And that gave me a really clear direction in terms of exactly how to do it and just kind of copy it onto my business.

[Adam Goff] (23:58 - 24:09)

Fantastic. Anyone else want to share? Anita?

Yeah, that'd be great. Thanks, Anita. I'd like to say it's a great document, but Dan wrote this, so it probably is, of course.

Yeah, let's take credit.

[Speaker 11] (24:09 - 24:45)

Yeah, so I also came last year and I'd actually never seen a business plan either. So it was a really good learning process. But I did take away a business plan at the end and I did add to it, which I did then throughout the year look at.

So it was also it made me do it. So by coming out of the normal day-to-day role, actually sitting down and doing it with everybody else, I was made to do it. So I think the value also is you're coming away from your normal day-to-day activities and you have to get it done because that's what you've...

You've invested time and money to be there. So, yeah.

[Adam Goff] (24:45 - 27:00)

Absolutely. Thank you, Anita. Exactly.

So the biggest challenge is we don't know what we're doing. The second challenge is we want to get it... We don't have time to get it done.

So if you come up the day before the April workshop and commit the day, then you will get it done because, you know, I'm like, I'm militant. As some of you have seen today, you felt my wrath by the people that came late. So it's like we will get it done and I'll lock you in that room until it's done.

So, like I said, you get to see our business plan. If you want to come for the overnight. OK, we are making it...

There's also an experience option. So if you want to come the night before and you want to be bright eyed and bushy tailed the day before, we're also going to include a walk and talk. We'll meet at five o'clock.

We'll do a walk. We'll do a couple of laps, maybe do a gym club if people are keen. We'll have dinner together and then people can have breakfast together the next morning.

So if you want to make it an overnight experience, we can do that. And the cost for that is £1,000. But because you guys are on advanced, all right, we are going to give you a discount.

So, hey, so if you want to come for the day, all right, it's not £750, it's £500. OK, so you'll get a £250 discount. And if you want to come on the overnight, you'll get £350 discount.

So it's £650. OK, so we're calling this the most valuable 24 hours you'll spend on the business this year. If you think about your strategy day being probably the most valuable 24 hours you spent on your life, because it's like your life by design.

This is the same thing for your business. Then you walk away. You've got your plan.

You can show your team this is what I'm doing. I've absolutely nailed it. And then you can hold them to account, hold yourself to account for the rest of the year.

So for those people that want to sign up, I did talk to you about this last month. The code, the discount code you need, if you scan the QR code, it will take you to the website. All right, so you can put it on your action list.

You can do it now if you want. The code you need is AGM24VIP for the day and then EXP24VIP for the overnight. So hoping to see lots of you there.

Last year it was sold out. There's a couple of people in the room that missed out. So if you want to come, I'd suggest obviously getting in there nice and early.

Any questions about the AGM? We'll move on. Yes, Rachel will get her.

Well done Lauren, thank you. I have got a mic here. No, no, no.

Lauren, are you going to make it? Well done.

[Speaker 10] (27:05 - 27:07)

For partners, is it the same price?

[Adam Goff] (27:08 - 27:09)

Yes, it is.

[Speaker 10] (27:09 - 27:10)

And can we bring them?

[Adam Goff] (27:11 - 28:34)

Yes, you can bring partners. Let's talk about Paul. Obviously, he's a veteran.

So let's talk about, maybe we'll talk about Paul after. But yes, at the end of the day, it is per seat. So at the end, we can't unfortunately discount for the partner because it's going to be full.

So it's seats in the room. So yeah. Any other questions?

Okay, good. So it's my favourite bit of the month. The open mic accountability.

Let's get this going. So ladies and gents, this is your chance to share a celebration, a success. Perhaps ask for some accountability from the community for something.

So if you have something you would like to share today, you can start to make your way over to my this side over here. For those people that wanted some accountability. So I've got a few few ones from people from last month.

So Umesh, number one, so your accountability. Yeah, you're over here. Yeah.

So obviously, your commitment was to. This is why I'm here. This is why I'm here.

So your goal is to get to 90 kgs by June, right? So 90 kgs by June. If we get Umesh a mic.

How are you getting on? Umesh? How are you getting on my friend?

[Speaker 5] (28:35 - 29:27)

Yeah, really good. So I hate gym because I haven't been for 12 years. I was really, really scared to go to the gym.

I've been going since January three times a week at a minimum. It was one week where I went four times. Crazy.

I have gone from one hundred and four kilos down to ninety three and a half. That's not been through the gym because I've only just started that. That's been through the walking, the water and just being careful and why and sleep.

So really, it's the simple, basic stuff that you guys told us a year and a half ago that we ignored that actually does it. So, yeah, thank you. Amazing.

Well done Umesh. That's fantastic, isn't it?

[Adam Goff] (29:30 - 29:51)

Great. Suzanne, Suzanne, Suzanne. So you can stand up, Suzanne, if you want.

So your big accountability piece was to launch a podcast, just a small thing. How did you get on? It's launched.

Can you give us a bit more meat on the bone?

[Speaker 15] (29:52 - 30:12)

So we went and filmed, did 12 episodes in one day, which have all now been edited. And they're going to be put out on YouTube, Apple, Spotify. So, yeah, first one's live.

There's been some soundbites on social media, but the actual 15 minute podcast is available. So please share.

[Adam Goff] (30:12 - 30:13)

Have you posted it in the app?

[Speaker 15] (30:14 - 30:14)

No.

[Adam Goff] (30:14 - 30:20)

Cool. Put that on your action list. And 12 episodes in one.

That's amazing. So you haven't got the stress of the whole next week, next week.

[Speaker 15] (30:21 - 30:25)

We've got 40 left to do because we're committed to one a week for a year.

[Adam Goff] (30:25 - 30:26)

Yeah, great.

[Speaker 15] (30:26 - 30:27)

So, yeah, really well done.

[Adam Goff] (30:29 - 30:51)

Yeah, well done. Post it in the app, please. Post it in the app, please.

And last but by no means least, Casey. Where's Casey? So, Casey, your commitment was that to run alongside your £50 for 50.

You're going to do 50 favours for turning 50. Is that correct?

[Speaker 16] (30:51 - 31:18)

Yes. So 50 gifts of some sort. One day each day for 50 days.

The 50 days before I turn 50. If you all missed, I'm turning 50. It's now less than 50 days, so I have started.

And my commitment was to be putting it onto social media because I'm a little awkward about social media. And I've been doing that. I'm not doing it.

I actually hired somebody else to do that. So I just send them the content and they're doing it.

[Adam Goff] (31:18 - 31:39)

So, yeah, it has begun. Congratulations, Casey. Yeah, well past execution.

Basically, Casey's running a campaign. Absolutely spot on. She's like, it's coming.

She's done the shake the bottle. And now she's running a campaign. Campaign is 50 days.

Posting it. Right. Anyone want to come up and commit for next month?

Absolutely. Let's give Chelsea Sandberg a massive round of applause.

[Speaker 17] (31:41 - 31:47)

Form an orderly queue, ladies and gents. Form an orderly queue. I think I just ruined it.

[Speaker 19] (31:47 - 31:48)

Sorry. Go for it.

[Speaker 9] (31:48 - 32:35)

I think I just ruined it. That's OK. Don't worry.

So mine is not a commitment. Mine is just to say, for those of you who didn't get to hear my Strategy Day presentation, I committed to doing a TEDx talk, which I actually did do on the 20th of January, which is a lot harder than people think. I had to learn the whole thing without any prompting, which takes a really, really long time.

So I'm super proud of myself. And it will be on YouTube for the rest of my life. I feel like I've signed a massive document that said it will always be there and you can't change it.

So, yeah, I did my TEDx talk, which I'm super proud of. And the other thing on my Strategy Day presentation was to do a half marathon. And I've signed up for the Amsterdam half marathon, which is in October.

So I just wanted to feel like I've actually tipped some things off my Strategy Day.

[Speaker 17] (32:35 - 32:39)

So thank you very much. Massive. Well done, Chelsea.

Well done.

[Speaker 4] (32:46 - 33:46)

I'm sorry. Go for it. Hi, everybody.

So a couple of months ago, I came up here to say that I was trying to overcome my public speaking. And I took it a step further last week by going to a public speaking course, three days, which is amazing. Highly recommend it to everybody.

And I've taken it one step further now. And some of you might know that I'm very much into mindfulness and meditation. And what I'm looking to do is to convert this passion actually into a course to actually teach to people.

So what I actually wanted to ask everybody here was some of you I have spoken to and some of you have already shared. But if you are into meditation or mindfulness or have already done it, it would be great for you just to reach out to me. Because I'm just trying to get as much information about it as possible so that I can actually just apply this to my course.

So I'm going to stick it on the Circle group. And if you could just reply to it and then we'll have a conversation. That'd be amazing.

Perfect. Thanks, Matt. Well done.

Let's go.

[Speaker 14] (33:51 - 34:20)

Afternoon. Just want to let you know about a little win. When I was first strategy session with my team, my leadership team this week on Wednesday, been in business a lot of years, never done anything like it.

And the feedback and the mindset changes, this was on Wednesday. So the feedback and mindset change yesterday from the team, looking at the KPIs and that has just been unbelievable. We should have done a lot sooner.

And yeah, just stick to the blueprints. It's really good. Congratulations, Anthony.

Well done, mate.

[Speaker 8] (34:25 - 35:12)

Well done. No worries. So two and a half years ago, as part of the program, we created my wife's standard practice.

So from zero to 1500 patients in two and a half years. And we grow the business extremely well, applying everything that we learned here. But there is a point now that she's not happy to be working in the admin and she wants to sell the business, which is part of our strategy this year.

So at the beginning of the year, I said, I'm going to have the practice live for sale in March. And to do that, I had to have the accounts last year ready in February. So what we're doing now is I have the accounts with me and the practice is going live in March.

So the goal is to sell it until the end of the year. And that's going to be a massive sale because, again, that's her financial freedom sorted.

[Adam Goff] (35:13 - 35:16)

End of the calendar year or the business year, just so we can hold you accountable?

[Speaker 8] (35:16 - 35:16)

End of the year.

[Adam Goff] (35:17 - 35:19)

Fantastic. Great goals. Give Roberto a big round of applause.

[Speaker 7] (35:26 - 36:18)

So one of my strategies, one of my goals this year is to stop giving out service where we help small business owners like us, we know Roberto's wife, sell their business. And the beauty about this particular way of doing it is that it's a guaranteed sale virtually sold in less than five months and no capital gains tax to pay. So it's something I started looking at building out in January.

And in last week, Dan challenged me to get a brochure ready for today. So it's here. So if anybody is looking to sell their business or knows anybody that wants to sell their business, particularly by the end of the year, and you don't have the gains tax, then, you know, come and have a chat, take a brochure and then we'll book a call.

I want to also say thank you to the oversubscribed team for getting it done. And I say team because Chris has admitted that he didn't actually look at it before it came out. Nice.

Well said. Good job mate. Rachel?

[Speaker 10] (36:23 - 37:02)

Thank you. Ashley's going to laugh about this, but I would like to commit to walk every day. And that sounds like a really simple habit.

But one of my objectives this year is to lose 10 kilos, getting rid of all that cargo weight that I put on when I used to live in Spain. I'm doing really well, really consistent. I put loads of badminton, but I think everyday walking will really, really help.

I really struggle when it's throwing down with rain. I was speaking to Umesh today. So you just got to put a coat on and just get on with it.

So I'm committing here today to walk every day. How much? How many steps?

Half an hour a day.

[Adam Goff] (37:02 - 37:03)

So 3,000 steps.

[Speaker 10] (37:03 - 37:08)

Just half an hour a day. Half an hour. Half an hour is good.

Chill out Valerie, relax.

[Speaker 17] (37:11 - 37:18)

Go, you come, let's give Rachel an applause. Go, you come second, I'm surprised you don't.

[Speaker 6] (37:19 - 38:36)

You think you're in the joint, don't you? Right. Hi, everyone.

So this programme is fantastic, but it bubbles up lots of weird crap. So I'm going to tell you about my weird crap. So last week, I sought out Tom because I listened to him on a podcast.

And in the last four weeks, I met up with Tom. That was brilliant. Thank you.

And Tom told me about how he started in Tony Robbins. And the next day or so, this invite came in from Tony Robbins. So I went on an online course for free, Tony Robbins.

It's about your identity. So I did the process and I worked out that my identity is that life is a struggle. I'm really proud of how struggling I do.

And when I was younger, my mission was to work as hard as possible. I think I used to keep my pace loops. And one week I did 120 hours and I thought I was nailing it because I was working so hard and there was no time for anything else.

When actually, I got it completely wrong, hadn't I? So I'm going through that journey. So now life is a breeze for me.

This is my new identity. So if you talk to me and say, how's it going? Yeah, life's a breeze.

And so hold me to account. Not the struggle. And I need to change my mindset.

That's amazing.

[Adam Goff] (38:43 - 38:48)

Last but not least, Sarah Lloyds. I need to go. No, no, I didn't see you there.

My apologies.

[Speaker 12] (38:48 - 39:21)

I'm only doing this because Matt keeps giving me a heart attack every time he comes up here thinking he's going to out me. But I have been a hobby pianist for quite a long time. And I've actually been invited to play professionally at a wedding this year.

And I'm absolutely cracking it because I get really bad stage fright when it comes to music. But I, if I can, and if the Belfry will allow me, would like to play a piece for you guys at some point ahead of that wedding to commit to my first performance.

[Speaker 17] (39:23 - 39:24)

Yeah, absolutely.

[Adam Goff] (39:26 - 40:40)

Bring it on. So you're going to bring your keyboard and then. Fantastic.

We'll set you up at the front here. That is open mic to the next level. Yes, give everyone a round of applause for some amazing achievements, some great commitments.

Love it. Love it. OK, moving on.

All right, moving on. So we have some important news for you. Some very important news.

All right. There has been a there's a lot of shifts happening, just shifts happening in the world. And it's to do with technology and it's to do with artificial intelligence.

And these next two sessions are going to make sure that you're ahead of the game. You're hearing it first before anybody else. What you don't want to do is get complacent.

You don't want to get complacent and not see these big changes coming. We know we're in the age of the personal brand. Would we agree?

The currency now is followers. It's eyeballs. This is what is cool now.

This is how you get status. This is it. And everybody has an online presence and a brand.

But there are things that are changing. And the man, when it comes to personal branding and digital marketing, we know he's the man. It's Mr. Chris Moss. So let's give Mr. Chris Moss from Oversubscribed a massive round of applause, please. And welcome to the stage, Chris.

[Chris Moss] (40:45 - 42:41)

Hi, everyone. Just to reply back to Teju's comment, he turned it round in about four days, which didn't give me my usual check process. I only see it right at the end of the process.

And on that occasion, I didn't. I normally do. So just a caveat there.

I'm really excited for Ben's session on AI and how we can supercharge our winter hit lists. We did some work with Ben on AI and how we could implement it into Oversubscribed last year. And without a doubt, Ben's knowledge on this stuff is incredible.

So I'm really looking forward to that session. However, AI is having a huge impact on the digital marketing landscape. And this is something that most business owners don't actually realize is happening.

If we implement this, there's an opportunity in a really small window that we have. However, if we ignore what I'm about to share, without a doubt, we will all get left behind. And it's only going to get worse as time goes on over the next one, two, three years time.

And this one huge change that Dan wanted me to share with you all is something that affects every single one of us in this room. And it's the impact that AI has had on Google and the changes that they have been making to combat those effects. Some businesses and some websites lost 50 percent of their traffic at the back end of last year, almost overnight because of these changes.

So some of you in this room probably potentially were affected by it, may not realize at this point, but it's a huge change that's happening. Has anyone seen the helpful content guide and the update that Google did?

[Speaker 17] (42:41 - 42:42)

OK.

[Chris Moss] (42:45 - 55:25)

What it is, is it's Google updated its algorithms. So when you search something on Google, the algorithm decides who do they show? What businesses do they show?

What does that look like? Google changed massively how they actually went about doing that and who do they decide to show and who they who don't they? And the reason for this is, is what AI has allowed people to do is create huge volumes of content almost overnight.

So using chat GPT, I could go on there and I could create loads of content very, very quickly. And that's a problem for Google because some of that content may not be accurate. It may not make sense.

And that was starting to cause a massive problem because Google's aim is obviously to show you stuff that is accurate and is is good. As an example, I could write loads of content on chat GPT, put a website up and look like a expert at law as an example. And I'm not.

So a lot of that content, it might be accurate. It might be helpful. It might not.

I have no way of knowing whether it is. So what Google has done is they've massively update their algorithms to try and make sure that people can be visible. If we don't adopt and make these changes so that Google, when they call your sites, can figure out that you are the real deal, then there's a good chance that you don't have that visibility online.

Google are the first to make these changes. But without a doubt, this is going to be happening across all the social platforms as well. It doesn't matter if you haven't created any content on chat GPT.

Google don't know that whether you have or not, it's whether they can figure out whether you're the real deal or not. So it might be that you've never put any AI content on your website. But if you don't have certain things on there, then you still won't be visible because Google won't be able to tell.

Are you real or are you fake? So here's some of the headlines that you might have seen coming around recently. So this AI one on the right here is one that's kind of more of a scary one.

So there was over 50 pieces of research that were created by AI. Someone would have done it, not the AI. That hasn't happened just yet.

It's coming. However, that those 50 pieces of content, some of that made its way into academic journals. And this was fake research.

It didn't actually exist. Yeah, it's getting into academic journals, which are then used at the sort of highest level to make decisions. Another one from the World Economic Forum at the back end of January.

One of the key things they highlighted for this year was the potential challenges that AI is going to have with the elections around the world this year and the fake news and the fake content that was coming out. And that key action was was the pressure they were putting on governments around the world to combat this and the social platforms in particular to make these changes. So if we want to make sure we don't become invisible online.

And as I said, it's only going to get worse. And there's certain things we need to start thinking about and incorporating into our sites to make sure when people search, they find businesses. So what Google did is they totally changed their algorithm and totally updated it.

They did it about two years ago and sort of tested some of this stuff. And then as of the back end of last year, they rolled it out in a big way. And as I say, lots of people were massively hit and impacted by this, by these changes.

What Google implemented was something called EAT. So E-E-A-T. It sounds like something that is made up by me on Property Entrepreneur.

And it's not. This is in Google's report that I'm sort of sharing here. So what that stands for is experience, expertise, authority and trust.

And these are the things when Google search in your site that they're trying to figure out, do you have these things? If they can figure that out, then they know, OK, you're likely to be the real deal, in which case they're going to show you they're going to they're going to prioritize you. If they can't figure these things out, then they don't know.

So then they're not going to. And you'll just get pushed down on the rankings. So I'm going to take us through these things and how we can actually practically implement these into into our businesses.

So the first one is experience. And this is demonstrating to Google that you've got firsthand experience in whatever it is that you do. So a couple of the things to include in that are case studies, potentially, which shows that you've clearly got experience in it and founders story.

So these algorithms, they search the site, they call the site and they're looking for keywords, certain things that suggest, OK, there's credibility here. The next thing is expertise, and this is, is the author qualified to talk about this stuff? Is there a qualification?

Are they qualified? What's their history? So the things that we can include for this is things about you pages in terms of about you as a director or a team member, and then also about your team.

So bios for your team. Again, it's just really showing that you have that expertise. The next is authority.

And this is what do other people say about you? So what is it that other people are saying about you? This is things that you can show things like accreditations, awards, but then also links from other platforms to your platform.

So you might have won an award as an example and as a link from their platform to your website. And that just shows to Google if lots of people are pointing towards this website saying that website must be good, then they're going to prioritize that. And if it's from an award or an accreditation or a body, then that's going to have a higher impact.

Also links from socials as well and things like that. So Google is such, OK, there's some substance to to this. And the next is trustworthy.

So are you a trustworthy company? And the things they're looking for with this is customer reviews. When you're linking to your socials, your socials have got engagement on, they've got real followers, they've got they've got activity going on there.

So these are the key things that we need to implement. And what this basically means is the days of a faceless business and not having you as part of that or team members part of that are totally sort of over. But that's not going to be possible moving forward because Google needs to figure out, are you the real deal or are you not?

I think we all understand in here how important a personal brand is. We kind of all know those same people. They've raised their profile.

They've built credibility. They attract people into their businesses and they win business and have better businesses because of it. I think we all understand that at this point.

However, this is becoming more important than ever because of the rise of AI. And if Google, the social platforms longer term can figure out there's a real person, there's real people behind this, this team, then it's going to be prioritised. You're going to get more visibility online, whether that be Google social platforms or anywhere else to show some examples of this.

So on Property Entrepreneur, you'll see things like the links from the social channels. You'll see obviously photos of real people and you'll see accreditations and awards from industry ones as well as property entrepreneur ones, links to the podcast. So these are all the sorts of things that we need to be including about you section, about the team section just builds up this full, full picture.

YouTube as well. Google owns YouTube. So anything, anything else like this that can build that credibility, the better.

And then obviously podcast, social channels, Instagram, TikTok, all of these feed into that picture to sort of make sure that it's very clear that you're, you're credible and real. Here's another example of Garrett. I don't think Garrett's here.

So we created the personal brand for Garrett and this was so that he could sort of identify exactly where he is, what he stands for. And he could then build off the back of it, these various credibility things to showcase he's the real deal. He knows his stuff.

He's got a huge experience in what he does. And then he could build off his social channels as well. Another examples of this, and this is where it kind of all starts really, is building out that personal brand.

What do you stand for? Who are you? And just getting real clarity on that.

And we do that through a personal brand guidelines. And that is, here's some examples of Susie's, Umesh's, Rachel. And it's no surprise.

These are people in the community that we all all recognize. And what this does, it establishes you and allows you to just stand out from everyone else. This isn't just on Google, but this is obviously just in the marketplace in general.

Hopefully that's give you all enough of an insight and some things to take away and be able to actually implement yourselves and make sure you've got these things on your site. If you did want support in raising your profile, building that credibility, building out a personal brand, then that's something we can help you with. I'm just going to quickly run through a personal brand bundle that we've got that I think might be of interest for anyone who is wanting to raise their profile.

So the first part, as I say, is the personal brand pack. And what this is, is defining what is the logo you've got? What position do you have in the marketplace?

What are the colors, the fonts? And just having that real clarity of this is what my personal brand is. And you will have seen all of Dan's, Josh's, Adam's, you'll see their personal brand logos on the start of all of their slides.

And that's what we're building out with this. The next is a personal brand slide deck. And this is a PowerPoint document that has a title slide.

It has a intro slide and then a content slide so that whether it be investors, clients, team members, it's a professional presentation that you can then give. And then the final one is a personal brand document that can then be built into a brochure or whatever it might be. Show investor deals a little bit like what Tej has got there.

Also, this is what I think is the best with this bundle is incredible is our bonus, which is the oversubscribed content calendar blueprint. And this is literally the last three years of us figuring out how do you or how do we help our clients put content 365 days a year across all social platforms for less than a day a month of their time? And what is the exact process and structure and systems and tools that we use to make that happen?

For anyone that's tried to do this themselves, you'll understand how incredibly difficult that is. And this is our full end-to-end process as well, which looks, these are some of the platforms and the tools that we use. So if anyone wants to take us up on this bundle, what that is, is the personal brand guidelines worth £1,500.

Personal brand slide deck worth £500. Personal brand Canva document worth £500. And then the personal brand content calendar system.

So the total value is £3,000. However, there is a Property Entrepreneur community discount for anyone who wants to take me up on this. It'll only be live between now and next workshop, where it will then be, the programme will get a chance to take us on this.

And we've only got limited capacity. So the discount price is £1,699. There's a QR code in the workbook.

It will be done on a first come first serve basis if anyone wants to. And if you scan that, you can just register your interest and then we can have a conversation to see if it's a good fit. I hope that was useful and insightful.

And I will be about all day. So if anyone's got any questions, just let me know.

[Adam Goff] (55:30 - 58:49)

Fantastic. Okay. So look, Chris, great update.

Knows what he's doing. For those people that haven't got a personal brand yet, such a great investment. The offer's there.

There's no hard sell. We all know we can trust Chris. Most of us like him.

So if you are thinking of doing it, if you are thinking of doing it this year, you know, why look elsewhere? You know, he's part of the family. And I think that's a pretty good price, to be honest with you.

Okay. So that was the price. It's in the workbook.

The QR code's there. I'll leave you to do that in your own time. I want to think about, but some of you I know have got objectives around this.

So it's just like a no brainer. We're making it so easy for you here. Moving on.

So the art of AI. So the art of AI. Who caught Ben's session last year on this?

Yeah, nice. Who's looking forward to this session already? Exactly.

Okay. Things are moving at a pace. People are catching this out.

There's reels now and YouTubes that are completely made by AI. Who else has seen those? It's like Joe Rogan talking about some topic and you're like, did Joe Rogan really say that?

And then all the comments is like AI, AI, AI. And you're like, oh, sugar. Yeah.

So this is serious stuff. This is happening right in front of our eyes. And some of us have got our heads in the sand and other of us are embracing it.

So when I thought about how to really drive this home to everybody before I invite Ben on, I thought about this film. Who's seen the film BlackBerry? Just me and Ashley then.

I spent a lot of time on a plane over 100 hours in the last six weeks. I've seen all the films, but this movie, I think encapsulates, have you seen it Ben? This encapsulates what the point I'm trying to make.

BlackBerry came out of nowhere, innovative, completely owned the mobile phone market, completely dominated Nokia. Remember, everybody wanted a BlackBerry, called it a CrackBerry. It was like, you could email, Shaney's still getting shivers because she's from the city.

She remembers when she literally like transplanted into her hand. That's what it was like. And then out of nowhere, the iPhone came out and it was the BlackBerry killer.

How many people have got BlackBerrys now? Stephen's got one. I don't mean like in your attic as a memorabilia.

No one uses BlackBerry now, but this just shows how quickly things can change in tech and that's hardware. This is software. So we don't really have time to wait.

We need to start using AI and there's no better person to introduce this, to get us up to speed than Mr. Ben Kilner. For those people that don't know Ben, Ben was a double PE award winner on Advanced in 2020. He won property entrepreneur of the year and dealer of the year.

I think he's the only person to have ever done that. Incredibly successful. He's now on this mission.

He's now got a mission. He's one of those guys to help people make, restore and explore because he's just so curious. He's got this fantastic brain and we're really lucky to have him.

From doing that mission, from his posts, you've seen the posts of him rowing down the Thames. He's gathered a social following of over 450,000 people from that content that he's put together. He's now an AI investor and consultant and he is the man when it comes to artificial intelligence.

So let's give our former property entrepreneur, delegate of ours, award winner, the man himself, Mr. Ben Kilner, a massive round of applause, please.

[Speaker 17] (58:54 - 58:58)

Hello, everybody.

[Ben Kilner] (58:58 - 1:45:12)

How are we doing? Very many familiar faces here. It's good to be back.

So today we're going to be talking about the art of AI and how you can begin to sort of master the machine and begin to manipulate it to do your bidding. So we're going to start off with some news. We're quite tight on time because Adam has been talking a little bit too much.

So we're going to just do one bit of good news here rather than the whole lot. And the one I'm going to focus on is Neuralink. So this is one of Muskies companies.

And it essentially embeds chips in your brain, reads your brainwaves. And the intention is to use that to allow disabled people to then reintegrate into society. That is just the headline marketing.

Behind the scenes, though, the intention is to build cyborgs. So begin to incorporate carbon based life forms like ourselves with silicon based life forms, which AI is. So we're very much limited by our bandwidth.

We can speak quite slowly. We can type even slower, whereas machines can talk to each other at the most phenomenal rates. So this will be that extra bridge which allows us to communicate with what will be our superiors at some point in the future.

Computers. We've got Trump reading here. So I'm going to focus on Taylor Swift's deep fakes recently.

So a rather unsuspecting individual created some images of Taylor Swift doing something naughty in public recently. And the backlash from this was phenomenal. He basically has been almost lynched, not physically, but in every other aspect he's been lynched.

So he's had to leave his home. He's had to basically disappear. And this is the natural result of us creating a tool which can blur the lines between what is real and what is fake.

People will use it for nefarious purposes. So that's the bad news. Let's have a look.

A quick reminder of what is AI. So everyone here has seen my presentation from last year, I think. Overall, AI, artificial intelligence, it's simply a term which is coined to describe computers which exhibit humanlike behaviors.

That's it. Then underneath that, the mechanism by which these machines learn is called machine learning. Very self-explanatory.

However, under that umbrella, there are neural networks, which is what most of the large language models and other large AI models focus on. And the way they work is they have the digital equivalent of a brain. We've got nodes, neurons, and then a massive network of these, which over time, when fed data, can strengthen and weaken.

So it's exactly the way our brains work. So if we get positive feedback, we will strengthen those pathways. And if we get negative feedback, we will weaken those pathways.

And that's how we learn. So let's have a look at a comparison between the human and AI lifecycle. The human lifecycle, everyone here is aware of.

It starts off as sort of parents doing wonderful things and then creates a body. And then you've got this human which grows up from that. The AI models out there at the moment are very, very similar.

So you've got a neural net design created by humans. And then you've got hardware on which it lives. And then you feed it electricity and then data.

And the data is very much like experiences for humans. The better the data, the better the human, let's say. And then over time, as this model begins to perform, you give it feedback, thumbs up for doing well, thumbs down for not doing so well.

And that's called reinforcement learning. And then you put it out to play as you start asking it to problem solve. And if it does well, great.

If it doesn't, you can always update it if you need to. And you can replace it if better models come along. The key difference between these two life cycles are that these models will work literally 24, 7, 3, 6, 5.

Whereas humans need to eat, sleep and do other fun things. So they already have a massive, massive advantage. When they get a little bit old and tired, they can be retired without complaint.

No one complains. So this is very good. I'm going to leave that one there.

But we're going to come back to some of the bigger existential questions around AI at the end. So why now? Everyone hopefully can remember this from last time.

And there's one missing ingredient. So models have been built ever since the 50s. They started very simply through the 90s.

We got chess playing models. They were amazing at the time. And over time, they have got better and better.

Then hardware. Hardware was actually one of the main limiting factors for a very long time until, according to Moore's law, we have begun to sort of double our computational power every two years, which is huge. And we're now on a super steep part of that exponential curve.

And then demand has always been there. We have individuals, companies, countries and the whole globe looking for cheaper, faster labor. And then the final ingredient.

Can anyone tell me what that final ingredient, which is missing from this magical mix? Data. That's it.

Yeah. So massive, clean data sets. We've had the Internet around for ages.

We have a tap into most human beings' pockets via their phone. We know where they go, what they do, how they spend their money. We know pretty much everything we can do about humans.

So that data set is massive and it can be cleaned and is cleaned for training these models. So the current pros and cons. This is going to change throughout time.

However, we're going to look at the pros very briefly. The pros are quite obvious. We've got productivity, innovation, reduce mundane tasks.

And then we've got data driven decisions, which I think was probably the most powerful thing on this list. And then the cons, which we're going to focus on, because this is always glossed over. I mean, the following slides will show you how you can transform your businesses and do the work of potentially 10 people in half the time.

But you must, must remember, there are a whole bunch of cons associated with using AI. So there's bias and ethical concerns. These models are trained.

Well, first of all, they're built by humans. The architecture is built around a human's brain, essentially. And then you've got the data, which is human data.

It is 100 percent biased towards humans to start with. Then you have sort of more subtle biases. So the further back in history you go, you'll see instances of racism, sexism, slavery, the works, which really isn't very current.

Well, some of it is, but some of it less so. And essentially, these models will have those in their training sets. So just be wary.

If you do come across some strange responses, it could be to do with that. It's very, very rare. And they have built overarching sort of guidelines for these models to avoid these sort of things.

But they are built into that. Job displacement is another thing. This is inevitable.

At the moment, it's just people shuffling around, losing their jobs in one company, moving to another. But eventually, when AI or AGI comes along, so that's artificial general intelligence, we will see mass unemployment and then some sort of mechanism like universal basic income, reduced working days during the week, etc. And then comes the question of human dependence.

I mean, I reach into my pocket every time I need to do any half complicated maths to reach my calculator. And that's a definite crutch for me. And as soon as I sort of begun to use AI to a large extent, I noticed I immediately started drifting towards, oh, could I get AI to do that?

And my brain became a little bit more lazy. So this is going to be a really big one, making sure humans don't become sort of too mushy over time. Then complexity and transparency.

These models are super complex. Being able to drill down to where they got their information from and how they made their decisions is nigh on impossible, even for the models themselves. So you just don't know where it's come from.

But that means everyone has to check what they do so, so, so thoroughly. Then security risks. All the data you put into these models may and probably will be used for training future models.

So sanitise all personal data out of it unless you have the specific agreement of a chat GPT, Microsoft or another provider that they won't use your data for future training sessions. Then overconfidence. These models will come back with very shiny answers very quickly.

It's very easy to trust them and think they're wonderful. Do check everything thoroughly. Right, OK, those are all the cons there, but let's go into the good bit.

Large language models. Who here uses a chat GPT on a monthly basis? On a weekly basis?

On a daily basis? OK, interesting. So we're mainly going to focus on large language models for the rest of this presentation, primarily because they are the largest and most powerful models out there for general use.

There are loads of specific models which are amazing, but this is most applicable to everyone in the room. So options out there at the moment, we've got chat GPT, everyone is clearly aware. Version 4 specifically, I would highly recommend everyone sign up for chat GPT plus and toggle on to version 4.

It is drastically better, is drastically more powerful and better at problem solving. It provides a greater breadth of answer and a greater depth over version 3.5, which is the free version. Paid for is around $20 a month, I think, at the moment.

Then you've got Microsoft Copilot. Until recently, this was a minimum of a 300 seat spend, which I think was over 100k per year. Now they've brought it down to a single license you can buy.

It's a tag on to MS 365, so you've got to pay like $50 for that and then another $30 for Copilot. So the costs do rack up somewhat. I haven't used it yet.

A single seat's only been available for a couple of weeks now. Bing is Microsoft's free version of chat GPT. I'm not much of a fan, to be honest.

Both Copilot and Bing use GPT as its core, but the interface is very, very different. And Google Bart. Google Bart, sadly, is lagging behind.

It isn't as powerful as the chat GPT products. It will catch up at some point, I suspect, given the amount of data they have. Going back to that slide on why now, they hold the most incredible amounts of data, so much more than any other company out there.

So they stand to do amazing things in the future. They just haven't done it yet. So interfacing with chat GPT.

Written, obviously, chat, the online most common interface. I would highly recommend having a go with the voice interface on the app. I was driving up this morning and I had a half an hour chat with this thing about quantum computers, and it's amazing.

Anything that you sort of have an open-ended question about, I would really recommend trying the voice control version. I think you've got around 40 calls per three or four hour period, which means that you can have a roughly 30 minute conversation with this thing. And the depth and breadth is phenomenal.

It's like having an amazing passenger sat next to you. And then finally, custom GPTs. This is a recent launch.

It allows you to sort of preload a chat GPT thread with information. So if you're doing something repetitive, which we'll look at in a minute, you can preload it with, let's say, an AST and then always come back to that AST GPT chat. So those are the three options.

Let's have a look at some examples. I'm going to go through a bunch of examples which cover both personal and workplace examples. I was wandering around the house the other day and was just wanting to test the voice command.

And I came up with this prompt, so please help me determine my purpose in life by using the principles of Ikigai. Everyone here, I think, is familiar with the principle. Yeah.

Okay, good. It came back with just a list of how it works, which is fine. I then wanted to add another question and go a little bit deeper.

So I said, thank you. Please ask me as many questions as you need to find the intersection of my vocation, mission and profession. One of the key things here is asking it to ask you.

So it's very easy to just take that list, which it gives out and feel a bit overwhelmed. If you ask it to ask you in a sequential manner, it will go through question by question, wait for your answer to each question and then move on to the next. And then at the end, it will summarize it and give you your life purpose, which for me actually was quite accurate.

It was quite, it was very good. A bit too long to publish here, but yeah. Another example, life by design.

Next year, I suppose everyone's done their life by designs by now, I should hope. Excellent. Next year, when you come around to it, I would consider preloading a custom GPT with your life by design process.

And ask it to ask you in as much detail as it needs in order to give you the best answer. In this example, I wanted to test how well it could upload a really chewy PDF, which I created back in 2019 about life by design to see if it could read it. And it got about 80% of it correct.

I mean, the formatting on that is heavy. I mean, it's hard for humans to read, let alone a computer. So it did a pretty good job there, but the way to test whether or not it understood you is ask it to repeat it back to you.

So job descriptions, so management and HR within your company. This one's, I would say, applicable to probably most people here. But when you come to it, I would highly recommend using chat GPT for job descriptions.

The caveat around that is depending on where it's going to be posted. So based on what Chris was saying, if you're posting it on your personal website, just make sure that it is a very well written document in order to make sure it doesn't get penalized. So I said, you are an expert HR consultant, please write a job description for a finance director for the business.

For context, the business helps educate property entrepreneurs in how to run their business effectively while meeting their personal goals. They will ideally have experience in a service based company and be familiar with events organization. So I think Dan was looking for a finance director recently.

So this prompt was for him. I started off by giving it a persona. You tell it to take on a particular role or particular narrow skill set.

So an HR consultant. Then I give it some context around the business. And then I asked it for specific context content.

So the experience that that person needed to have. This is generally good practice when you have quite a specific question, i.e. not an open ended question. Give it as much information upfront as possible.

In an ideal world, this prompt would probably be about half a page long with all the context around your business. So it can get your job description spot on. This is what it came back with.

It was multiple pages long, probably a bit too long. A quick prompt could ask it to trim it down. And very impressed.

Yeah, it's something I would be probably 80% happy with. And then a little bit of tweaking and it would go out the door. Personal development plans.

I suspect this is on quite a few people's to-do lists for your winter hit list. So you're an expert HR consultant, HR manager. So this is giving a persona again.

Please draft, not write the whole thing, but specifically draft a personal development plan for members of staff. So here I wanted to create a pro forma to use across all members of staff. And I didn't want it to complete a fully finished final product for an individual.

Because I wanted to finalize the structure before going on to create finalized versions for individual skill sets within the company. Or for individuals. So I did the edits and then went on to ask it to fill it out.

But then for a specific role. So I said, thank you. Please, could you customize this for our sales staff and introduce specific KPIs to track their performance?

One thing here is noticing the sequence of questions. If you think you have a more complex question, break it down into multiple questions and help lead it to the answer. Rather than just hoping that it'll make the logical leap right to the end.

So it came back with some very sensible KPIs, to be honest, within that PDP. I would, for a generic salesperson, be very happy. But otherwise, if it were for a specific person, I'd then go in and make some tweaks.

Staff issues. If anyone's had any staff issues, you know that it can be tricky when trying to, one, drill down to what the actual issue is. And often you'll get opinions from other members of staff and you'll have your own opinions.

But I'd really recommend coming to an objective opinion provider, such as ChatGPT or another large language model. Especially if you're going into a really tricky meeting. So the thing I asked for here, I said, you are an HR consultant, again, persona.

A member of my staff has been underperforming. They are well paid and have been happy in the position in the past. Please help me prepare for their upcoming review meeting by suggesting potential problems and solutions to those problems.

So 15 minutes before this meeting, do a brainstorm and not only ask for what potential issues there could be. Ask for those solutions so you're fully prepared with the answers when they say, I need more holiday, my mother's unwell or something like that. You're already off the bat, ready to go.

Company strategy. One of the things which AI has done, which I genuinely missed out on, I thought it would do mundane tasks first. But one of its strongest suits is creativity.

So if you want to brainstorm, you want to come up with new ideas, whether that's names for your company, images, which we'll look at later, or just even strategies such as this. I would highly recommend coming here and just ask you to brainstorm on your behalf. It will probably get everything you would have thought of, but in a much, much shorter time frame.

If at some point you find a lazy brain setting in, then maybe sit down, do a brainstorm yourself to begin with, and then ask AI to fill in the gaps afterwards. Just a suggestion. So building tools.

I asked Dan if any of the members of the board had any specific questions and a number of them are coming up. This is one of them. They wanted a calculator to use to their value companies with.

So I started off with, you're an experienced CFO, non-exec director, please help me create a high level calculator for valuing companies. Please start by detailing the different valuation methods normally used. So starting out with some research here.

I probably have a valuation method in mind, but I may not. So doing the wide research initially is really good for just making sure you haven't missed anything. Then building up on a sequence of questions here.

Once it's told you about a particular valuation method, you can build on that by saying, please describe a calculator to be built in Excel and the correct equations to use within it. Focus on the discounted cash flow model. So I've gone through these various models, focused on this particular one.

And instead of asking it to create a spreadsheet immediately, I want to understand its logical process behind that, because I suspected it might fall down on the next step. So it's created a really nice, logical way of creating a spreadsheet, which you could then even hand off to a less experienced person to build out for you. Next step was to ask it to create the Excel spreadsheet.

I said, please build a calculator in Excel. And it did. However, the values in there are just values.

There are no embedded equations. And I would in no world choose this layout for my spreadsheet. So I think the export and editing functions of ChatGPT specifically is not there yet.

Ask it for word-based content primarily. It does do image-based generation, but there are better tools out there. It does do formatting of certain other things, but there are other things which do it better out there.

This model specializes in language. Use it now. So, yeah, caution there around asking it to export.

It exports loads of things, just not necessarily to the highest quality yet. Give it another, I'd say, nine months. I suspect GPT-5, or whether we go to 4.5, I'm not sure, will address this sort of thing. Another board request. I've got to create a script for a 15-minute video for my website about the benefits of an ownership trust sale. Witty and engaging.

So the use of tone here is, this is verbatim. This is what the actual request was. This use of tone is really important.

It has a massive impact on the output. And it came back with an amazing script. Timing's good.

Suggested video footage, good. However, engaging, I'd say a tick. Witty, I'd say a slight miss.

Imagine a magical box where you can store your property, manage it easily, and pass it on without a hitch. That's an ownership trust for you, minus the magic, but all the benefits are real. So it's sort of got it.

It knows structurally what to do, but it's sort of missing it, missing the point slightly. So the ways around this. Iterate.

Come back, say, I want you to make it slightly less witty and maybe a little bit more, I don't know, normal business, whatever you want to try. Or a better way of doing it is giving an example of your writing. So preload it with examples of presentations you've given in the past, or your scripts in the past, or even just the audio files from a YouTube presenter whose style you like.

So, campaign. Very much on Chris Moss' turf over here. You are a social media marketing expert.

Please help me create a social media marketing campaign for my board program that runs for three months each summer. During the program, I mentor a small group of property entrepreneurs to achieve their goals. My USP is my track record in property and reviews from previous mentees.

So we've got persona. We've got context. And it came back with an impressively large campaign.

Whether or not all of the contents are applicable to you and your brand remains to be seen. But the sheer volume means that you can then down select from what it's given you, cross bits out which aren't applicable, and then make tweaks where you need to. The things which this prompt is missing is more context.

It needs to know so much more about you and what you do in order to give a more accurate answer. This will be quite a generic campaign. But if you give it specific nuances around exactly what it is you want to achieve, you will get a better result.

Also give it stats on what's performed well for you in the past, whether that's a particular social media platform, short form, medium form, long form, whatever. Operations. This was quite a short request from one of the members of the board where they were feeling a little bit overwhelmed and they wanted a way of breaking down tasks.

This is not what they specifically asked for. I've created a hypothetical scenario. I said, I'm totally overwhelmed with my workload.

Please could you break down these high-level tasks into manageable chunks. Write a company SOP for checking in tenants, and then apply for planning permission for a site extension. So these things, very generic, probably quite applicable to everyone in this room.

And the first thing to notice here is a recommendation to be human. If you are feeling overwhelmed, you're feeling stressed, you're feeling whatever you're feeling, if it's a particularly strong emotion and it's applicable to your work, then include that. These models will always be computers and we will always be human.

We will most likely be more organic, let's say. And telling them how you're feeling will allow them to learn better from us in the future and then how to respond from that. So we'll see models.

Google's recently launched Amy, which is a doctor model and is currently beating humans in controlled trials. And it's that sort of thing which needs that ability to communicate delicately with humans. So the more you give it your humanity, the more it will learn and get better at dealing with that over time.

So initially it came back with just a set of instructions on how to do this. To be honest, I really wanted to do the legwork for me. So I went one step further and added a sequence, another question in the sequence.

And I said, please, could you draft a SOP for checking in tenants to my HMOs? And away it went. And it came back with probably an answer better than I would have achieved on my first go, which would have taken at least an hour.

And I did it in less than 20 seconds. So time-saving is gigantic. But again, check everything to make sure it's applicable to you.

And where necessary, hand it around to other members of staff to get their sign-off as well. This is another interesting one from a member of the board. So each month they send out an email to investors updating them on the progress of our property development projects.

Below is an example of one of the emails. Please just read it. No need to respond.

This please just read, no need to respond is really useful because often you dump a load of information and it'll start replying. It's just like, oh, I think I know what you mean. Let's have a go at replying.

Just say, just read it, no need to respond. And it will come back with saying, okay, heard you. Let me know how I can help.

And then you can add additional questions on. So each month I will update the investors on progress and spend. Please could you update the example email to include the following points.

Overspend will come to 10K and we'll complete a month early. And the key things here are that you've taken an example. You've given an example, which you can then work from.

It will adopt your tone, your style, and email structure. And then you can go away and ask it to make regular and predictable edits, such as this spend and projected completion date. For this one specifically, and a few of the others, I'd recommend using custom GPTs.

So when you're in GPT plus top left-hand corner, you've got custom GPTs where you can preload information. For this individual, I'd say, give it maybe five, 10 examples of previous emails they've written. Ideally identical letters, these monthly updates.

And every time you come back to this each month, you can ask it the same question and it will punch it out in no time. Draft documents. This is where we begin to sort of tread on the toes of potential limitations with hard-coded limitations within large language models and other models.

So I said, you're a financial and legal expert. I'm going to lend a limited company 500K in exchange for 50% of the profit from the sale of a property that will be built. I will receive a first charge on the property as security.

Please draft heads of terms for this arrangement. It came back with a fantastic answer. However, it excluded any limitations around change of circumstances or death, which is probably what I would include in a heads of terms, just as a catch-all.

And you'll find that if ever you wanted it to talk about draft wills and things like that, you have to push it quite hard to begin to mention human maladies, death, et cetera. And this is where it's been hard-coded to avoid these topics for obvious reasons, because people get upset about them. So the next question in this sequence is to, from a heads of terms, draft a legally binding contract, which you can then send out to all parties for signature.

And this is where we come up against an even greater hard-coded limitation within these large language models. And that's legal advice. It won't provide financial advice, legal advice or medical advice and probably not a few other things as well.

Without giving you a warning beforehand. In this case, it basically said you have to go and seek advice from a legal professional, which is fine. And it's definitely the correct thing to do.

And it did create a document, which is probably about 70% of where I'd want it to be. But a great place to start before sending it off to your legal advisor. So yeah, definitely beware of limitations there.

Document search. This is another really powerful one. If you have nasty old contracts, which are just clogging up your company drives and you're just dreading trawling through them for certain terms, upload them into chat GPT.

Would definitely recommend just making sure there's nothing too sensitive in there before you do do that. The way to keep it private is switch GPT into private mode. The major downsides of that is that you lose all of your chat history.

It's like a one thread, one time deal. You go in there, once you're done, it's gone forever. It won't use your information for training in the future, but you also won't be able to come back and find your data in the future.

So make sure it's nice and sanitized. So I did it recently for AST. I said, please read this AST and summarize clauses referring to pets and garden maintenance. And if there are any issues you have with tenants moving out and they have, let's say, missed some certain terms in the contract, you can ask it to draw up those terms, draw them out, and then include them in a well-written letter for you.

And it will take, I don't know, 10% of the time it would take me. Certainly. Custom GPTs.

If you are going to be coming back to this again and again, especially if you have the same AST across all your properties, I'd recommend creating a custom GPT. When you do create a custom GPT, make sure you toggle it into private mode. Otherwise it may appear on the GPT store, which is intended to allow people to make money from their custom GPTs.

So make sure you toggle it into private mode. Otherwise it may appear on the GPT store. In the future, the GPT store may be monetized where people can earn money from their custom GPTs.

I'd say I'd be cautious and I wouldn't put your stuff up there. Just keep it private. So golden nuggets to take away from the large language model piece of this presentation.

So interface, chat. Just normal written, everyone see that? I'll get that away.

Right away, and then also voice. Don't forget the voice interface. It's on the app only.

So download onto your phones. Hold down the little headphone symbol next to the chat box and go for it and be amazed. Custom GPTs, remember they're there.

If you find yourself doing something repetitive or even if you want to create a set of experts within your company, you can do just that. You can call it, let's say, legal GPT. And when you're in a normal chat GPT thread, you can actually call that legal GPT for advice within a separate thread.

You just do at legal GPT and it calls its specific expertise into that thread. Then polite. I'm a particular advocate for this.

These models are always learning from us. And I think remaining polite and calm at all times and just understanding they are machines, they literally don't give a toss if you start swearing at them, but they may well pick up bad habits in the future. So I would really recommend just remaining polite as you would with any other person, let's just say a colleague.

So input, persona, give it a persona. This is specifically for tasks which you already have a very clear idea of what you want rather than an open-ended question. Give it loads of context and where applicable, give examples.

The more examples you can give, the better. Question type, so specific, fantastic. Everyone knows about that.

Brainstorm, use its creativity. It will come back with so many options you may or may not have thought of in the blink of an eye. Even if you have thought of all of them, then it just gives you that extra confirmation.

And it just literally takes seconds. Then open-ended, have these open-ended discussions. Voice is great for this.

If you're out on a walk, if you're driving, hold down those headphones and start chatting. Then sequence, build in a sequence of questions. If you have something really complex, break it down.

If you try and jump all the way to the end, it may well skip something. And adjust, iterate. So if you have any issues with it, just tell it that you have a problem with its response.

Say how you would like it to do better, and it will go and do that. Tone and style, give it a tweak. Length, give it a tweak.

And then feedback, any feedback. Just take that extra 10 seconds to write a little bit of feedback. It will help it learn into the future.

Other uses, so image generation. The largest and most powerful model out there is a protocol called Midjourney. It's exceptionally powerful and this image, literally pixel perfect image is created with a two-line prompt.

The only downside with this, one, it's paid for, not sure quite how much. I think it's like a 10 or 12 quid a month for the version I've got. And two, the interface.

You have to open something called Discord, which is like Slack, but for geeks. And you have to use a command, forward slash imagine, and then put the rest of the prompt in. Once you've got the hang of it, it's really, really quick.

Another example, so this is one of Kevin's projects. Did he run away? There he is.

So this is one of Kevin's projects. I lifted off your website and I served it up to Midjourney and asked it to make a few edits. And I said, please fill in the background with some fields and some humans in the foreground.

And it had a go. I'd say it's changed the houses themselves. It's got a similar-ish layout and it's added an extra house in in the back over there, that sort of extra lay.

What was that? I think you'll have that. So it shows where it's headed.

It's not, unless you are very good at writing prompts for this, for Midjourney, it can be a little bit harder to handle. The most powerful version of this is still Photoshop, where they've very, around the same time as Midjourney got big, they launched something called Generative Fill, which is you just highlight an area. Say you want a butterfly in it or you want stripes on a road.

It will do it with the most phenomenal accuracy and perspective, which is just amazing. But Photoshop's next level, so I'd approach a professional to do that, unless it's something you love doing. Logos.

If anyone's got logos to create, it's great for creating full logos if you don't have text in it. It still struggles with text-to-text. If you ask it to write Bebuff, for example, it will come back with some sort of hieroglyphics.

It will have a go, but it won't be a Latin language that most people will be familiar with. So ask it for images primarily and then augment that with Canva to create exactly what you want. So this is, as part of my social media stuff, I'm creating a rust protector for tools and I wanted a friendly-looking bee, so I went into Midjourney and asked for just that.

And it came back with oodles of options. And I chose this one. I enlarged the eyes slightly and obviously add the text and the spanner, etc.

But that was roughly an hour's worth of work. If you don't like creative stuff and you don't like design stuff, then it's a brilliant place to start if you just want to brainstorm. So before going to a designer, ask it for a nice logo for a new property development company.

Be a bit more specific than that, and take what it gives you and take aspects of what it gives you, highlight them, and then pass it off to a designer to then finalise. It cuts down on the comms time of your designer dramatically. Websites.

So this is a big one and quite a sensitive one. So you can build them from scratch. I have yet to see a side-by-side with hand-built versus AI-built website and Google's response to it.

I suspect Google would probably penalise it quite hard initially until you've got some really good content in there. The other thing you can do is you can do an exact duplication of someone else's website, just pop in their URL. It'll try and do pixel-for-pixel replication.

Obviously, plagiarism is a thing here, so be cautious, make oodles of changes to avoid any sort of accusations of plagiarism. When it comes to the content, I would recommend creating AI-generated content from an auth. Make sure you're happy with the quality, then go through and actually make some human changes to make it less clearly AI-generated.

Although Google has a we-appreciate-high-quality content, I think it probably will question AI-generated content more from the auth. So if it senses it's AI, it will then go deeper. If it senses it's human, it will probably just skim over and think it's better quality.

That's just a hunch. I haven't done a side-by-side comparison. Other tools.

There are loads. This isn't actually something I generated. This is from someone else's website.

But fundamentally, it is a list of tools out there which you can use. For the vast 99% of people, they'll stick with maybe one or two tools, and I'd recommend GPT-4 and maybe one or two other tools specific to what you need to do. You can go down rabbit holes for months in these various different tools, and I would avoid that if you can.

But if there's something you see on here, have a go. Homework. So homework for this month for you guys is really straightforward, and it's comparing different large-language models.

Get it to exactly the same task in different large-language models. It sounds like one of those tasks which you might try and skip, but the amount you'll get out of it is huge. You'll be able to see that 3.5 is vastly faster than 4, but 4 is way more detailed and has much deeper and better knowledge than 3.5. And then if you're a regular ChatGPT user, go and compare it with another large-language model out there. So key takeaways. The first is imagine AI as a colleague. So when you're doing a winter hit list, and if it's the same as when I was around doing PE, there's a delegate to column.

Consider putting AI as one of those things which you're one of those people entities you can delegate to. And if you have a large enough organization, I would actually recommend hiring someone specifically to run your AI models for you. So you have multiple functions around your company.

It could be a salesperson. It could be you. And this person could be a graduate.

They could even be a VA. But that VA specializes in controlling these AI models and will free up your time and you won't have to then do this sort of grunt work of writing commands, et cetera. So if you have a large organization, actually create an AI colleague who can then control the AI on your behalf.

Have the editor mindset. Whenever anything is created, double, triple check it. Beware of overconfidence in these models.

And at times you will get drastic hallucinations where it's just literally made something up out of the blue. It's very much more rare nowadays, but it has happened quite significantly in the past. And security, remember, everything that you put into these models could be, and yeah, let's say it just could be used for training in the future unless you specifically have their agreement that they won't use it for future training.

Be super cautious with private information especially client's information. So to finish, a doggy bag of thoughts. These are the sort of larger existential questions which I spent quite a bit of time thinking about, especially last year.

So Moore's law dictates that every two years a computational chip within your computer will double in power with no significant increase in costs. So that's why we're seeing these gigantic multiple terabyte computers out there, which can, I mean, even our phones, the video processing capability of my phone is nearly on a par with my laptop, which is just nuts. So Moore's law, exponential curve every two years roughly doubling.

That's just computational power. Then we have a look at AI. So AI, especially given the massive investment last year will I suspect be roughly doubling in efficiency.

This isn't just, this isn't AI power. This is how well it can compute answers in a given time and the accuracy of those answers. So let's say that's roughly every two years.

I personally think it's roughly every year, but let's say it's every two years. Then you combine AI development and Moore's law together and you actually have a doubling of power every year. Five years, you've got a 16X multiplier.

Six years, you've got 1632. And then seven years, 64. I mean, it's just huge.

So at some point we are going to cross that singularity line where artificial intelligence will become broadly, not just in specific skillsets, it will become broadly more intelligent than organic life forms such as us. Then you add in the chance, not guaranteed, but chance of quantum computers coming to fruition at some point, I suspect in the next sort of 20 years. It could be under 10, but in the next 20 years, when they come to fruition, they will blow silicon out of the water.

So even if we have silicon-based life forms by then, they will just be the most gigantically more powerful quantum-based life forms. It could be 100 years, but it is on its way and it's just a matter of time. So then come back to the question of humans.

How are humans doing? So humans are, I'd say in some ways, in fact, what does everyone here think? Do we think we're increasing intelligence plateaued or decreasing?

Oh, okay. So we were having, on Wednesday, I gave this presentation at lunch. I was chatting to a bunch of people about this.

We came to the conclusion that we thought that humans almost certainly aren't becoming more intelligent in specific niches. They may be becoming more broadly intelligent due to access to the internet. However, their actual computational power has certainly plateaued.

And with the likes of social media, I suspect they're becoming a little bit less intelligent just because the way the brain is being trained to behave well as a result of short-form information rather than deep intellectual information. That is changing with social media, but quite slowly. Bearing in mind that we are going to have silicon-based lifeforms and probably quantum-based lifeforms at some point in our lifetimes, the question I leave with you is, how will you prepare?

It's an open question. You don't have to answer now, but as you're driving home, you could potentially have a chat with chat GPT about this. Tell it your skill sets.

Tell it exactly what you like doing. Tell it where you see yourself going in the future and see what it comes back with. You might be surprised, you might not be, but yes, definitely start thinking about this now.

How you can begin to... Personally, my approach is creating a personal brand, very much along the lines of oversubscribed work. And it means that when the inevitable in my mind happens, I will have a degree of value.

And the primary value I will bring is person-to-person communication and a mass audience. So that's just a few takeaway thoughts to quandar on your way home. And that is everything for now.

Any questions? We've got a few minutes left. Okay.

Have you got a mic?

[Speaker 17] (1:45:17 - 1:45:20)

Oh, there's a box here. We've got a mic.

[Speaker 18] (1:45:23 - 1:45:46)

Mind-blowing. Thank you, Ben. Absolutely awesome.

Application question about image AI. I've been playing around with DAL-E and really struggling with it through simple instructions, getting back images that have got funny, I don't know if it's Russian or Eastern European text across it. Those are the hieroglyphics.

[Ben Kilner] (1:45:46 - 1:46:47)

It just can't deal with text-to-text in the same way that you'll see it struggle with fingers and limbs occasionally. It's so much better now, but before you'd get a sort of sick finger or missing limb, it looked really spooky. It just can't do that.

It's like with a large language model. It's a guesser. It knows the previous words.

It knows your command. And then it guesses the next word in the sequence. Exactly the same with these image models.

They will come up with a fuzzy approximation of what you're after. And then it will figure out what pixels should be changed to make that sharper and bring it to fruition. And it just hasn't learned how to then superimpose human Latin text on top of that.

It is getting better. And if you are struggling, I would 100% suggest mid-journey. Sign up for a month, learn how to get Discord and then look up the various prompts which you need.

Primarily, it's literally forward slash imagine and then a few aspect ratio and a few other commands at the end and you're set. Thank you very much.

[Speaker 13] (1:46:52 - 1:47:19)

More of a kind of add-on to that. I'm design-based and we use AI to generate moon boards, things along these lines. If you get stuck with writing the prompts for this, there are a whole bunch of companies out there who actually specialize in providing these prompts and will help you at a bit of a midpoint between yourself and the AI, if you like.

Yeah.

[Ben Kilner] (1:47:20 - 1:47:55)

For that, if you come across a company which does provide prompts for their services, they can be good, but you can actually create your own prompt creator. You can hand ChatGPT the manual for mid-journey, for example, and it will then understand how to create prompts on your behalf. You can also, if you go through mid-journey, you can find other people's prompts.

You can copy them out and give them as examples of good prompts. So if you have a broad use, potentially go to another company. If you've got a specific use, you can copy the manual and some examples.

[Speaker 4] (1:47:59 - 1:48:08)

Do you have any recommendations for any AI that can create reels on Instagram, like type in the subjects of what you want to create in those 30 seconds?

[Ben Kilner] (1:48:09 - 1:49:10)

Yeah, not really. So I've done quite a deep dive into this, especially last year. And it depends what editor.

There are some editors out there. I can provide you the details afterwards. The actual video generation is not there yet.

And it will replace and transform the video industry as we know it. But for now, it's just a bit sketchy. And you can clearly tell that it's AI-generated.

And Meta has recently announced that they are going to be creating a toggle button for any AI-generated content. So you basically have to admit to uploading AI-generated content, and it will be placed as a label on your image. So it may discourage some people and make you less authentic I'd stick to stock footage, if you have to, for now.

AI-generated images, not video, if you have to. And ideally, just you, if you can.

[Speaker 17] (1:49:11 - 1:49:11)

Yeah.

[Speaker 4] (1:49:11 - 1:49:34)

And just with the chat GBT, I don't use that yet. I just use the free version. But the new version there, it mentions there are the golden nuggets.

When you want to choose those specific sections, do you have to actually just go onto it and then click and then write the information in? Or does those bits come up automatically? Are you thinking of custom GPTs?

Or just general interaction?

[Ben Kilner] (1:49:34 - 1:50:11)

Those are all things you just edit manually yourself. So you pick and choose from those golden nuggets for the ones which are most applicable to you, and then just insert them into your main command. The interface is identical to 3.5, except for the added capability of having the custom GPTs in the top left. Yeah, thank you. Any other questions? If there are, I'll be around over lunch, and I'm going to be doing a half an hour session at some point separate from this.

I think you have a new chat app thing. Somehow it's going to be announced on there, magically.

[Adam Goff] (1:50:21 - 1:54:22)

Ben's absolutely right. So I've actually asked Ben, as a personal favour, to do a Q&A, mid-week mentoring style, behind the scenes, live. We'll announce it in the app.

Does that sound good? You can digest everything you've just learnt. Some of you can get a bit sad on the way home about the future of the world.

Digest it, look at the homework, and when you inevitably get stuck, then you can ask Ben on the app. So that's going to be really good. So that was really incredible.

AI is literally going to transform everything. I don't need to reiterate it. So that is our objective for the month.

Our homework for the month is going to be to get to use ChatGPT, the paid version, and just see how the two compare. See how the two compare. You've been using it for free maybe, now it's time to pay for it, and that's in the homework.

So if you want to turn to your homework, just check that out. That's in there now. Talking about the app, who saw this post about WhatsApp business?

Who saw the post? Hands up. Everyone who didn't put their hand up, what are you doing?

You're missing all the gold. All the gold in the app. So if we're talking about leveraging systems, which is what Winter's all about, Umesh has shared with us how he leverages WhatsApp business.

WhatsApp business, WhatsApp, let's be honest, is a new email. It's a pain in all of our backsides, isn't it? And if you get more than about five people WhatsApping you in a week, well, the system is leave it unread, isn't it?

That's the system. Everyone's got a system right now, and it's leaving it unread. It's not a very good system, but WhatsApp business does have tags and also responses and these kind of tools which actually make it, you can filter and make it much more organized.

And Umesh has done an amazing post from doing this. So talking about our accreditation. So we know we've got accreditation and we know what it takes to become a certified property entrepreneur advanced delegates.

And this is the leaderboard. So congratulations to everyone who's in green, who's absolutely nailing it. You're nailing your Sunday sanity.

You have attended the workshops, you were here for presentation day or like Anita couldn't make it, you posted or Brett you posted, fantastic. The greens, happy days. The oranges, you're still on my Christmas card list for now, yeah, for now.

Okay, it means you might have dropped the ball, you've missed something. If your name's not on that list, you've been relegated. Okay, you've been relegated, you're out.

Unfortunately, it's no longer possible. That doesn't mean you should give up. Okay, if you try really hard, who knows, we might let you back in.

This is probably unlikely, but just gonna put it out there just in case. Okay, because you don't stop executing, all right? So congratulations to everybody who's on that list.

And that is that. And now we're gonna go to lunch. So don't forget for private dining, those people with a green sticker are mine and an orange sticker are with Ben.

But before we go to lunch, I do have another announcement. So it's actually someone's birthday today. So Mr. Tarriff, happy birthday. So let's all sing really happy birthday and embarrass him a little bit. We say, ♪ Happy birthday to you, happy birthday to you, ♪ ♪ happy birthday dear Billy, happy birthday to you. ♪ The Lord's worst nightmare.

[Speaker 17] (1:54:24 - 1:54:30)

Billy's never coming back. Oh cheers Ian, yeah. Yeah.

[Adam Goff] (1:54:33 - 1:54:41)

Oh poor Billy. Good stuff. Okay, ladies and gents, it's lunchtime.

I hope you had a great morning. I'll see you back here at 2.30. Enjoy.

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[Speaker 10] (10:31 - 10:35)

Ladies and gents, that's your two and a half minute warning, two and a half minutes.

[Dex / Tech & MC] (11:01 - 11:08)

Ladies and gents, this is your two minute warning, if you're outside getting teas and coffees, can you make your way back into the room, please? Two minutes.

[Adam Goff] (11:56 - 12:29)

Ladies and gents, I hope you had a nice lunch. We've got one minute, so we're back on stage, 60 seconds for those outside the room. So make your way back inside, please.

Take your seats, ready to roll in 60 seconds. 60 seconds. Ladies and gents, that's your 30 second warning, take your seats, finish up the conversation.

It's time to take your seats, please. Take your seats.

[Dex / Tech & MC] (13:32 - 13:35)

Okey dokey. Nice lunch.

[Adam Goff] (13:36 - 16:07)

Yeah. All good. Lovely.

If you haven't clicked the affirmation boards, don't forget most people have a score five left. Oh, yeah. Good little reminder.

Yeah. Okay, good. Yeah.

A few questions about the AGM at lunch just now, actually, don't feel free to come ask me anything afterwards. Something else, actually, that I wanted to talk about was the financial fortress blueprint. So who here completed this last year?

So Dan's board level blueprint. Yeah, absolutely. So can you sync my slides?

So yeah, so obviously, the board 40,000 pound plus VAT is the top of the tree in terms of the property entrepreneur community. Without doubt, the highest value asset within the board that we teach is the financial fortress. Again, lots of people think they might have a plan for the financial fortress, but actually being taken through the blueprint step by step will show you that probably that plan wasn't as tried and tested as you thought it might be.

And why wouldn't you sense check something which ultimately is going to be your retirement? So this is quite an important thing. This is one of our key cornerstones at property entrepreneur.

We want everyone to complete their financial fortress to live off the steam like Josh, Dan and I are currently doing for us. Right. So just like last year, if you're not on the board, it's the board's not for you.

You can't quite afford the board yet. Whatever reason you're not on the board, or it's not in your immediate vicinity, we are going to offer for a small group of people the opportunity to complete the training program of the financial fortress. So this will be a five week program that will enable people to complete their financial fortress.

And it'll be taken through by Josh. This is not a sales pitch right now. This is to let you know that this is this is coming.

So if you want to do this, there'll be an opportunity next month to sign up for this. This is not for everybody. This is not for everybody.

But for those people that are at that level that want to get that seven figure net worth and that 100k income and get clarity on it, this will be announced next month. Moving on. So the stand up, sit down for last month, the thing that rings dread into everybody's eyeballs right now.

So if everyone wants to stand up, please, everyone wants to stand up, please. Thank you very much. So sit down if you did manage to do some time tracking last month.

[Speaker 10] (16:11 - 16:20)

Okay. Okay. What happened, guys?

This is so cheap. Oh, God, I'm in the front row.

[Adam Goff] (16:22 - 16:47)

Was it intense? Sit down if you'd never planned to. Okay.

Cool. Bit of a get out of jail free card there for the steal, wasn't it? Okay, cool.

So yeah, you can sit down, you can sit down. So does anyone want to share what happened? I don't want to put you too much on the spot and share what happened.

She got away from you, didn't do it, too busy, all of the above. Be honest, it's all good. Yeah.

[Speaker 5] (16:52 - 17:05)

I worked out that it was part of last month's plan, a little bit too late into the journey. So it is on my list for this for this month. I will get it done.

So I'll commit to everybody That is an open mic commitment right there.

[Speaker 10] (17:05 - 17:06)

So round of applause.

[Dex / Tech & MC] (17:12 - 17:42)

I don't really know on this, but I don't have time to piss. I seriously Do you want to do you want to go now?

[Speaker 15] (17:47 - 18:07)

Today's a breeze. But I just, every minute is so intense. And so to the thought of stopping and starting something, and I'm super efficient.

So I know it'd be great if I had that extra base.

[Adam Goff] (18:08 - 18:50)

But Yeah, that was funny. So yeah, my advice would be, so unfortunately, it's one of those things where you actually need it the most. So an off and on at work.

So you could see how many hours you're doing, you know, this whole 120 hour like badge of honour work week, would it not be useful to measure where you're at? So you could see progress, even if it was just an off and on. And if you put it on your phone, you sort of do you see it even in a keypad lock is on.

So it can show you that it's on. So you remember to turn it off. You look to your phone.

So it's an invitation. Yeah. Look at this.

[Speaker 10] (18:51 - 18:58)

volunteering, volunteering for some accountability. Please tell me to go to the bathroom as well.

[Speaker 9] (19:00 - 19:39)

I get it. But I was one of the few people that I probably wouldn't have expected to have stood up because I'm really bad at time tracking. And what I do is I chunk it up, because I resonate with everything that you're saying here.

And so for me, that's the only way that I'm doing it. Otherwise, I wouldn't do it at all. And I think there was a comment last time, I think Chelsea, you mentioned that you're, you're bad at it.

And you didn't realise you could do it backdated. I do that too. So so I backdate.

So I'll make sure that I am doing it. And my buddy, Matt will attest to this, because I commit that.

[Adam Goff] (19:39 - 23:40)

Yeah, well done, Shaini. Good for you. Well done.

Yeah. Yeah, just to echo Shaini's advice, like just just turning it off and on to track workouts is actually what you have to do. So if you are in that situation where it just feels too hard, it's like too much mental energy to start a start a new habit.

Just turning it off and on when you sit at your desk would be a really good, would be a really good thing to do. The reason we asked you to do time tracking, I mean, I literally delivered 15 minutes pouring my heart out about why time tracking changed my life. But hopefully, I convinced everyone last month.

So congratulations, everyone that did it, why it's so important. The reason we asked you to do it last month is because it will give you data about what you need to do to get your business, how you what you need to delegate the stuff you shouldn't be doing anymore, it's going to give you all the valuable data you need to systemize your business and get out of it. But this month, the 28 day challenge is going to be for you to track the amount of primetime you are doing the amount on the business activity you are doing against your winter hit list.

You know, ultimately, most of your primetimes this quarter should be ticking off winter hit list tasks. And the way you will achieve your winter hit list is by allocating primetime in your diary and doing it relentlessly, even when the kids are screaming or the car's broken down, or your X and Y is not turned up today, even when when life happens, you've still got to find ways to get your primetime done. Otherwise, your business won't change.

So the 28 day challenge for everybody now that we started tracking will be to take it one step further. And this isn't for everybody. But if you want to play the game, for those people that are up for it, the invitation is to create a project or a tag in a certain toggle.

I'm sure you can do a similar thing in Clockify. So just track primetime hours. So what we want to see is how many hours you're doing each week on primetime.

Is it 20 minutes? That's cool. It's better than zero.

Or is it five hours? Or is it six hours? Or is it 15 hours?

Because success and failure are very predictable. The more primetime you log over the next two months, the more winter hit list tasks you'll get done. The more you've worked on the business, the more the business will change, the more you'll have a game changing year.

So all these things link. So that's the invitation for the 28 day challenge. And on the app, on the left hand side, there's a 28 day challenge.

I'll be really clear about this. So the app is a little bit new and people don't necessarily know where to post. On the left hand side, there's a 28 day challenge link.

And if you want to play the game every single week, like will invite you to post your primetime hours tracked. So that's the game. Does everyone agree that they'll get more results if they do more primetime?

Say yes. Yeah, absolutely. So if you want to play the game, there's some accountability there.

And we will do a leaderboard every week for who's logged the most hours. Okay. So you want to seize up on that leaderboard.

It's not all about winning. All right. Some people are going to get competitive and try and do loads.

That's cool. But loads for you would be not, it would be not a lot for the person next to you and could be way too much for the person sat next to you. So we're all running our own race.

We know that, but we are going to publish a leaderboard. There's going to be a scorecard. So that's 28 day challenge for this month.

Good. Any questions on that? No, but most, no, it's just primetime.

What I said was most of your primetime in winter should really be winter hit list tasks. Primetime, just to be clear, doesn't just mean when you've sat down at your desk and started working hard. That's not primetime.

Primetime is the on the business work that's on your winter hit list that you've been putting off that's going to change your business on the business, not just clearing your inbox that you didn't do yesterday. Like primetime really is the stuff, kind of stuff we do in these workshops. Writing the PDP was a great example.

Ashley's got a question. Can we get a mic for Ashley, please? Bianca's got one over there.

Thanks, Bianca.

[Speaker 13] (23:47 - 24:10)

Ashley. I was just going to say that primetime to me is important tasks. Yes.

Any business that does important, not urgent. Say that again. Just business that does the important but not urgent things will succeed.

[Adam Goff] (24:10 - 24:35)

Exactly. This is it. Difference between being an entrepreneur and having a job, building a business versus just having an income.

This is exactly it. Great. Great share there.

Any other questions? No. Okay, good.

Well, I'll see you all play. I'll be playing. So happy days.

Right. Moving on. It's that time of year.

It's Mr. Dan Norman. Forget him and get back. Let's give him a huge round of applause, please.

Welcome Dan to the stage.

[Speaker 3] (24:41 - 30:54)

Thank you. So ladies and gents, first of all, an enormous thank you for the response that we've had so far. We're already tracking a little bit forward ahead of last year, which is unbelievable from the amount of people who've already signed up.

Unfortunately, the majority of those are from the programme. And when I asked the question of who was in this year, there was a sea of hands. There was a flood of hands.

So we're just going to have a bit of a recap because the 17 people from Advancing the Board who have got their game face on and are already in it, that's hugely appreciated. But if you're sitting on the fence, no one wants splinters up their nipsey. So we won't do that.

We're going to run through what we're doing this for because I appreciate there were some people who weren't here last month. Shay Smiles. So Shay, oh dear, was an 11-year-old kid who was diagnosed with glioblastoma multiforme, which is basically a tumorous cancer in the brain.

If you are diagnosed with that, at very worst, at very best case, sorry, you're in all sorts of trouble for the rest of your life. But the majority of people pass away from that. And over two years, his parents spent over half a million pounds in getting him the very best treatment they possibly could.

And it was all for nothing. And unfortunately, he passed away at 13 and a half years old, but was constantly a rock all the way through it. And why it's called Shay Smiles was he was there to help and support other people.

No parents should ever have to bury their child. It's monumentally fucked up. Shine, very personal to anyone, I think, who's 20, 30 or 40 years old, because that's when you should be starting life.

It's when you should be worrying about a whole load of things, not about having a cancer diagnosis. And Shine is the only UK charity that provides support for people. And it's monumentally special, specifically in this room for what they've done for someone there.

Cancer Support Centre is a local charity in Sutton Caulfield. They basically have to have £155,000 worth of funding per year to keep on doing what they do, which is basically they start when the medicine stops. So when treatment has run its course, unfortunately, or people just need a little bit of a lift, that's what they're there for.

UKARE are here specifically for us blokes who have a habit of not saying too much or not going out and getting themselves checked and so on and so forth. And that deals specifically with the five urological cancers. So penile, bladder, kidney, prostate, and...

Help me out, someone. Ah, I'm not sure. I'll come back to you on that.

But needless to say, thank you. Bless you. Appreciate that.

Sorry to pause there. And the Evapeel, which is a gynaecological organisation who are the UK's largest gynaecological cancer support area for the five types of gynae cancer. So womb, vulval, vaginal, cervical, and ovarian.

Sorry? This year, we're doing five challenges over five weeks supporting five charities because it's a fifth birthday. Okay?

And I'd love everyone to be on board as part of this journey. But if you're, oh, I'm not sure. Have I got the time?

Have I not got the time? Can I help? Can I not?

We are going to incentivise you even that little bit more. Come on, clicker. So who likes freebies?

Who likes free stuff? Because part of get up and give back is we will give you a month's social content. So you can intersperse that among your activity for whatever you're doing in your championship season.

Okay? So you get the branding, you get the charities, you get the challenges. We're going to provide all that for you.

We are not going to follow you around with camera because that would be a bit weird or sexy. Depends on how you feel about it. But this is there for you.

It's the most warm, fuzzy feeling to give back to people. Okay? And to be completely mercenistic, I appreciate there's a lot of people who are already probably leaders in their business, but this gives you a bit of a competitor's edge.

Because while it may appear that other people are doing actions, extra-cervicular activity, there's no better way to mark yourself as a leader than to get up and give back for other people. Honestly, believe it. And I want to say a huge congratulations.

This was produced a couple of weeks ago. So if your name's not on that and you have signed up, please give a huge round of applause for everyone who has already signed in. Committed, signed, sealed, delivered.

So at the moment, I think we've already sold 48 places to the grand finale in June, on the 7th of June. That's not including the corporate sponsors, the charities who we're inviting down to come and celebrate and so forth. So we're about 70% sold out.

There is a time limit on this, ladies and gents. And to run through what that timescale looks like, I have a habit of breaking clickers, our drop-dead date for commitment forms is the back end of next week. The reason being we have logistics to organize, we have operations to organize, and so on and so forth.

I would impress upon you if you can, please get your commitment forms, your payments done by Monday, because then we can get the dates back to you of what we're going to be doing, where we're going to be doing it, how we're going to be doing it. We can get booked in, et cetera, et cetera, et cetera. Friday, the 8th of March are when we release all our promotional assets.

So if you've got a content manager, a socials manager, a PA, a VA, they can be a month ahead of themselves for when you need to tie into this stuff. So we're being that little bit more proactive this year. The promo campaign actually starts on the 5th of April.

Okay, these are conveniently tied in with when we have workshops. So it's nice and easy to remember. So April is when we're going to do the promo campaign.

We're going to do that for four weeks. Keep it really nice, really targeted, four weeks, and then the actual challenges and fundraising. So we've shortened get up, get back a little bit this year.

I appreciate we're having this conversation now to get in advance of it, but that's when we do it. So then do the grand finale formal, black tie in this very room, raise the checks, celebrate the charities, celebrate the challenges, celebrate the participants, because we respect what you've all put into it as well. If you haven't been part of this community, in this organisation, I'm very grateful that Dan recognised what everyone did last year, all the participants did last year, because it was very much a highlight.

Just like to show you a little bit of what we did.

[Speaker 16] (31:33 - 31:36)

For our veterans, sometimes it isn't fair at all.

[Speaker 19] (31:41 - 31:53)

Yeah, my name is Jack Murray-Griffith, and I'm the chair of the Triathlete's Red Fort, where there's a really exciting event going on in Procter and Bewes, and it's absolutely fantastic, it ruins everything, it's a lot of fun.

[Speaker 14] (32:02 - 32:23)

So exciting to see a very warm welcome. Yeah, one thing that's been making such a big difference is ensuring that no child is left behind. We also want to say a huge welcome to all our volunteers.

This is both a way of saying thank you, but also a way of saying thank you to all of you. Thank you very much.

[Speaker 16] (32:28 - 32:41)

I also want to give a huge warm thank you to Optimise Councils, for the support of all the work we've been able to do over the last 20 years that we've had back. So it's fun, and a way of saying thank you, thank you, and thank you.

[Dex / Tech & MC] (32:45 - 32:49)

Over yet? This is the big stuff.

[Speaker 3] (33:00 - 35:42)

That's what we all did together. That's what we achieved, half a million quid over four years, 140 grand it ended up in the end last year for those two splendid charities, and I would love for every single person here who can, and who can commit the time to also be a part of that. And the other thing is, that's just a warm up, right?

We're doing the big gig this year, we're doing the big one, so miss that, miss out. We're very, very proud to announce, I'm not sure if they're actually here today, unfortunately, but we've already lined up this year's headline sponsors. It gives me enormous pleasure to announce Ultimate FD and Property Filter stood on straight away and actually done more than we asked for our headline sponsors to do.

So please, please give them an enormous round of applause. And we're going to be recognising not only them, but our corporate sponsors, our participants all the way through this process. So what do we need to do now?

If you haven't yet, in your workbooks on the GetUpGiveBack page, there's four QR codes. The main top one, top left, is for the GetUpGiveBack sign up form. Directly below that is point two.

We're looking for either a participation donation of £50, or if you want to buy, I would rip my top off and show you the t-shirt, but the t-shirt, the hoodie, the grand finale ticket to get it all booked in advance is £150, and there's a QR code, bottom left, for that payment link to get things secured, get things lined up. And should you wish to, encourage your friends and your family and your team. A lot of people have already done that, and they're supporting their team to be a part of this environment.

That's our email addresses. You can WhatsApp me on there if there are queries. Again, it's in the workbook as well.

If you do need further information, please, please, please reach out. Because it might be that you've been affected, and that's been the heartbreaking bit of this whole scenario, is that people have come and shared their personal situations and the people that they care about. Whether it's their mothers, it's their sisters, it's their aunts, it's their girlfriends, it's their daughters.

The eve appeal. Whether it's their husbands, their brothers, their boyfriends, their mates. The you care.

Whether it's someone who they've come to the end of their particular journey. Whether it's our 20s, 30s and 40 year olds who we need to, you know, we need to encourage them in life, not have them in the situation where they're diagnosed and they're down. Or the, I don't even have kids and this chokes me up.

I mean, what were you doing when you were 13, 14 years old? It's messed up, isn't it? Let's help them.

Ladies and gents, cardio versus cancer. Thank you so very much for your time.

[Adam Goff] (35:49 - 37:02)

Okay, ladies and gents, the deadline for this is not as it is in the workbook. It's not the 8th of March. As you just heard from Dan, it's going to be the 16th of Feb.

So you've got a week or so to actually finally commit to that. So moving on, we are going to go back to our PDPs, our professional development plan building. We're going to put our entrepreneur hats on again.

One of the biggest questions that I often get from people is how much should I pay someone? How much should I give them as a bonus? How best to incentivize my team to actually do well when I'm giving them responsibility?

Well, as Dan described earlier, and we've said many times, obviously the goal is to make it a win for them, a win for the business and a win for you. This is all about leverage. It's such an important part of the PDP because giving the other responsibility that we just talked about is part of it, but then actually getting the pay and the incentive and the remuneration.

Did I say it right, Steve? Remuneration right is where we need to go. So ladies and gents, let's give Dan a warm welcome to the stage, please.

[Dex / Tech & MC] (37:08 - 37:09)

Thank you very much.

[Daniel Hill] (37:13 - 37:24)

So what we're going to do is going to go back to session one. So we're going to load our laptops up, get the blueprint out, and we're going to crack on with these personal development plans. Perfect.

[Dex / Tech & MC] (37:46 - 37:47)

Yeah, laptop players.

[Daniel Hill] (37:52 - 39:35)

So we're going to stick some background music on. If you need any help, put your hand up. And for the first 10 minutes, we're going to populate the objectives for the first team member.

So again, we're basically taking what you want to achieve, which is your tangible targets, your objectives, your headline strategy, and then choosing one team member and delegating whichever parts of your strategy are suitable for that team member to their PDP. And it's going to consist of phases, maybe one phase, maybe two phases. The key deliverables, which will be the key individual items.

So as I said earlier, these will basically be targets that are in your strategy. And then start to think about the dates that you might phase it. And just to make it easier for you, you would run it in quarters.

So unless there's a really valid reason not to, a phase would be either three months, six months, nine months, or 12 months. And why do we do the milestones at three months? Absolutely, because you do quarterly reviews.

So the end of a QGM is quarterly reviews, quarterly views of the business and of the PDPs. So stick some music on and build out the key deliverables. And then what we'll look at, when you've figured out what you want them to do and when they're going to do it, we'll then look at packages.

How much do you need to pay them? How are you going to incentivize them? How are you going to get them to actually do the work that's required to achieve what you want, whilst they're doing it completely feather in their own nest and get what they want out of the process?

So put some music on, then hands up if you need help.

[Speaker 20] (41:30 - 41:34)

And remember, you've got the PPN UK example, if you need to reference it.

[Speaker 21] (42:29 - 42:30)

We can see.

[Daniel Hill] (54:18 - 1:04:36)

Components before we move on to packages. So really good questions. So one was just to make sure you're not being distracted by the fact that our phase one is live now and ends on the 31st of March.

As I said earlier, that was somebody we basically started a quarter early because we just knew they had to be progressed quicker than normal. And their PDP does run, their second phase runs from the 1st of April. Those people you're starting with now, the game to play if you like, is you've got this period between now and the 1st of April where you don't have to pay additional package.

You don't have to create additional bonuses. The logic at the minute is we want to progress you. Let's get the ball rolling.

Let's start giving you stuff, see how you get on. And as you get confidence doing those tasks, you're building out the PDP. So subject to you getting confidence this person is going to deliver, the PDP starts on the 1st of April.

So actually through the winter, they're earning their next PDP. So you don't need that to be the first phase. The first phase could start from the 1st of April.

The second thing that seems to be quite consistent is in many of these roles where you are running a growing business or you're doing a turnaround is there's quite often the foundation work. So if it's a new person coming in or a new level up, they might have to create new scoreboards or they might have to recruit a new team. What you'll normally find is what a PDP naturally gravitates towards is the first phase can often be setting things up.

So if you look at my example, our property manager who's becoming a portfolio manager is currently building all of the dashboards and the systems and the data. The first phase is actually resetting the bar and stepping up and getting it ready for the next level. And then phase two, which is the whole of next year, is actually running it to the set levels of KPIs.

So you may well find that the first phase is the starts 1st of April is actually building whatever this next role level is going to be. And then finally, as we're in winter hit this season, the easiest quick win here to get what you want whilst getting the team to do it and doing it for their own benefit is saying, I will give you, my promise to you is if you execute the winter hit list to the required standard, I will give you a PDP from the 1st of April. And then what you're doing is killing two birds with one stone.

You're getting the winter hit list done. You're getting team members to level up and show you what they're capable of whilst you're building the PDP. And all of that is try before you buy, see if it's going to work, get into the details, even complete the transition.

And then by the 1st of April, then the PDP starts, the new roles go in. And then what we're going to go on to now, if I can have the slide deck back, please, is pay packages and incentives. How do you actually pay these people?

Who finds calculating how much to pay a team member, a challenging conversation, exercise, half of the room telling the truth, the other half are doing whatever they're doing. So what I'm going to do is I'm going to take you through this. I'm going to try and do my best job at explaining it to you.

And I would say the biggest thing is, oh yeah, sorry, laptops. If you just close your laptops for a moment, just there's no distractions. Any phones that made their way onto the table, just pop them in your pocket or your bag.

And I can only apologize if Adam's bag's still vibrating in the kitchen. We'll figure out what he's been up to later. So pay packages and incentives.

My aim here is to give you absolute confidence that in the same way that we try and teach you sales is not cloak and dagger and something to be scared of. It's just understanding what somebody wants and what their problem is and what the solution is and matching the objectives. It's exactly the same with packages.

And it really is binary. It's black and white. It's just working with your team, looking at the business.

And Adam and I had quite a lengthy meeting because it's that sort of time of year about PDPs, packages this week, yesterday. And my biggest thing to him when I was giving him some direction and advice about how to go through the process was that honesty is the best policy. Just in business and life as a general consensus, honesty is the best policy.

And if you're having a conversation about what they want and what the business wants, the easiest way to address it is just have a completely transparent conversation. No loaded guns, no twisting arms. Just honesty is the best policy.

Just understand where you are. And then strategically, stoically, factually, in the same way you would a deal, just negotiate it so it's a win-win and it works for everybody. That said, I do appreciate this is an art.

So crafting incentives is absolutely an art. But the reality is if you want to get off the tools, get out of your inbox, get off the tools, get off site, stop talking to tenants, you're going to have to build a team to do it for you. And the only way to build a sustainable business that actually gives you what you want is to be able to understand how to create a culture, an environment, and a package and incentive scheme that your team turn up, do it for you, but because it's in their interest.

This is the whole thing. It needs to be what's in it for me. That's all any of us care about.

I spoke this morning about the secret to success is understanding what people want. And when we get towards pay packages and incentives, when you read Daniel Pink's book, or listen to the audio, or there's even a little YouTube video, Drive, it says past a certain point, which is basically enough money to take money off the table. In the majority of cases, there's so much more to incentivizing people than pay.

And it's not just about money. Money is a key thing, especially if you're a capitalist company. You want to grow.

You want to make profits. You need to pay your teams well. It needs to be a win-win.

But equally, there's so much more to life and business and leadership than just paying people loads of money. So I'm going to take you through this. These pages are in your workbook.

And we're going to start off with acknowledging the levels. So there's three different levels when you're building your companies. And it's important to acknowledge what works at each level.

So you may have heard me talk about this previously. What are the three types of team that we have? What team do we start off with in that startup culture?

Absolutely. So the Band of Brothers. Thankfully, the Band of Brothers are not going to be fantastically motivated by money, which is handy because at the start point, you don't have any.

The Band of Brothers, they want to come around your house. They want to work together. They want to drink together.

You have barbecues together. You know each other's friends and family. You work out of each other's offices.

It's this band and brother startup culture, friends, family. And everyone here really is driven by mission and being able to be on the front line and go on this journey. And it's fantastic.

It was certainly my favorite part of the journey. What is the second? Corporate, not corporate.

So Band of Brothers, there's a very big gray area between when work starts and life, work finishes and life starts. And we work together. We drink together.

This is where you get your first employee. And you have that sobering moment where someone comes in at 830 and leaves at 530 and takes a half hour lunch. And everyone's looking at them like, we don't do lunch breaks.

You know, what's this all about? What's this team? What do we call this team?

So this team is called the Dream Team. And this is when you start going from a startup into scale up. And scale up is where you finally got money.

You need either bandwidth or you need expertise and you need to pay for it. And you go into the open market. And whilst you can pay for it, you don't have bottomless pockets.

And what happens here is whilst you can pay and you can put money on the table, most people here are driven and retained and incentivized by culture. You create that magical culture where you put fruit bowls on and you have barbecues and annual parties. You do QGM lunches.

You do the Christmas tree. It's like the first professional business that's got that entrepreneurial sort of magic. And the biggest drive here really is culture.

They'll put up with the problems because the culture is the sort of added benefits of going through those growing pains. This was probably like multi-let UK when I had multi-let UK, rapid growth, teams of like 20, then 30, then 40 people, big culture drive, really trying to hold the thing together. And then the third level on top of that is the professionals.

It's basically where you've made your money and the aim of the game is just talent. So if you go to the top and you look at the Elon Musk's, the Jeff Bezos's, the Richard Branson's, all they're looking at is how do I get the best talent? And their job all day every day is to create packages, incentives, opportunities to basically poach the best talent in the market.

And what you've got to do through paying incentives is play the game, is understand where you are, understand what levers you can pull and then create incentives to build your business out. This is, if you're not listening to this and you want to know about the levels in more detail, episode 183 for your action list of the Blueprint podcast will talk you through what those levels look like and how you move through them. The next is a basic versus bonus.

Who can tell me what the difference between a basic and a bonus is? Well, apart from the obvious.

[Speaker 18] (1:04:40 - 1:04:55)

Roberto? The basic one is guaranteed. They're not going to get that every month or every year, depending on...

As opposed to the bonus, which is... One is based on performance. Based on what you achieve in your KPIs to get paid.

[Daniel Hill] (1:04:55 - 1:05:12)

Excellent. There's another layer to that. That's pretty much...

Blimey, you are strong. And any additional layer of clarity when we're thinking about this strategically, the difference between a salary and a bonus. Richard, Chelsea, heads up.

[Speaker 3] (1:05:16 - 1:05:22)

You did, yeah. Top corner. One's time-based, the other's performance-based.

[Daniel Hill] (1:05:23 - 1:10:43)

Time-based and performance-based. I'll tell you that. I don't know if it's accurate or true, but...

Sounds good. You'll hear it in a podcast soon. The main difference, the way I think about it, when people are like, I'm trying to get people in my business to do stuff, so I think I need to pay them a bonus.

And most of the time, they're completely missing the point. Basic is to do your job. If you are paid a basic salary, you need to turn up and do your basic role.

A salary is what you pay somebody to do their job. That's it. You're paying them a salary to do the job.

Where I see people get it wrong is they pay someone the salary. They recruit somebody who's then not performing. They say, I think I need to introduce some incentives to get them to do the job.

It's like, no, you're the one that's losing out because you're paying them what you're paying them to do their basic job, and they're not doing the basic job. And that's where clear expectations and challenging conversations come in. The bonus, in most cases, is where people go above and beyond.

So it's called a bonus for a reason. If somebody does something above and beyond what's expected, they would earn a bonus. So this would be, in some cases, maybe they are employed and they have a basic, but then they do some extra out.

They put in some extra effort. Let's just say effort, not necessarily hours. Effort and do extra work that's above and beyond what they're being paid for.

You would give them a bonus. Perhaps you put somebody, and when we talk about the win-win, on a bonus for sales. So this could be a salesperson, or it could be a team member.

If they make sales that they're not expected to make, you would pay them. So you would give them a bonus because it's in addition to their role. If they're a salesperson, and we'll talk about how this would be split in a minute, they might be salaried, which some salespeople are.

I don't think it's the best way to do it. But for that salary, so Multiletter UK, when I had that, our sales people for their salary were expected to make 180 sales a year. So I knew that for 180 sales, they were just doing their job.

But for every sale above that, then they got a bonus. So it's understanding the difference between a bonus and a basic. And there's a thing called the bonus box.

And what this will do is illustrate to you where bonuses work. Because the reality is bonuses, bonus packages are used for different people. And if you've got somebody, so you have somebody that's on a basic, and this could be a basic with no bonus, what sort of role would you have in your business where you would expect them to just take a salary, and you don't need an incentive or a bonus?

Accountant, PA, sales progressor. Yeah, so things that are quite steely, quite repeat, quite functional, potentially customer service, although that'll probably fall into the second category. Things like, let's use the people who come in and clean your office.

You don't need, if you're paying 15 pound an hour for your cleaners, you're expecting them to clean. It's not 15 pound an hour, and then I'll pay you 16 if you do it properly. It's 15 pound an hour to do your job properly.

And if this is full basic, then this is full bonus. And what would we have with, that might be 100% bonus based? Absolutely.

So this would be more like your blaze profile. Bullshit. This would be more like your blaze profiles, which would be your BDMs, your sales people.

And these would be more like your steals, your admin, finance, ops. Well, no, sorry, admin, finance in that space. And then what you have here is where you have a blend.

And this is where, wherever there's an opportunity to have a win, win, win, you would have a basic plus a bonus. And whilst things like, what was the one you said, Adam? Customer service.

So whilst customer service is a role, I would tend to put it with a basic plus bonus. Why do you think I might do that? Absolutely.

So if the performance has a direct impact, if the individual's performance has a direct impact on either the top line or the bottom line of the business, it can be bonus. It should be bonus. So customer service person's job in most cases is to answer the phone, deal with the situation, resolve it, and then put it to bed.

If you want to get that highest level of put, and you'll get 90% of the market that will do that. If you want the top 10% who are going to go above and beyond, who are going to perform well, who are going to give you world-class service, you want to introduce those initiatives. Because when that client is being rude and obnoxious and completely unreasonable, that person who's sitting there having a hard time for the 12th time on a Monday morning is going to need to have an incentive to go above and beyond and be polite and bite their tongue and go the extra mile.

And this is where we introduce the bonuses. Who's got the mic? Here we go, Richard.

Go long. Oh, that's dangerous. Oh, yes.

Thank goodness.

[Speaker 7] (1:10:45 - 1:10:49)

What kind of roles would those be? Customer service is one example. What other examples would that be?

[Daniel Hill] (1:10:49 - 1:11:46)

So I would say, I would try and do it for as many roles as possible. And specifically, wherever anyone can directly impact top line or bottom line. So top line is more revenue, more sales.

Like, for example, everyone in our team, for property entrepreneurs, you know the business, everyone in our team, in the summer season last year, I paid a bonus. If we hit our summer target, it didn't matter if you're in finance or operations, they got a four-figure bonus because as a team, we did it. And that means that when those calls are coming in and the stress is getting high, the sales team are out there making the tills ring and ordering new cars and like getting like fitted shirts and that sort of stuff.

So they're living the dream. Whereas the rest of the back office and the team are like pulling their hair out. But if they're all aligned and we're all driving up the same mountain, there's something there for everyone.

But the team would be on a basic plus a bonus, whereas the sales team would be on zero basic, 100% bonus.

[Speaker 7] (1:11:46 - 1:12:02)

And does that mean that, so for example, the finance person, they don't get a bonus for selling a place, they just get a bonus because the team achieved their objective, is that what you're saying? Or you're saying it's for their individual performance that they get the bonus?

[Daniel Hill] (1:12:02 - 1:12:55)

I suppose again, if we try and move, I know this is easier for me to say because I know how it works and I'm a dynamo. But if you think less about the academics and more about the practice, if you're doing this big sales drive this year and you're going to go and do 100 deals and you're going to be driving heavily your sales team, your marketing team, because they're the top, they're the front of the funnel. What you'll normally find in that ride the rocket storm phase is everybody else is collateral damage.

Yes, they'll make the sales, but it's going to land on somebody else's desk. What you really want then is if they get the completion, whatever it is, the sale completed in the amount of weeks or the five-star service at the end, I would be like every opportunity paying for that top level. If you think if you pay average money, if you pay average money, you'll get average people.

What we're trying to do is where is it necessary and required and a win-win to pay more? And the aim of the game is to pay as much as you can.

[Speaker 21] (1:12:56 - 1:12:56)

Yeah, okay.

[Daniel Hill] (1:12:57 - 1:13:00)

Does that make sense? Yeah. Cool.

Maybe I'll elaborate as we go.

[Speaker 7] (1:13:00 - 1:13:05)

I think the sentiment, what you're trying to say is like, wherever you can, pay them money.

[Daniel Hill] (1:13:06 - 1:13:19)

Yeah, wherever you can pay money. Equally, don't pay somebody a bonus to do the basic job. That's the really key message as well is the big mistake I see is people say, I need to incentivize and they're not doing a good job.

I need to give them a bonus. It's like, no, you need to give them a sack.

[Speaker 7] (1:13:20 - 1:13:37)

And in Dan Pink's book, he speaks about the amount of that bonus is really, really important. And he says most people want a token, a gesture, not the money, except for salespeople. I think it's worth noting that.

[Daniel Hill] (1:13:37 - 1:15:19)

Yeah, absolutely. It's acknowledgement. The smallest things that make the biggest difference.

We're going to go on to this now. If you've not listened to this podcast and you're in that space at the minute where you don't know when's a basic, when to use a bonus, there's the Blueprint episode 128. It's called the Bonus Brain Ape.

And it talks you through when to use bonuses, when to use basics, when to use employed, when to use self-employed. In some cases, you're going to have an option where you've got the same role, which you could employ for, or you could get on a basic or you could go self-employed. You could go 100% basic or 100% bonus.

It would be fair to say that the person who's taking all the risk on zero basic and 100% bonus, if they did the same performance as somebody who's on 100% basic and no bonus, would we all agree that the person who took all the risks should earn more? Absolutely. Does anyone know what benchmark we would use to calculate that?

So if you know you go to market for a salesperson and they're 25K as a salary, if you could get the same person on 100% performance-related pay, does anyone know what premium we would calculate it against? 50%? Anywhere between 125 and 150.

So 25 to 50% premium. So in multi-let, we used to play an employed person, say 20K, but a self-employed 100% bonus would be 30K. So we get an extra 10 grand, but if they had a bad month, if we had a bad month, they would have a bad month.

So it's a win-win. It's pros and cons there. So I'm going to take you through this.

Who can remember the process to use the benchmark? So when I said to you, how do you figure out how much you're going to pay? Who can tell me the process to benchmark?

[Speaker 20] (1:15:22 - 1:15:37)

Chris? There's the mic. Cheers, Lauren.

Derek, we've got the mic. Thank you.

[Speaker 13] (1:15:38 - 1:15:43)

Go to two recruiters and ask them to sort of spec it out if you're going to be a client and then sequence.

[Daniel Hill] (1:15:44 - 1:18:49)

Perfect. So you write your job description, which as Ben said earlier, you can do on ChatGBT. If you want to turbocharge it like Adam did, get the blueprint off the vault, which is the blueprint we use.

Give it to ChatGBT and then tell it to turn the blueprint into whatever role you're recruiting. And then send it to, we would send it to three recruiters. Send it to three recruiters, HR companies, and then get them to benchmark and say, right, this role in this position with this package and these perks, how much should we pay?

And they'll give you a range. You know that that's the market range. And then you need to make a decision in that range, where are you going to be?

And there's three levels to pay. So you've got to decide, are you in a position where you can pay for the top? And I would say in the last year, we've just decided we want the best people that are out there.

I'm not writing blank checks, but I'm like, I want the best talent that we can get. But that's because where we are, because we've got resource, we've got finance, we've got cash. If you're not in that capacity, like in the Band of Brothers stage, where we were, where I started PPM UK, we were bootstrapping.

It was like, come around my house and I'll make you eggs on toast. Because it was like, that's all I've got to give. Come on round.

You know, that's all I've got to give you. You're going to be on that spectrum somewhere. And there's three clear layers to that.

Who knows what the bot, when you've got that spectrum, what would you call the bottom rate? So there's three levels. You may be not connecting the dots.

So it's probably more a reflection of me not explaining it properly. But the bottom rate is going to be the market rate. And what that means is you're just paying the same as everyone else.

And for functional, disposable, transient roles, it will be absolutely fine. After the market rate, and you think about that range that you're going to get from the recruiters, they're going to say this role is between 15,000 and 18,000 pound a year. In the middle of the range, anyone know what it is?

Got market rate. And then the market is basically the average. You can get anyone for that price.

Above market is the closest. It's the expertise rate where you're paying for experience and expertise. You're looking at someone who's not just a designer, a ops manager, a PA.

There's somebody who's done five years experience. They've won awards. They've been promoted three times in the last two years.

That's the expertise rate where if you're looking at that spectrum, you would go in the middle. You would hedge your bets in the middle and go for the experience and expertise. And the top layer, yeah, the value slab, basically the value slab is that you just pay them.

The more money you can pay them, the better. If you can get a salesperson and you can pay £10,000 for every £100,000 they bring in, you want to be banging as many zeros on that check as you can. You're paying for the best people that just deliver, deliver, deliver.

And you just pay the price because you know for every pound you spend on a professional, you're going to get £5 or £10 back in top or bottom line return. So that's how you benchmark. Figure out where you are, figure out where the market is, and then benchmark from that.

Can I get a mic for Shiv, please?

[Speaker 7] (1:18:55 - 1:19:16)

For benchmarking, there's also another way that you can do it. On Indeed, if you put in the indeed.co.uk, if you put in the role that you want and you can choose, you know, select the city as well, it will tell you on there like how much the rate is as a salaried person, how much the rate is as a self-employed person. And it works out like per month, per hour.

It's giving you all those rates as well. You're absolutely right.

[Daniel Hill] (1:19:16 - 1:26:41)

Yeah, perfect. So quick way to do it, to save your VA or your PA a job, go on Indeed. Yeah, and put in the role and it'll benchmark.

It'll give you a range on there. I do actually remember doing that last year for a role. So the next is perks.

So a perk is what we would call is low cost, high value. When we're talking about Daniel Pink, there's so much more to life and business than just making money. Not that it's not important.

It's absolutely important. What things could we do that are no or low cost but your team would see as high value? Let's shout a few out.

Flexible hours, absolutely. You can use flexi time, work from home, what else? Duvet day, sounds like fun.

Night out, cool. Bring a pet to work day, why not? Birthdays off, exactly.

These are like little perks, flexi time, autonomy. A lot of people want autonomy, the ability to be able to do the job without being micromanaged. Working from home, progression, culture, anything that basically is a low or no cost that has a huge benefit to your team member.

And then how can we make up packages? So the word that Adam was struggling with earlier, remuneration. Still struggling, excellent.

It's been a day for you today, hasn't it, Adam? So remuneration is when you're looking at packages, what outside of pay could we do? It doesn't have to be pay, but what other things could you do that are a value add but would seem to be part of a package, Akash?

Holidays, yeah, holidays. Car, yeah, car, absolutely, company car. Insurance, health insurance, car insurance.

Health insurance, car insurance. Pension, absolutely, pension contributions. Time in lieu for overtime, aren't they?

Absolutely, training, courses, accreditation, qualifications. Things that are going to cost money, but perhaps have a higher perceived value than what it actually costs for whatever reason. Maybe as a company, you get the accreditations, the training, the company cars, the company phone, cheaper than you would on the open market.

But it's just a perk of being part of a job. Healthcare bonuses, cars, expense account. An expense account.

Some people will have an expense account. You can go out for lunch once a month. You can pay for coffees.

Travel, just covering people's travel, these sort of things. So that's an example of package. Things that are going to cost you, things that we can add to sort of build these out.

And then finally, before we have a go at doing this, a few sort of top tips again, like secrets to do this. Recapping on what we've learned so far today, what are the key secrets to making this work? So creating incentives is not easy.

And I've spent a lot of time, specifically over the last six months or so, really leveling up my understanding of incentives. And a really good quote that I heard was Charlie Munger. So Charlie Munger said he's been doing this.

The secret to being a chairman or an investor, as they are, is the understanding and the ability to build effective incentive packages. And he says, I've been doing it for 40 years. And he says, I still can't tell you what works.

And the reason for that is because it completely depends. It depends on the person. It depends on the business.

It depends what's important to them. And every time you're sitting down, it really is this work of art to craft this package, these perks, this PDP, based purely around that person you want to keep, and you want to look after, and you want to nurture, and you want to progress. So what are the key things to making this work that we've talked about today?

When you're building this out, what would you say the key things we want to have in our head are? Valerie, what they want, absolutely. What they want, what's in it for me, what do they want, what else?

Alignment, so strategic alignment, but also that win, win, win. But you've got to look at every bit. And when somebody asks for something that doesn't align with the other two, you need that complete alignment, William.

That's all right, no problem. Any others? So type of person, absolutely.

So profile, if they're steel, they're looking for security. If they're blaze, they're probably looking for, they'll take the zero basic because they just naturally want to go out there and sell, sell, sell. Valerie, buying into the culture.

Yeah, making sure that it's, yeah, making sure, there's loads of different bits to that, but absolutely, culture is like a really key bit. Keeping it simple is a really important one. I've already seen a couple of your PDPs walking around, and what I said she was four bullet points as a grown arms and legs is now eight.

It's four for a reason. It's two if you can make it. It's keeping it simple.

The more simple, the better. And as entrepreneurs, creators, dynamos especially, this thing's going to create arms and legs. Another thing is it has to be worthwhile.

I've seen people put bonus schemes together before. And like, I'm going to give them this bonus. They get 1% of sale for every sale they make.

And I'm like, how much is the thing they're selling? They're like, it's two quid. So right, so you're going to give them 0.001p, or they'll say, yeah, they get a 30% bonus. You're like, yeah, but the ticket price is 50p. It's like, you've got to look at it and be like, that is actually in my interest to do. It's got to be worthwhile.

It's got to be a no-brainer. If somebody said to you they won't work from home, or this is one of the things we have a lot of the time. If you're recruiting a part-time person or doing a part-time PDP, and you'll say, I'm going to create a PDP is going to be a full-time person.

They're like, no, the deal is I'm part-time. It's got to be a win-win. It's really understanding what are they looking for and then working with that.

So when you give it to that person, it is just an absolute no-brainer and they basically buy your armor for it. And then just mindset-wise, it's just start to think, and this really is an abundance mindset. It's karma credits, but it's complete investment.

It's like the more you give, the more you gain. If you're investing in property, you know the more money you can get out the door, the more money you're going to make because all you're focused on is return on investment. It's exactly the same with the business.

I literally said to Adam on Thursday, I'll sit here and write you checks, big checks, however much you need, because I'm looking at an investment. I'm not looking at an expense. Start looking at your team as an investment.

How can you develop them? How can you grow them? How can you give them more responsibility, opportunity, more pay purely on the basis that ultimately you're going to be the one that benefits.

Might be straight away. Might be you taking a punt on them, investing on them, put in a few months or even years in some cases to get them there. But when it comes good, everyone's a winner.

So we're going to take a couple of questions now. Then we're going to go into the second part of the workshop. Do we have the mic, please?

[Speaker 21] (1:26:46 - 1:26:46)

There we go.

[Speaker 5] (1:26:46 - 1:27:41)

Catch. So I just wanted to just add something. So last year, I spent a little bit of time on trying to create a bonus for a couple of members of my team just to change it around.

And something that I found that really helped to sort of share it was not just creating a bonus package, but also the behaviours that I'm expecting as part of that bonus. So because everybody in the team are lawyers, it's based on salary and then bonus over target. But I put behaviours in there.

So no complaints, delivering advice on a certain timescale. So that's something that I found helpful. So like the behaviours or the values of your company, making it part of that bonus scheme.

So that person is not just working above and beyond to do a piece of work because they want a bonus, but actually it delivers everything that you want as a company as well.

[Daniel Hill] (1:27:41 - 1:28:19)

And that is, so that's really well summarised. And that is just to be clear, that is the whole aim of the game is what do you want to achieve as a company? And you've done that in your strategy day presentations.

Now, who in your business is going to do all the individual bits? And that's the aim of the game. That's all the game is, and whether it's behaviours, it's culture, it's performance, it's KPIs.

Next month, we'll be doing KPIs, dashboards, scorecards. But yeah, that's absolutely the aim of the game with this. Any other questions on pay or incentives or packages?

Sen, in fact, this is really good world time. So I was going to, I actually just thought of Sen a second ago. You used PDPs for the first time last year, didn't you?

Yeah, started last year.

[Speaker 4] (1:28:20 - 1:30:03)

Yeah, absolute game changer. Using this template and filling in some of the gaps, thanks to chat GPT the same last year. And I've now since shared it with Tom to help him with his a little bit.

But yeah, first time and the performance from our senior property manager in line with the quarterly reviews, the AGM, QGM for the first time, the whole cycle, we've done a full year of it. It's just been absolutely brilliant. Excellent game changer.

And the question to follow on from that was the two property managers that we have, Chris and I would really love to help make them wealthy in their own right. We know that for the senior manager, one of the things she wants is to buy her own home. And one of the easiest ways that we can see to help and make that happen is getting them involved in our SA business in some way, whether that be through them purchasing a property to drop into our model or them taking ownership of a rent to rent.

And that is the most cost effective way for us to do it. It's not going to drain overhead from the business, but it can add significant steps to their remuneration. But we don't want to get it wrong in so far as in any way making it an entitled thing due to length of service.

It's got to be appropriately fit into this PDP. And I just want to get your take on it. When you've got that gift to give, how you would use that correctly?

[Daniel Hill] (1:30:03 - 1:32:44)

Yeah, so it's a really, really good question. And unfortunately, there's a few things that you want to be really careful of. Although I'm saying the more you give, the more you gain, you've also got to appreciate it's a business.

And in many cases, these are team members. And whilst today, everything's amazing, some point sometime, they're going to go elsewhere. And also, there's the thing with entrepreneurs.

Again, a lot of people will say, I found this person, they want to come work with me because they want to start their own business or they want to build their own portfolio and they want to learn how to do it. If you're bringing that person in explicitly clear that this is a one or two year journey and at the end, they're going to leave, absolutely fine, it's a win-win. But if you're going to bring this person in and expect them to be a loyal, committed team member and stay for five years, and in two years time, when they're feathering their own nest and actually they're outbidding you on property in the same postcode, unfortunately, it's part of the trap.

With that one, you might have to give me some more context outside of the room, but immediately, it sounds a little bit too close. For my appetite and having had the experience bringing the band of brothers in, they've all gone to start their own business and done things and it did create problems. One question I would ask is, is that what they want or is it what you think they want?

Because actually, although it might seem like a really nice thing to do, they might not even have thought of it. And actually, it's probably, I don't want to say unsuitable because it's not, but I would want to help team however I can, but there's a line. And buying them houses or getting them involved in the portfolio, unless they were like a partner or something like that, I would probably keep it arm's length, but maybe give them a hand with, it's not the easiest question to answer.

I would just say, I wouldn't be, I probably wouldn't do that. And for one, I personally wouldn't do that for where I am. And one thing as well is about precedence.

And I end up talking about this all the time, this time of year is, I don't want to set precedence. And what that means is, it's got to be fair play. It's got to be open book.

If everybody sat around a water cooler and shared all their packages, they've all got to sit there and go, you know what? That's fair play. Not find out that two people sitting back to back, one's on X and the other one's on 20% more.

And it should have been kept a secret because that's not how you do business. And if you're prepared to buy one of your team a house, I think you probably have to be prepared to buy 20 of them a house. And if so, I'm looking for a job and I'll come to you for a house sort of thing.

So I think it's a great idea. If it's suitable, which you might know, then I think it's worth considering. My initial thought is it would make me a little bit uncomfortable, a bit nervous.

[Adam Goff] (1:32:44 - 1:33:01)

Just to share, I think the same thing. I think it's crossing the line. These are all nice people.

We kind of want the best for them. But I think it's crossing the line. I have heard of entrepreneurs like lending people money to buy for deposits for houses and things like that.

It's more of a commercial agreement. So you can maybe do something a bit more formal, helping them out.

[Daniel Hill] (1:33:02 - 1:34:06)

I did some mentoring like a couple of years ago and there was somebody doing a similar sort of thing with, because share options is always the thing that people talk about. Should I give them share options, things like that? And I said, well, there's a thing called the fire factor.

And it's like, if somebody is an employee, yes, they're great. And they've been here for five years. It's going to be fantastic.

The world never stays like that forever. At some point, something's going to happen. The line as to how far do you go with incentives, packages, PDPs, can you still fire them?

If you had to sit there and fire them, could you draw a line tomorrow and fire them? And it wouldn't be complexity. If they're on your mortgage or you're a mortgage host or they're renting a room in your house.

It's all of a sudden you lose that fire factor and that's probably the line between. But the only place that that doesn't apply is Band of Brothers. Band of Brothers, I'll mow your lawn.

I'll do whatever you want. I've got nothing to lose. You can have it all.

That's the only place there. But I think you're a long time past that. Cool.

One more. Two more, is it? One more.

And then we'll have five minutes having a go at this.

[Speaker 14] (1:34:06 - 1:34:07)

Just follow me.

[Daniel Hill] (1:34:08 - 1:34:08)

Yeah.

[Speaker 8] (1:34:16 - 1:34:22)

And you're beginning to head towards Dream Team. It's giving people shares.

[Daniel Hill] (1:34:22 - 1:34:23)

Yeah.

[Speaker 8] (1:34:24 - 1:34:24)

Bad plan.

[Daniel Hill] (1:34:25 - 1:34:25)

Agreed.

[Speaker 8] (1:34:25 - 1:34:26)

I won't be doing that again.

[Daniel Hill] (1:34:27 - 1:34:38)

It took me two years to give shares out. It took me five years to buy them all back. It's an unnecessary complexity, isn't it?

[Speaker 13] (1:34:40 - 1:34:43)

Great advice. Great advice.

[Daniel Hill] (1:34:43 - 1:35:21)

At the professional's level, you might find that the whole thing is built around incentives, options, buy-ins, all that sort of stuff. But that's a different game. So it's cool.

Well, we're going to have five minutes or so before we finish. And I just want you to start thinking about from what we've talked about. Put your hand up if you need any help.

Open up your laptops again. And have a go at that one side to create. Based on them hitting that first phase, how might you adjust their basic?

How might you use a bonus? What perks might you include in the package? And we'll finish that off as the last exercise of the day.

We'll stick some music on.

[Dex / Tech & MC] (1:35:32 - 1:35:33)

How are you doing, Eduardo? Okay. Good, thanks.

[Speaker 20] (1:42:20 - 1:42:24)

So it is fantastic to see everybody cracking on with it.

[Daniel Hill] (1:42:32 - 1:43:21)

And hopefully, today has given you enough momentum to get through. I've banged the drum enough. Hopefully, it's explicitly clear the aim of the game.

And it really is. Like creating incentives is an art form. And if you want to level up as a leader, you need to be able to know how to do this.

Everywhere from VAs and PAs up to site managers and salespeople and solicitors and all the things that we've talked about. Shiv is going to be heading up the primetime accountability sessions this month. And if you're serious about doing this, I would highly recommend doing it.

Adam's going to give you the link to sign up shortly. Otherwise, have you enjoyed this primetime session? Yes.

Excellent. So we're going to take it to the next level next month. Until then, best of luck with your homework.

And I will see you in a month's time. Cheers, guys. Cheers.

[Dex / Tech & MC] (1:43:21 - 1:43:27)

All right, ladies and gents.

[Speaker 10] (1:43:27 - 1:43:43)

So here it is. Very good. So who's ready to see last month's Game Changer Scorecard?

What have we got going on here? So is this the latest one? Is this this month?

[Adam Goff] (1:43:47 - 1:44:24)

Both months. Umesh is still at the top. Well done, Umesh.

Nice work. Umesh, let's give Umesh a round of applause. 10 and 10.

Nice. Very good work. Well done for everyone who played the game.

Fantastic. For those people that didn't achieve what they wanted or as many as they wanted, like I said to Casey earlier, half of the objective is to set realistic targets. And then the other half is to execute.

So you might want to just make those things a little bit easier next month. Yes, you can. Let's get a mic.

We'll publish this in the app. Work, please, Bianca. Hey.

[Speaker 8] (1:44:25 - 1:44:54)

Um, what we've talked about before is you've got to become a master at setting the target. Yeah. And the biggest challenge I'm having, especially with trying to set up a new business, is I've literally not really got a clue what I'm supposed to be saying.

That's a little bit unfair on me. I just find it very difficult to set the targets in the first place. Every time I do the game changes, I've over-egged or put something in that's too big and too chunky.

I'm really struggling with getting the level of it right. Am I saying that clearly?

[Adam Goff] (1:44:54 - 1:44:57)

Yes, you are saying it clearly. Yeah. And you want me to help you.

[Speaker 8] (1:44:57 - 1:44:58)

Yes.

[Speaker 14] (1:45:00 - 1:45:01)

Oh.

[Adam Goff] (1:45:03 - 1:45:16)

I think... How much time are you setting aside to think about these? When you set your game changes, how much?

Not enough. Probably not enough time. But what do you, as a guest, when do you think you...

15, 20 minutes. Wow.

[Speaker 8] (1:45:17 - 1:45:17)

Yeah.

[Adam Goff] (1:45:17 - 1:45:18)

For a month's work.

[Speaker 8] (1:45:19 - 1:45:20)

Okay, point taken.

[Adam Goff] (1:45:23 - 1:46:11)

I'm busy. Yeah, exactly. This is it, isn't it?

It's like... I've got quite an entrepreneur to do. Well, first of all, I really appreciate your honesty, but that's the reality.

It's something we do at the end of a Friday, at the end of the month, because we've got to do it. Yeah. I set it as, on the last Friday of the month, that morning is like, I'm just thinking about...

The same reason we do Sunday Sanity at the weekend. You need to be strategic and think carefully about how you're going to spend your time, because we're all too busy. So the skill of being an entrepreneur is to be highly strategic, which means getting out of the noise and thinking about how we're going to spend our time.

So I would say the problem is in, you're not valuing planning enough. You're only valuing execution.

[Speaker 8] (1:46:12 - 1:46:15)

Yeah. I spend quite a lot of time on Sunday Sanity. It's just this extra thing that we've been given.

[Adam Goff] (1:46:15 - 1:46:16)

Exactly, because it's new.

[Speaker 8] (1:46:17 - 1:46:17)

Yeah.

[Adam Goff] (1:46:18 - 1:46:22)

But actually, you should spend more time on the monthly game changes.

[Speaker 8] (1:46:22 - 1:46:22)

On Sunday Sanity.

[Adam Goff] (1:46:22 - 1:46:26)

Because that's already determining your Sunday Sanity, because you're chunking up.

[Speaker 8] (1:46:26 - 1:46:26)

Yeah.

[Adam Goff] (1:46:26 - 1:46:33)

Just like we spend three months planning the year, and hopefully you spend a day planning the quarter.

[Speaker 8] (1:46:33 - 1:46:34)

Yeah.

[Adam Goff] (1:46:34 - 1:47:16)

And then once you plan the quarter, the winter game changes, taking the top ones from the quarter and breaking them down to chunks and doing a month should be a piece of cake. And taking the month and breaking it down to weeks should be even easier. So it's probably just going higher up the food chain in terms of the game of four quarters.

Perhaps you want to take a day out and just re-plan the rest of your quarter and feel free to change those quarterly game changes and adjust them and make sure you can get to the end. Then chunk down for Feb and bits of those. That would be my advice.

That's really it. That's really what it comes down to. Yes, we've got loads of questions.

Cool. Let's get some mics. Great question.

Rachel.

[Speaker 12] (1:47:17 - 1:47:40)

Yeah. Mine follows on very much from Rachel's. I find that if I break it down too much, they come more like the Sunday sanity rather than the monthly game change, if that makes sense.

They're too micro? Yeah. I either go too micro or too large, which things have gone too large.

And if I go too micro, they then become more like anything. Well, what's the difference?

[Adam Goff] (1:47:40 - 1:47:57)

Okay. So just to be clear, a monthly game change would be in your Sunday sanity. Just like this week, I'm going to achieve this monthly game change.

And next week, I'm going to do this one. I'm going to do a task that gets me halfway towards it. It's all the same.

It should be all congruent.

[Speaker 12] (1:47:58 - 1:48:03)

Yeah. But maybe I'm just being too harsh on myself and I'm marking it. But I think, well, I haven't achieved all of that.

[Adam Goff] (1:48:03 - 1:48:08)

I've achieved some of it. So let's just say you had a quarterly game changer of hire ahead of marketing.

[Speaker 21] (1:48:09 - 1:48:09)

Yeah.

[Adam Goff] (1:48:10 - 1:49:07)

Your monthly game changer for Jan could be get the job advert live. Right? Right.

Your Sunday sanity in Jan in week one is draft the job advert. Week two is benchmark the role. Week three is look for platforms and research.

And then week four is post the job. You see how that's just... And then now you posted the job.

It's like month two, monthly game changer is interviews. And then it's like week one is shortlist the candidates. Week two is book interviews.

Week three is do interviews. Week four is... I've now got to my shortlist.

Month three is make the offer, sign the contract. Do you see what I mean? Yeah.

No, that's how it should work. Thank you. Yeah.

So that's how it should work. Great questions.

[Speaker 5] (1:49:08 - 1:49:32)

Something that I've just recently done and I spoke to Hema about this was I'd lined my game changers to the objectives so that I don't forget to hit the objectives for the year. So then I've broken them down month by month only just for this quarter to help me out. But I just thought I didn't want to get to in a position in six months and think, okay, I've only got halfway for my objectives.

I've only gone, you know, I've only hit them halfway.

[Adam Goff] (1:49:32 - 1:50:04)

So this is the whole... The penny is starting to drop. Yeah, like the penny is starting to drop.

At the start of the Game of Four Quarters book, it's got the game, headline strategy, three objectives. It's like, that's the mother ship. Then everything else comes down from the mothership.

It's like, all of these things should help you achieve your objectives. Those three objectives for the business. But that's what it is.

It's just great. It's like, it's all starting to piece together. I realise it's new.

Tej?

[Speaker 11] (1:50:05 - 1:50:29)

Yeah, it's basically what I need to say. It's what I took my objectives, did my winter game changers and next to them I've put JFM. So which months they'll be done in.

So they've already gone in. So I've got half of my March game changers written down already. Of course, as you should.

February ones are already spread across the Sunday Sanity's for February. So half of my Sunday Sanity's are filled out already. So it just means...

[Adam Goff] (1:50:29 - 1:50:30)

And it's doing exactly the same thing. Does that make sense?

[Speaker 11] (1:50:31 - 1:50:43)

It's broken down. So I wonder why I was building that brochure and stuff. So that was a winter one.

And I do some of it in January, some of it in February. And each one has got, you know, send it to Chris to check. And then, you know...

[Adam Goff] (1:50:43 - 1:52:24)

Exactly. It's the same. It's the same advice I gave Rachel.

Actually, if you spent ages just doing the quarter, you've already half filled in your monthlies and probably your weeklies. It all comes back to go back to the quarter planning. And when you're planning the quarter, you're going back to your annual objectives.

Well, if I am going to achieve this objective, I need to have some big game changers this quarter. And then it's like, it's inch by inch, step by step. It's actually so simple, but it's actually hard to do.

Actually, it's easy to do once you know how. And that's why we built the book. Because it's like, it's very, very valuable.

So, yeah. So thanks for your honesty. Well done to those top performers.

You can see also shout outs to Craig and Roz and Rupin. And Chris Ross, Eduardo, Roberto, Hugh. Fair play, Hugh.

Yeah, all making it. He hasn't got time to pee, but his game changes. Let's start moving on.

So just a quick reminder, third Thursday of the month, PE parents, support Claire, support each other. Lots of you have been around the track for a few years. So you'll have some really great insight for those on the programme who are ricking it, you know, because they can't handle it all.

So why not invest back into the community, share your insights, and join us for PE parents on the third Thursday of the month. Let's go through the homework. Right.

To be honest, who found the PDP thing really difficult? Their brain hurts, and they didn't make any progress really at all. Who found the PDP thing easy?

[Speaker 10] (1:52:26 - 1:52:31)

One person. So therefore, who found it hard? Can I see a show of hands?

OK, good. We're still with us, yeah?

[Adam Goff] (1:52:32 - 2:00:55)

Great. It's really hard. Dan took six weeks to write that property manager PDP.

Dan, super Dan, OK? Super Dan. It took him six weeks.

That would take me six years then, right, if you compare IQ levels, all right? These things are really hard. This is why we've set up the prime time accountability group.

Rather than just set you up with it in the room, have you look at it, struggle, close the laptop, and go, I haven't got time for this this month. We've set you up. We've given you some support.

You can listen to the recording again. And you can be part of Shiv's group and get the support you need and the accountability to actually increase your chance of success. This is why we've done it.

Because it's going to help you actually achieve it. That's all we want for you is results. In your homework, you'll see that every week there is a different accountability.

First of all, you're going to draft out what you think it should be. Then you're going to book the meeting. And then you're going to present it to them if you haven't done it ahead of time, what you think the goals are for the year.

Then you're going to talk about it, get their feedback. And then you're going to take their feedback on board, formalize it, present it back to them, and sign it off over the next four weeks. It's a step-by-step guide.

Every week there's a milestone. There's lots of your Sunday sanity right there. Okay, for those people that want to do this, Shiv's there to support you, to coach you.

He'll show you what he's doing behind the scenes. He can answer any questions. And he's there in the WhatsApp group.

So time wasters need not apply. That's the QR code if you want to join at lunch. 22 people have already joined.

So hats off to you. So it's not compulsory, but it's there. And this is literally board level accountability.

Okay, so thank you, Shiv, for doing this. It's going to be an absolute game changer. Other homework is the winter hit list.

So we want you to come to the next workshop with 60% of your winter hit list done. At Property Entrepreneur, we walk the talk. I don't know if you saw our post in the app.

We hit the over 33% level just literally three days before the workshop we did it. We're on track. We want you to get to 60% by the next workshop.

Ben spoke to you about the AI homework, and you'll have an opportunity to ask him if you get stuck and get up and give back. Are you going to donate this year? Or are you going to sign up?

Remember, it's the 16th of Feb. And also, are you going to therefore invite your friends and family to do the same? So yeah, 60% winter hit list by the next workshop.

For those people that want to tune in to some midweek mentoring, anyone who wants to learn how to use Asana, Rachel's going to be doing a session on the 14th on how she uses Asana and how she uses it to build specifically right processes. Very apt. Dan is going to be doing a session on mid-month mentoring I'll talk about in a second.

And Josh is doing a midweek mentoring on world-class finance function. So next month, we are going to be covering a lot more finance. But for those people who still haven't got their finance function now, they're still not getting their reports on time.

They haven't got their bookkeepers sorted, their finance managers, their finance assistant. They haven't got it running on rails. This would be a great opportunity to ask Josh some questions.

Mid-month mentoring on the 21st of Feb. We have a special edition. It's going to be a bounce back boom updates.

So Dan is going to be doing his bounce back boom updates in two weeks time on that Wednesday. So make sure you tune in for that. And you can also book a slot.

Bearing in mind that Dan charges over £500 for a 20-minute mentoring session, if you can even get him to do it. As part of advanced, you have the opportunity to get Dan to look one-on-one for 15 minutes at your problem or something you need reviewed. So there's a QR code in the workbook.

Make the most of it, okay, because he won't be doing this forever. So book in, get a slot if you want to have Dan help you with your business. The vault, just some, the PEP.

One thing I'd recommend actually, if anyone on here is, I mentioned the board earlier, Susie did a fantastic interview on the programme about the board and specifically about women on the board as well. If anyone is interested in the board or would like to catch that interview, I'd really recommend catching up with it on the vault from the second session on Wednesday. And also if you're having problems with finance still and finance is one of your objectives to solve, Josh delivered his world-class finance function session also on Wednesday.

So that could be one for you. The book club, Dan's spoken about a couple of times, Drive by Andrew Pink, already mentioned it a few times and Outlive by Peter Atia. So this was someone, thank you, suggested this last month.

This was a fantastic book about longevity, living longer, which we all should want to do. So this is about health. It's about living longer.

And this guy is a KPI in the space without a doubt. I would recommend that you watch this movie. This is a great movie.

And it's like I said, it's about how quickly your business can change at the hands of technology change. So Blackberry is a really good film. It was actually a very enjoyable movie.

So I'd recommend that. And we have our usual now, three pillars of content to watch. So we've got living off the steam for wealth and we've made it easy for you.

So we've done a QR code. So you can scan it and go straight to the YouTube video. So thank you for the feedback.

All right. Sometimes it is difficult to find the things which we give you. So all you've got to do is scan it and watch.

Health, you are what you eat on the Netflix documentary. Scan the QR code and life by design, getting off our phones, understanding what addiction is. Dopamine detox is also our recommendation.

So you've got loads of really good content. You don't need to be binge watching Neighbors. Or Countdown or whatever it is you do, the weekends or the evenings.

You've got some really good content to nourish your brain with there. So put that at the top of your list. 20 day challenge I spoke about earlier is tracking your prime time.

So I'm just reminding everybody because it feels like sometimes I have to just really remind people about the challenge. Great challenge because it means you're going to tick off your winter hit list 60%. If you can start tracking your prime time hours and doing winter hit list tasks, you're going to come to the next workshop with 60% of your winter hit list done.

So set it up as a tag. Make sure you can track it specifically. And for Monday, start tracking prime time.

Whether it's half an hour, whether it's an hour, whether it's five hours, whatever it is for you, it's going to be a game changer. And for those people that haven't made contact with their buddies, let's have a show. Who hasn't made contact with their buddy for the month yet?

Okay, fantastic. Let's put some music on. Those people with their hands up, let's sort you out with your buddy right now.

For those people that have, that already have met their buddy, before we do this, have you arranged and talked through when you're going to do your Monday set up, Wednesday check-in, Friday sign-off? Let me remind you how this works. Let me remind you how this works, everyone, okay?

At the start of the month, at the start of the week, or the start of the month, so now for February, you could commit to your game changers with your buddy. These are the things I'm going to have done by the next workshop. On Monday, you have a set up.

This is my Sunday sanity list. On Wednesday, ideally, you'd book a little walk and talk, catch up, 20-minute call, can be any time, just checking how you're doing on your Sunday sanity top 10. And then on Friday, you send them a text saying, this is how I've got on.

I've done my, I've done eight out of 10, I've done nine out of 10, or if you're a measure, I've done 10 out of 10, okay? And that's the repeat. And that level of accountability and support is really important and be able to give someone feedback and say, you know what?

You haven't done this yet. What happened? That's the skill of an entrepreneur.

So we want to be friends, but we also want to give feedback. So we're there to help and support each other. And without a doubt, the feedback we get from this is that this is game changing for results.

So everyone holding each other to account. So I'm going to go put, Dex, put some music on now. Find your buddy, make sure you've arranged what you're going to do, when you're going to do it.

You've got each other's phone numbers, do it for a few minutes, and then we'll send you on your way afterwards. If you do that now, it'd be great. Thank you.

[Dex / Tech & MC] (2:01:19 - 2:01:19)

Do you hear?

[Speaker 17] (2:01:21 - 2:01:41)

Hi, it's great. Akash, yeah? Yeah, yeah.

I did a lot. I had an arrival first month. Oh, fantastic.

I don't know why. Desi, has he gone? Sorry?

Akash, Desi. Desi. Yeah, it's the one that's abroad, isn't it?

Ah, Vigela. Vigela, okay. Yeah, yeah.

Yeah, it'd be great. Thank you. Where's your buddy?

I'm sharing my screen.

[Dex / Tech & MC] (2:01:42 - 2:04:13)

Ah, yeah. Not hearing. Yeah, Ocean's a bit of a ghost sometimes.

This is exactly the problem you messaged about. Yes. Right.

Yeah, let's speak to me. Okay, yeah. Do you know anyone?

Where's Ashley? Ashley. Ashley.

Guys, when you've sorted that out, do you want to have a sit down, please? A little sit down?

[Adam Goff] (2:04:29 - 2:05:26)

Okay, so any questions with the buddy up? System? All right, it really does work.

I really would encourage everyone to take part. And obviously, obviously we've got time after, so feel free to go back to your buddy, finish that conversation. The most important thing is that you guys are in touch.

I've just got a favor for you now. We would love to know how you found today. We would love to know how you thought the speakers did, how the concept was.

Was it too hard? Was it too easy? Was there too much?

Did you miss Josh? You know, whatever it is, just let us know. Okay, so what we want is a score out of 10, which is quantitative, and then we'd love some qualitative feedback about how we could improve.

We're always making changes. We love feedback, so don't pull any punches. Dec, if you could put some music on, get your phones out, please.

I'll spend a couple of minutes just thinking about what we might find useful to improve our products. Thank you so much.

[Dex / Tech & MC] (2:05:33 - 2:05:36)

Nothing is off the table, just to be clear.

[Adam Goff] (2:08:02 - 2:08:38)

Anything you want to see? Anything you want to see, anything we could do that would help you? Thank you for your thoughtful feedback.

Yeah, when you finish, please put your phone down.

[Dex / Tech & MC] (2:08:40 - 2:09:02)

Thank you. Just lets me know you're done. Okie dokie, we'll wrap it up there.

[Adam Goff] (2:09:04 - 2:09:18)

What a day, hey? Good, huh? Fantastic.

Thank you so much for your participation. I wish you well this month. I'll see you in the app if you've got any questions.

Should we finish with a big round of applause for all our speakers today? Thank you so much. Thank you, everybody.

[Dex / Tech & MC] (2:09:20 - 2:09:21)

See you next month.

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[Speaker 10] (10:31 - 10:35)

Ladies and gents, that's your two and a half minute warning, two and a half minutes.

[Dex / Tech & MC] (11:01 - 11:08)

Ladies and gents, this is your two minute warning, if you're outside getting teas and coffees, can you make your way back into the room, please? Two minutes.

[Adam Goff] (11:56 - 12:29)

Ladies and gents, I hope you had a nice lunch. We've got one minute, so we're back on stage, 60 seconds for those outside the room. So make your way back inside, please.

Take your seats, ready to roll in 60 seconds. 60 seconds. Ladies and gents, that's your 30 second warning, take your seats, finish up the conversation.

It's time to take your seats, please. Take your seats.

[Dex / Tech & MC] (13:32 - 13:35)

Okey dokey. Nice lunch.

[Adam Goff] (13:36 - 16:07)

Yeah. All good. Lovely.

If you haven't clicked the affirmation boards, don't forget most people have a score five left. Oh, yeah. Good little reminder.

Yeah. Okay, good. Yeah.

A few questions about the AGM at lunch just now, actually, don't feel free to come ask me anything afterwards. Something else, actually, that I wanted to talk about was the financial fortress blueprint. So who here completed this last year?

So Dan's board level blueprint. Yeah, absolutely. So can you sync my slides?

So yeah, so obviously, the board 40,000 pound plus VAT is the top of the tree in terms of the property entrepreneur community. Without doubt, the highest value asset within the board that we teach is the financial fortress. Again, lots of people think they might have a plan for the financial fortress, but actually being taken through the blueprint step by step will show you that probably that plan wasn't as tried and tested as you thought it might be.

And why wouldn't you sense check something which ultimately is going to be your retirement? So this is quite an important thing. This is one of our key cornerstones at property entrepreneur.

We want everyone to complete their financial fortress to live off the steam like Josh, Dan and I are currently doing for us. Right. So just like last year, if you're not on the board, it's the board's not for you.

You can't quite afford the board yet. Whatever reason you're not on the board, or it's not in your immediate vicinity, we are going to offer for a small group of people the opportunity to complete the training program of the financial fortress. So this will be a five week program that will enable people to complete their financial fortress.

And it'll be taken through by Josh. This is not a sales pitch right now. This is to let you know that this is this is coming.

So if you want to do this, there'll be an opportunity next month to sign up for this. This is not for everybody. This is not for everybody.

But for those people that are at that level that want to get that seven figure net worth and that 100k income and get clarity on it, this will be announced next month. Moving on. So the stand up, sit down for last month, the thing that rings dread into everybody's eyeballs right now.

So if everyone wants to stand up, please, everyone wants to stand up, please. Thank you very much. So sit down if you did manage to do some time tracking last month.

[Speaker 10] (16:11 - 16:20)

Okay. Okay. What happened, guys?

This is so cheap. Oh, God, I'm in the front row.

[Adam Goff] (16:22 - 16:47)

Was it intense? Sit down if you'd never planned to. Okay.

Cool. Bit of a get out of jail free card there for the steal, wasn't it? Okay, cool.

So yeah, you can sit down, you can sit down. So does anyone want to share what happened? I don't want to put you too much on the spot and share what happened.

She got away from you, didn't do it, too busy, all of the above. Be honest, it's all good. Yeah.

[Speaker 5] (16:52 - 17:05)

I worked out that it was part of last month's plan, a little bit too late into the journey. So it is on my list for this for this month. I will get it done.

So I'll commit to everybody That is an open mic commitment right there.

[Speaker 10] (17:05 - 17:06)

So round of applause.

[Dex / Tech & MC] (17:12 - 17:42)

I don't really know on this, but I don't have time to piss. I seriously Do you want to do you want to go now?

[Speaker 15] (17:47 - 18:07)

Today's a breeze. But I just, every minute is so intense. And so to the thought of stopping and starting something, and I'm super efficient.

So I know it'd be great if I had that extra base.

[Adam Goff] (18:08 - 18:50)

But Yeah, that was funny. So yeah, my advice would be, so unfortunately, it's one of those things where you actually need it the most. So an off and on at work.

So you could see how many hours you're doing, you know, this whole 120 hour like badge of honour work week, would it not be useful to measure where you're at? So you could see progress, even if it was just an off and on. And if you put it on your phone, you sort of do you see it even in a keypad lock is on.

So it can show you that it's on. So you remember to turn it off. You look to your phone.

So it's an invitation. Yeah. Look at this.

[Speaker 10] (18:51 - 18:58)

volunteering, volunteering for some accountability. Please tell me to go to the bathroom as well.

[Speaker 9] (19:00 - 19:39)

I get it. But I was one of the few people that I probably wouldn't have expected to have stood up because I'm really bad at time tracking. And what I do is I chunk it up, because I resonate with everything that you're saying here.

And so for me, that's the only way that I'm doing it. Otherwise, I wouldn't do it at all. And I think there was a comment last time, I think Chelsea, you mentioned that you're, you're bad at it.

And you didn't realise you could do it backdated. I do that too. So so I backdate.

So I'll make sure that I am doing it. And my buddy, Matt will attest to this, because I commit that.

[Adam Goff] (19:39 - 23:40)

Yeah, well done, Shaini. Good for you. Well done.

Yeah. Yeah, just to echo Shaini's advice, like just just turning it off and on to track workouts is actually what you have to do. So if you are in that situation where it just feels too hard, it's like too much mental energy to start a start a new habit.

Just turning it off and on when you sit at your desk would be a really good, would be a really good thing to do. The reason we asked you to do time tracking, I mean, I literally delivered 15 minutes pouring my heart out about why time tracking changed my life. But hopefully, I convinced everyone last month.

So congratulations, everyone that did it, why it's so important. The reason we asked you to do it last month is because it will give you data about what you need to do to get your business, how you what you need to delegate the stuff you shouldn't be doing anymore, it's going to give you all the valuable data you need to systemize your business and get out of it. But this month, the 28 day challenge is going to be for you to track the amount of primetime you are doing the amount on the business activity you are doing against your winter hit list.

You know, ultimately, most of your primetimes this quarter should be ticking off winter hit list tasks. And the way you will achieve your winter hit list is by allocating primetime in your diary and doing it relentlessly, even when the kids are screaming or the car's broken down, or your X and Y is not turned up today, even when when life happens, you've still got to find ways to get your primetime done. Otherwise, your business won't change.

So the 28 day challenge for everybody now that we started tracking will be to take it one step further. And this isn't for everybody. But if you want to play the game, for those people that are up for it, the invitation is to create a project or a tag in a certain toggle.

I'm sure you can do a similar thing in Clockify. So just track primetime hours. So what we want to see is how many hours you're doing each week on primetime.

Is it 20 minutes? That's cool. It's better than zero.

Or is it five hours? Or is it six hours? Or is it 15 hours?

Because success and failure are very predictable. The more primetime you log over the next two months, the more winter hit list tasks you'll get done. The more you've worked on the business, the more the business will change, the more you'll have a game changing year.

So all these things link. So that's the invitation for the 28 day challenge. And on the app, on the left hand side, there's a 28 day challenge.

I'll be really clear about this. So the app is a little bit new and people don't necessarily know where to post. On the left hand side, there's a 28 day challenge link.

And if you want to play the game every single week, like will invite you to post your primetime hours tracked. So that's the game. Does everyone agree that they'll get more results if they do more primetime?

Say yes. Yeah, absolutely. So if you want to play the game, there's some accountability there.

And we will do a leaderboard every week for who's logged the most hours. Okay. So you want to seize up on that leaderboard.

It's not all about winning. All right. Some people are going to get competitive and try and do loads.

That's cool. But loads for you would be not, it would be not a lot for the person next to you and could be way too much for the person sat next to you. So we're all running our own race.

We know that, but we are going to publish a leaderboard. There's going to be a scorecard. So that's 28 day challenge for this month.

Good. Any questions on that? No, but most, no, it's just primetime.

What I said was most of your primetime in winter should really be winter hit list tasks. Primetime, just to be clear, doesn't just mean when you've sat down at your desk and started working hard. That's not primetime.

Primetime is the on the business work that's on your winter hit list that you've been putting off that's going to change your business on the business, not just clearing your inbox that you didn't do yesterday. Like primetime really is the stuff, kind of stuff we do in these workshops. Writing the PDP was a great example.

Ashley's got a question. Can we get a mic for Ashley, please? Bianca's got one over there.

Thanks, Bianca.

[Speaker 13] (23:47 - 24:10)

Ashley. I was just going to say that primetime to me is important tasks. Yes.

Any business that does important, not urgent. Say that again. Just business that does the important but not urgent things will succeed.

[Adam Goff] (24:10 - 24:35)

Exactly. This is it. Difference between being an entrepreneur and having a job, building a business versus just having an income.

This is exactly it. Great. Great share there.

Any other questions? No. Okay, good.

Well, I'll see you all play. I'll be playing. So happy days.

Right. Moving on. It's that time of year.

It's Mr. Dan Norman. Forget him and get back. Let's give him a huge round of applause, please.

Welcome Dan to the stage.

[Speaker 3] (24:41 - 30:54)

Thank you. So ladies and gents, first of all, an enormous thank you for the response that we've had so far. We're already tracking a little bit forward ahead of last year, which is unbelievable from the amount of people who've already signed up.

Unfortunately, the majority of those are from the programme. And when I asked the question of who was in this year, there was a sea of hands. There was a flood of hands.

So we're just going to have a bit of a recap because the 17 people from Advancing the Board who have got their game face on and are already in it, that's hugely appreciated. But if you're sitting on the fence, no one wants splinters up their nipsey. So we won't do that.

We're going to run through what we're doing this for because I appreciate there were some people who weren't here last month. Shay Smiles. So Shay, oh dear, was an 11-year-old kid who was diagnosed with glioblastoma multiforme, which is basically a tumorous cancer in the brain.

If you are diagnosed with that, at very worst, at very best case, sorry, you're in all sorts of trouble for the rest of your life. But the majority of people pass away from that. And over two years, his parents spent over half a million pounds in getting him the very best treatment they possibly could.

And it was all for nothing. And unfortunately, he passed away at 13 and a half years old, but was constantly a rock all the way through it. And why it's called Shay Smiles was he was there to help and support other people.

No parents should ever have to bury their child. It's monumentally fucked up. Shine, very personal to anyone, I think, who's 20, 30 or 40 years old, because that's when you should be starting life.

It's when you should be worrying about a whole load of things, not about having a cancer diagnosis. And Shine is the only UK charity that provides support for people. And it's monumentally special, specifically in this room for what they've done for someone there.

Cancer Support Centre is a local charity in Sutton Caulfield. They basically have to have £155,000 worth of funding per year to keep on doing what they do, which is basically they start when the medicine stops. So when treatment has run its course, unfortunately, or people just need a little bit of a lift, that's what they're there for.

UKARE are here specifically for us blokes who have a habit of not saying too much or not going out and getting themselves checked and so on and so forth. And that deals specifically with the five urological cancers. So penile, bladder, kidney, prostate, and...

Help me out, someone. Ah, I'm not sure. I'll come back to you on that.

But needless to say, thank you. Bless you. Appreciate that.

Sorry to pause there. And the Evapeel, which is a gynaecological organisation who are the UK's largest gynaecological cancer support area for the five types of gynae cancer. So womb, vulval, vaginal, cervical, and ovarian.

Sorry? This year, we're doing five challenges over five weeks supporting five charities because it's a fifth birthday. Okay?

And I'd love everyone to be on board as part of this journey. But if you're, oh, I'm not sure. Have I got the time?

Have I not got the time? Can I help? Can I not?

We are going to incentivise you even that little bit more. Come on, clicker. So who likes freebies?

Who likes free stuff? Because part of get up and give back is we will give you a month's social content. So you can intersperse that among your activity for whatever you're doing in your championship season.

Okay? So you get the branding, you get the charities, you get the challenges. We're going to provide all that for you.

We are not going to follow you around with camera because that would be a bit weird or sexy. Depends on how you feel about it. But this is there for you.

It's the most warm, fuzzy feeling to give back to people. Okay? And to be completely mercenistic, I appreciate there's a lot of people who are already probably leaders in their business, but this gives you a bit of a competitor's edge.

Because while it may appear that other people are doing actions, extra-cervicular activity, there's no better way to mark yourself as a leader than to get up and give back for other people. Honestly, believe it. And I want to say a huge congratulations.

This was produced a couple of weeks ago. So if your name's not on that and you have signed up, please give a huge round of applause for everyone who has already signed in. Committed, signed, sealed, delivered.

So at the moment, I think we've already sold 48 places to the grand finale in June, on the 7th of June. That's not including the corporate sponsors, the charities who we're inviting down to come and celebrate and so forth. So we're about 70% sold out.

There is a time limit on this, ladies and gents. And to run through what that timescale looks like, I have a habit of breaking clickers, our drop-dead date for commitment forms is the back end of next week. The reason being we have logistics to organize, we have operations to organize, and so on and so forth.

I would impress upon you if you can, please get your commitment forms, your payments done by Monday, because then we can get the dates back to you of what we're going to be doing, where we're going to be doing it, how we're going to be doing it. We can get booked in, et cetera, et cetera, et cetera. Friday, the 8th of March are when we release all our promotional assets.

So if you've got a content manager, a socials manager, a PA, a VA, they can be a month ahead of themselves for when you need to tie into this stuff. So we're being that little bit more proactive this year. The promo campaign actually starts on the 5th of April.

Okay, these are conveniently tied in with when we have workshops. So it's nice and easy to remember. So April is when we're going to do the promo campaign.

We're going to do that for four weeks. Keep it really nice, really targeted, four weeks, and then the actual challenges and fundraising. So we've shortened get up, get back a little bit this year.

I appreciate we're having this conversation now to get in advance of it, but that's when we do it. So then do the grand finale formal, black tie in this very room, raise the checks, celebrate the charities, celebrate the challenges, celebrate the participants, because we respect what you've all put into it as well. If you haven't been part of this community, in this organisation, I'm very grateful that Dan recognised what everyone did last year, all the participants did last year, because it was very much a highlight.

Just like to show you a little bit of what we did.

[Speaker 16] (31:33 - 31:36)

For our veterans, sometimes it isn't fair at all.

[Speaker 19] (31:41 - 31:53)

Yeah, my name is Jack Murray-Griffith, and I'm the chair of the Triathlete's Red Fort, where there's a really exciting event going on in Procter and Bewes, and it's absolutely fantastic, it ruins everything, it's a lot of fun.

[Speaker 14] (32:02 - 32:23)

So exciting to see a very warm welcome. Yeah, one thing that's been making such a big difference is ensuring that no child is left behind. We also want to say a huge welcome to all our volunteers.

This is both a way of saying thank you, but also a way of saying thank you to all of you. Thank you very much.

[Speaker 16] (32:28 - 32:41)

I also want to give a huge warm thank you to Optimise Councils, for the support of all the work we've been able to do over the last 20 years that we've had back. So it's fun, and a way of saying thank you, thank you, and thank you.

[Dex / Tech & MC] (32:45 - 32:49)

Over yet? This is the big stuff.

[Speaker 3] (33:00 - 35:42)

That's what we all did together. That's what we achieved, half a million quid over four years, 140 grand it ended up in the end last year for those two splendid charities, and I would love for every single person here who can, and who can commit the time to also be a part of that. And the other thing is, that's just a warm up, right?

We're doing the big gig this year, we're doing the big one, so miss that, miss out. We're very, very proud to announce, I'm not sure if they're actually here today, unfortunately, but we've already lined up this year's headline sponsors. It gives me enormous pleasure to announce Ultimate FD and Property Filter stood on straight away and actually done more than we asked for our headline sponsors to do.

So please, please give them an enormous round of applause. And we're going to be recognising not only them, but our corporate sponsors, our participants all the way through this process. So what do we need to do now?

If you haven't yet, in your workbooks on the GetUpGiveBack page, there's four QR codes. The main top one, top left, is for the GetUpGiveBack sign up form. Directly below that is point two.

We're looking for either a participation donation of £50, or if you want to buy, I would rip my top off and show you the t-shirt, but the t-shirt, the hoodie, the grand finale ticket to get it all booked in advance is £150, and there's a QR code, bottom left, for that payment link to get things secured, get things lined up. And should you wish to, encourage your friends and your family and your team. A lot of people have already done that, and they're supporting their team to be a part of this environment.

That's our email addresses. You can WhatsApp me on there if there are queries. Again, it's in the workbook as well.

If you do need further information, please, please, please reach out. Because it might be that you've been affected, and that's been the heartbreaking bit of this whole scenario, is that people have come and shared their personal situations and the people that they care about. Whether it's their mothers, it's their sisters, it's their aunts, it's their girlfriends, it's their daughters.

The eve appeal. Whether it's their husbands, their brothers, their boyfriends, their mates. The you care.

Whether it's someone who they've come to the end of their particular journey. Whether it's our 20s, 30s and 40 year olds who we need to, you know, we need to encourage them in life, not have them in the situation where they're diagnosed and they're down. Or the, I don't even have kids and this chokes me up.

I mean, what were you doing when you were 13, 14 years old? It's messed up, isn't it? Let's help them.

Ladies and gents, cardio versus cancer. Thank you so very much for your time.

[Adam Goff] (35:49 - 37:02)

Okay, ladies and gents, the deadline for this is not as it is in the workbook. It's not the 8th of March. As you just heard from Dan, it's going to be the 16th of Feb.

So you've got a week or so to actually finally commit to that. So moving on, we are going to go back to our PDPs, our professional development plan building. We're going to put our entrepreneur hats on again.

One of the biggest questions that I often get from people is how much should I pay someone? How much should I give them as a bonus? How best to incentivize my team to actually do well when I'm giving them responsibility?

Well, as Dan described earlier, and we've said many times, obviously the goal is to make it a win for them, a win for the business and a win for you. This is all about leverage. It's such an important part of the PDP because giving the other responsibility that we just talked about is part of it, but then actually getting the pay and the incentive and the remuneration.

Did I say it right, Steve? Remuneration right is where we need to go. So ladies and gents, let's give Dan a warm welcome to the stage, please.

[Dex / Tech & MC] (37:08 - 37:09)

Thank you very much.

[Daniel Hill] (37:13 - 37:24)

So what we're going to do is going to go back to session one. So we're going to load our laptops up, get the blueprint out, and we're going to crack on with these personal development plans. Perfect.

[Dex / Tech & MC] (37:46 - 37:47)

Yeah, laptop players.

[Daniel Hill] (37:52 - 39:35)

So we're going to stick some background music on. If you need any help, put your hand up. And for the first 10 minutes, we're going to populate the objectives for the first team member.

So again, we're basically taking what you want to achieve, which is your tangible targets, your objectives, your headline strategy, and then choosing one team member and delegating whichever parts of your strategy are suitable for that team member to their PDP. And it's going to consist of phases, maybe one phase, maybe two phases. The key deliverables, which will be the key individual items.

So as I said earlier, these will basically be targets that are in your strategy. And then start to think about the dates that you might phase it. And just to make it easier for you, you would run it in quarters.

So unless there's a really valid reason not to, a phase would be either three months, six months, nine months, or 12 months. And why do we do the milestones at three months? Absolutely, because you do quarterly reviews.

So the end of a QGM is quarterly reviews, quarterly views of the business and of the PDPs. So stick some music on and build out the key deliverables. And then what we'll look at, when you've figured out what you want them to do and when they're going to do it, we'll then look at packages.

How much do you need to pay them? How are you going to incentivize them? How are you going to get them to actually do the work that's required to achieve what you want, whilst they're doing it completely feather in their own nest and get what they want out of the process?

So put some music on, then hands up if you need help.

[Speaker 20] (41:30 - 41:34)

And remember, you've got the PPN UK example, if you need to reference it.

[Speaker 21] (42:29 - 42:30)

We can see.

[Daniel Hill] (54:18 - 1:04:36)

Components before we move on to packages. So really good questions. So one was just to make sure you're not being distracted by the fact that our phase one is live now and ends on the 31st of March.

As I said earlier, that was somebody we basically started a quarter early because we just knew they had to be progressed quicker than normal. And their PDP does run, their second phase runs from the 1st of April. Those people you're starting with now, the game to play if you like, is you've got this period between now and the 1st of April where you don't have to pay additional package.

You don't have to create additional bonuses. The logic at the minute is we want to progress you. Let's get the ball rolling.

Let's start giving you stuff, see how you get on. And as you get confidence doing those tasks, you're building out the PDP. So subject to you getting confidence this person is going to deliver, the PDP starts on the 1st of April.

So actually through the winter, they're earning their next PDP. So you don't need that to be the first phase. The first phase could start from the 1st of April.

The second thing that seems to be quite consistent is in many of these roles where you are running a growing business or you're doing a turnaround is there's quite often the foundation work. So if it's a new person coming in or a new level up, they might have to create new scoreboards or they might have to recruit a new team. What you'll normally find is what a PDP naturally gravitates towards is the first phase can often be setting things up.

So if you look at my example, our property manager who's becoming a portfolio manager is currently building all of the dashboards and the systems and the data. The first phase is actually resetting the bar and stepping up and getting it ready for the next level. And then phase two, which is the whole of next year, is actually running it to the set levels of KPIs.

So you may well find that the first phase is the starts 1st of April is actually building whatever this next role level is going to be. And then finally, as we're in winter hit this season, the easiest quick win here to get what you want whilst getting the team to do it and doing it for their own benefit is saying, I will give you, my promise to you is if you execute the winter hit list to the required standard, I will give you a PDP from the 1st of April. And then what you're doing is killing two birds with one stone.

You're getting the winter hit list done. You're getting team members to level up and show you what they're capable of whilst you're building the PDP. And all of that is try before you buy, see if it's going to work, get into the details, even complete the transition.

And then by the 1st of April, then the PDP starts, the new roles go in. And then what we're going to go on to now, if I can have the slide deck back, please, is pay packages and incentives. How do you actually pay these people?

Who finds calculating how much to pay a team member, a challenging conversation, exercise, half of the room telling the truth, the other half are doing whatever they're doing. So what I'm going to do is I'm going to take you through this. I'm going to try and do my best job at explaining it to you.

And I would say the biggest thing is, oh yeah, sorry, laptops. If you just close your laptops for a moment, just there's no distractions. Any phones that made their way onto the table, just pop them in your pocket or your bag.

And I can only apologize if Adam's bag's still vibrating in the kitchen. We'll figure out what he's been up to later. So pay packages and incentives.

My aim here is to give you absolute confidence that in the same way that we try and teach you sales is not cloak and dagger and something to be scared of. It's just understanding what somebody wants and what their problem is and what the solution is and matching the objectives. It's exactly the same with packages.

And it really is binary. It's black and white. It's just working with your team, looking at the business.

And Adam and I had quite a lengthy meeting because it's that sort of time of year about PDPs, packages this week, yesterday. And my biggest thing to him when I was giving him some direction and advice about how to go through the process was that honesty is the best policy. Just in business and life as a general consensus, honesty is the best policy.

And if you're having a conversation about what they want and what the business wants, the easiest way to address it is just have a completely transparent conversation. No loaded guns, no twisting arms. Just honesty is the best policy.

Just understand where you are. And then strategically, stoically, factually, in the same way you would a deal, just negotiate it so it's a win-win and it works for everybody. That said, I do appreciate this is an art.

So crafting incentives is absolutely an art. But the reality is if you want to get off the tools, get out of your inbox, get off the tools, get off site, stop talking to tenants, you're going to have to build a team to do it for you. And the only way to build a sustainable business that actually gives you what you want is to be able to understand how to create a culture, an environment, and a package and incentive scheme that your team turn up, do it for you, but because it's in their interest.

This is the whole thing. It needs to be what's in it for me. That's all any of us care about.

I spoke this morning about the secret to success is understanding what people want. And when we get towards pay packages and incentives, when you read Daniel Pink's book, or listen to the audio, or there's even a little YouTube video, Drive, it says past a certain point, which is basically enough money to take money off the table. In the majority of cases, there's so much more to incentivizing people than pay.

And it's not just about money. Money is a key thing, especially if you're a capitalist company. You want to grow.

You want to make profits. You need to pay your teams well. It needs to be a win-win.

But equally, there's so much more to life and business and leadership than just paying people loads of money. So I'm going to take you through this. These pages are in your workbook.

And we're going to start off with acknowledging the levels. So there's three different levels when you're building your companies. And it's important to acknowledge what works at each level.

So you may have heard me talk about this previously. What are the three types of team that we have? What team do we start off with in that startup culture?

Absolutely. So the Band of Brothers. Thankfully, the Band of Brothers are not going to be fantastically motivated by money, which is handy because at the start point, you don't have any.

The Band of Brothers, they want to come around your house. They want to work together. They want to drink together.

You have barbecues together. You know each other's friends and family. You work out of each other's offices.

It's this band and brother startup culture, friends, family. And everyone here really is driven by mission and being able to be on the front line and go on this journey. And it's fantastic.

It was certainly my favorite part of the journey. What is the second? Corporate, not corporate.

So Band of Brothers, there's a very big gray area between when work starts and life, work finishes and life starts. And we work together. We drink together.

This is where you get your first employee. And you have that sobering moment where someone comes in at 830 and leaves at 530 and takes a half hour lunch. And everyone's looking at them like, we don't do lunch breaks.

You know, what's this all about? What's this team? What do we call this team?

So this team is called the Dream Team. And this is when you start going from a startup into scale up. And scale up is where you finally got money.

You need either bandwidth or you need expertise and you need to pay for it. And you go into the open market. And whilst you can pay for it, you don't have bottomless pockets.

And what happens here is whilst you can pay and you can put money on the table, most people here are driven and retained and incentivized by culture. You create that magical culture where you put fruit bowls on and you have barbecues and annual parties. You do QGM lunches.

You do the Christmas tree. It's like the first professional business that's got that entrepreneurial sort of magic. And the biggest drive here really is culture.

They'll put up with the problems because the culture is the sort of added benefits of going through those growing pains. This was probably like multi-let UK when I had multi-let UK, rapid growth, teams of like 20, then 30, then 40 people, big culture drive, really trying to hold the thing together. And then the third level on top of that is the professionals.

It's basically where you've made your money and the aim of the game is just talent. So if you go to the top and you look at the Elon Musk's, the Jeff Bezos's, the Richard Branson's, all they're looking at is how do I get the best talent? And their job all day every day is to create packages, incentives, opportunities to basically poach the best talent in the market.

And what you've got to do through paying incentives is play the game, is understand where you are, understand what levers you can pull and then create incentives to build your business out. This is, if you're not listening to this and you want to know about the levels in more detail, episode 183 for your action list of the Blueprint podcast will talk you through what those levels look like and how you move through them. The next is a basic versus bonus.

Who can tell me what the difference between a basic and a bonus is? Well, apart from the obvious.

[Speaker 18] (1:04:40 - 1:04:55)

Roberto? The basic one is guaranteed. They're not going to get that every month or every year, depending on...

As opposed to the bonus, which is... One is based on performance. Based on what you achieve in your KPIs to get paid.

[Daniel Hill] (1:04:55 - 1:05:12)

Excellent. There's another layer to that. That's pretty much...

Blimey, you are strong. And any additional layer of clarity when we're thinking about this strategically, the difference between a salary and a bonus. Richard, Chelsea, heads up.

[Speaker 3] (1:05:16 - 1:05:22)

You did, yeah. Top corner. One's time-based, the other's performance-based.

[Daniel Hill] (1:05:23 - 1:10:43)

Time-based and performance-based. I'll tell you that. I don't know if it's accurate or true, but...

Sounds good. You'll hear it in a podcast soon. The main difference, the way I think about it, when people are like, I'm trying to get people in my business to do stuff, so I think I need to pay them a bonus.

And most of the time, they're completely missing the point. Basic is to do your job. If you are paid a basic salary, you need to turn up and do your basic role.

A salary is what you pay somebody to do their job. That's it. You're paying them a salary to do the job.

Where I see people get it wrong is they pay someone the salary. They recruit somebody who's then not performing. They say, I think I need to introduce some incentives to get them to do the job.

It's like, no, you're the one that's losing out because you're paying them what you're paying them to do their basic job, and they're not doing the basic job. And that's where clear expectations and challenging conversations come in. The bonus, in most cases, is where people go above and beyond.

So it's called a bonus for a reason. If somebody does something above and beyond what's expected, they would earn a bonus. So this would be, in some cases, maybe they are employed and they have a basic, but then they do some extra out.

They put in some extra effort. Let's just say effort, not necessarily hours. Effort and do extra work that's above and beyond what they're being paid for.

You would give them a bonus. Perhaps you put somebody, and when we talk about the win-win, on a bonus for sales. So this could be a salesperson, or it could be a team member.

If they make sales that they're not expected to make, you would pay them. So you would give them a bonus because it's in addition to their role. If they're a salesperson, and we'll talk about how this would be split in a minute, they might be salaried, which some salespeople are.

I don't think it's the best way to do it. But for that salary, so Multiletter UK, when I had that, our sales people for their salary were expected to make 180 sales a year. So I knew that for 180 sales, they were just doing their job.

But for every sale above that, then they got a bonus. So it's understanding the difference between a bonus and a basic. And there's a thing called the bonus box.

And what this will do is illustrate to you where bonuses work. Because the reality is bonuses, bonus packages are used for different people. And if you've got somebody, so you have somebody that's on a basic, and this could be a basic with no bonus, what sort of role would you have in your business where you would expect them to just take a salary, and you don't need an incentive or a bonus?

Accountant, PA, sales progressor. Yeah, so things that are quite steely, quite repeat, quite functional, potentially customer service, although that'll probably fall into the second category. Things like, let's use the people who come in and clean your office.

You don't need, if you're paying 15 pound an hour for your cleaners, you're expecting them to clean. It's not 15 pound an hour, and then I'll pay you 16 if you do it properly. It's 15 pound an hour to do your job properly.

And if this is full basic, then this is full bonus. And what would we have with, that might be 100% bonus based? Absolutely.

So this would be more like your blaze profile. Bullshit. This would be more like your blaze profiles, which would be your BDMs, your sales people.

And these would be more like your steals, your admin, finance, ops. Well, no, sorry, admin, finance in that space. And then what you have here is where you have a blend.

And this is where, wherever there's an opportunity to have a win, win, win, you would have a basic plus a bonus. And whilst things like, what was the one you said, Adam? Customer service.

So whilst customer service is a role, I would tend to put it with a basic plus bonus. Why do you think I might do that? Absolutely.

So if the performance has a direct impact, if the individual's performance has a direct impact on either the top line or the bottom line of the business, it can be bonus. It should be bonus. So customer service person's job in most cases is to answer the phone, deal with the situation, resolve it, and then put it to bed.

If you want to get that highest level of put, and you'll get 90% of the market that will do that. If you want the top 10% who are going to go above and beyond, who are going to perform well, who are going to give you world-class service, you want to introduce those initiatives. Because when that client is being rude and obnoxious and completely unreasonable, that person who's sitting there having a hard time for the 12th time on a Monday morning is going to need to have an incentive to go above and beyond and be polite and bite their tongue and go the extra mile.

And this is where we introduce the bonuses. Who's got the mic? Here we go, Richard.

Go long. Oh, that's dangerous. Oh, yes.

Thank goodness.

[Speaker 7] (1:10:45 - 1:10:49)

What kind of roles would those be? Customer service is one example. What other examples would that be?

[Daniel Hill] (1:10:49 - 1:11:46)

So I would say, I would try and do it for as many roles as possible. And specifically, wherever anyone can directly impact top line or bottom line. So top line is more revenue, more sales.

Like, for example, everyone in our team, for property entrepreneurs, you know the business, everyone in our team, in the summer season last year, I paid a bonus. If we hit our summer target, it didn't matter if you're in finance or operations, they got a four-figure bonus because as a team, we did it. And that means that when those calls are coming in and the stress is getting high, the sales team are out there making the tills ring and ordering new cars and like getting like fitted shirts and that sort of stuff.

So they're living the dream. Whereas the rest of the back office and the team are like pulling their hair out. But if they're all aligned and we're all driving up the same mountain, there's something there for everyone.

But the team would be on a basic plus a bonus, whereas the sales team would be on zero basic, 100% bonus.

[Speaker 7] (1:11:46 - 1:12:02)

And does that mean that, so for example, the finance person, they don't get a bonus for selling a place, they just get a bonus because the team achieved their objective, is that what you're saying? Or you're saying it's for their individual performance that they get the bonus?

[Daniel Hill] (1:12:02 - 1:12:55)

I suppose again, if we try and move, I know this is easier for me to say because I know how it works and I'm a dynamo. But if you think less about the academics and more about the practice, if you're doing this big sales drive this year and you're going to go and do 100 deals and you're going to be driving heavily your sales team, your marketing team, because they're the top, they're the front of the funnel. What you'll normally find in that ride the rocket storm phase is everybody else is collateral damage.

Yes, they'll make the sales, but it's going to land on somebody else's desk. What you really want then is if they get the completion, whatever it is, the sale completed in the amount of weeks or the five-star service at the end, I would be like every opportunity paying for that top level. If you think if you pay average money, if you pay average money, you'll get average people.

What we're trying to do is where is it necessary and required and a win-win to pay more? And the aim of the game is to pay as much as you can.

[Speaker 21] (1:12:56 - 1:12:56)

Yeah, okay.

[Daniel Hill] (1:12:57 - 1:13:00)

Does that make sense? Yeah. Cool.

Maybe I'll elaborate as we go.

[Speaker 7] (1:13:00 - 1:13:05)

I think the sentiment, what you're trying to say is like, wherever you can, pay them money.

[Daniel Hill] (1:13:06 - 1:13:19)

Yeah, wherever you can pay money. Equally, don't pay somebody a bonus to do the basic job. That's the really key message as well is the big mistake I see is people say, I need to incentivize and they're not doing a good job.

I need to give them a bonus. It's like, no, you need to give them a sack.

[Speaker 7] (1:13:20 - 1:13:37)

And in Dan Pink's book, he speaks about the amount of that bonus is really, really important. And he says most people want a token, a gesture, not the money, except for salespeople. I think it's worth noting that.

[Daniel Hill] (1:13:37 - 1:15:19)

Yeah, absolutely. It's acknowledgement. The smallest things that make the biggest difference.

We're going to go on to this now. If you've not listened to this podcast and you're in that space at the minute where you don't know when's a basic, when to use a bonus, there's the Blueprint episode 128. It's called the Bonus Brain Ape.

And it talks you through when to use bonuses, when to use basics, when to use employed, when to use self-employed. In some cases, you're going to have an option where you've got the same role, which you could employ for, or you could get on a basic or you could go self-employed. You could go 100% basic or 100% bonus.

It would be fair to say that the person who's taking all the risk on zero basic and 100% bonus, if they did the same performance as somebody who's on 100% basic and no bonus, would we all agree that the person who took all the risks should earn more? Absolutely. Does anyone know what benchmark we would use to calculate that?

So if you know you go to market for a salesperson and they're 25K as a salary, if you could get the same person on 100% performance-related pay, does anyone know what premium we would calculate it against? 50%? Anywhere between 125 and 150.

So 25 to 50% premium. So in multi-let, we used to play an employed person, say 20K, but a self-employed 100% bonus would be 30K. So we get an extra 10 grand, but if they had a bad month, if we had a bad month, they would have a bad month.

So it's a win-win. It's pros and cons there. So I'm going to take you through this.

Who can remember the process to use the benchmark? So when I said to you, how do you figure out how much you're going to pay? Who can tell me the process to benchmark?

[Speaker 20] (1:15:22 - 1:15:37)

Chris? There's the mic. Cheers, Lauren.

Derek, we've got the mic. Thank you.

[Speaker 13] (1:15:38 - 1:15:43)

Go to two recruiters and ask them to sort of spec it out if you're going to be a client and then sequence.

[Daniel Hill] (1:15:44 - 1:18:49)

Perfect. So you write your job description, which as Ben said earlier, you can do on ChatGBT. If you want to turbocharge it like Adam did, get the blueprint off the vault, which is the blueprint we use.

Give it to ChatGBT and then tell it to turn the blueprint into whatever role you're recruiting. And then send it to, we would send it to three recruiters. Send it to three recruiters, HR companies, and then get them to benchmark and say, right, this role in this position with this package and these perks, how much should we pay?

And they'll give you a range. You know that that's the market range. And then you need to make a decision in that range, where are you going to be?

And there's three levels to pay. So you've got to decide, are you in a position where you can pay for the top? And I would say in the last year, we've just decided we want the best people that are out there.

I'm not writing blank checks, but I'm like, I want the best talent that we can get. But that's because where we are, because we've got resource, we've got finance, we've got cash. If you're not in that capacity, like in the Band of Brothers stage, where we were, where I started PPM UK, we were bootstrapping.

It was like, come around my house and I'll make you eggs on toast. Because it was like, that's all I've got to give. Come on round.

You know, that's all I've got to give you. You're going to be on that spectrum somewhere. And there's three clear layers to that.

Who knows what the bot, when you've got that spectrum, what would you call the bottom rate? So there's three levels. You may be not connecting the dots.

So it's probably more a reflection of me not explaining it properly. But the bottom rate is going to be the market rate. And what that means is you're just paying the same as everyone else.

And for functional, disposable, transient roles, it will be absolutely fine. After the market rate, and you think about that range that you're going to get from the recruiters, they're going to say this role is between 15,000 and 18,000 pound a year. In the middle of the range, anyone know what it is?

Got market rate. And then the market is basically the average. You can get anyone for that price.

Above market is the closest. It's the expertise rate where you're paying for experience and expertise. You're looking at someone who's not just a designer, a ops manager, a PA.

There's somebody who's done five years experience. They've won awards. They've been promoted three times in the last two years.

That's the expertise rate where if you're looking at that spectrum, you would go in the middle. You would hedge your bets in the middle and go for the experience and expertise. And the top layer, yeah, the value slab, basically the value slab is that you just pay them.

The more money you can pay them, the better. If you can get a salesperson and you can pay £10,000 for every £100,000 they bring in, you want to be banging as many zeros on that check as you can. You're paying for the best people that just deliver, deliver, deliver.

And you just pay the price because you know for every pound you spend on a professional, you're going to get £5 or £10 back in top or bottom line return. So that's how you benchmark. Figure out where you are, figure out where the market is, and then benchmark from that.

Can I get a mic for Shiv, please?

[Speaker 7] (1:18:55 - 1:19:16)

For benchmarking, there's also another way that you can do it. On Indeed, if you put in the indeed.co.uk, if you put in the role that you want and you can choose, you know, select the city as well, it will tell you on there like how much the rate is as a salaried person, how much the rate is as a self-employed person. And it works out like per month, per hour.

It's giving you all those rates as well. You're absolutely right.

[Daniel Hill] (1:19:16 - 1:26:41)

Yeah, perfect. So quick way to do it, to save your VA or your PA a job, go on Indeed. Yeah, and put in the role and it'll benchmark.

It'll give you a range on there. I do actually remember doing that last year for a role. So the next is perks.

So a perk is what we would call is low cost, high value. When we're talking about Daniel Pink, there's so much more to life and business than just making money. Not that it's not important.

It's absolutely important. What things could we do that are no or low cost but your team would see as high value? Let's shout a few out.

Flexible hours, absolutely. You can use flexi time, work from home, what else? Duvet day, sounds like fun.

Night out, cool. Bring a pet to work day, why not? Birthdays off, exactly.

These are like little perks, flexi time, autonomy. A lot of people want autonomy, the ability to be able to do the job without being micromanaged. Working from home, progression, culture, anything that basically is a low or no cost that has a huge benefit to your team member.

And then how can we make up packages? So the word that Adam was struggling with earlier, remuneration. Still struggling, excellent.

It's been a day for you today, hasn't it, Adam? So remuneration is when you're looking at packages, what outside of pay could we do? It doesn't have to be pay, but what other things could you do that are a value add but would seem to be part of a package, Akash?

Holidays, yeah, holidays. Car, yeah, car, absolutely, company car. Insurance, health insurance, car insurance.

Health insurance, car insurance. Pension, absolutely, pension contributions. Time in lieu for overtime, aren't they?

Absolutely, training, courses, accreditation, qualifications. Things that are going to cost money, but perhaps have a higher perceived value than what it actually costs for whatever reason. Maybe as a company, you get the accreditations, the training, the company cars, the company phone, cheaper than you would on the open market.

But it's just a perk of being part of a job. Healthcare bonuses, cars, expense account. An expense account.

Some people will have an expense account. You can go out for lunch once a month. You can pay for coffees.

Travel, just covering people's travel, these sort of things. So that's an example of package. Things that are going to cost you, things that we can add to sort of build these out.

And then finally, before we have a go at doing this, a few sort of top tips again, like secrets to do this. Recapping on what we've learned so far today, what are the key secrets to making this work? So creating incentives is not easy.

And I've spent a lot of time, specifically over the last six months or so, really leveling up my understanding of incentives. And a really good quote that I heard was Charlie Munger. So Charlie Munger said he's been doing this.

The secret to being a chairman or an investor, as they are, is the understanding and the ability to build effective incentive packages. And he says, I've been doing it for 40 years. And he says, I still can't tell you what works.

And the reason for that is because it completely depends. It depends on the person. It depends on the business.

It depends what's important to them. And every time you're sitting down, it really is this work of art to craft this package, these perks, this PDP, based purely around that person you want to keep, and you want to look after, and you want to nurture, and you want to progress. So what are the key things to making this work that we've talked about today?

When you're building this out, what would you say the key things we want to have in our head are? Valerie, what they want, absolutely. What they want, what's in it for me, what do they want, what else?

Alignment, so strategic alignment, but also that win, win, win. But you've got to look at every bit. And when somebody asks for something that doesn't align with the other two, you need that complete alignment, William.

That's all right, no problem. Any others? So type of person, absolutely.

So profile, if they're steel, they're looking for security. If they're blaze, they're probably looking for, they'll take the zero basic because they just naturally want to go out there and sell, sell, sell. Valerie, buying into the culture.

Yeah, making sure that it's, yeah, making sure, there's loads of different bits to that, but absolutely, culture is like a really key bit. Keeping it simple is a really important one. I've already seen a couple of your PDPs walking around, and what I said she was four bullet points as a grown arms and legs is now eight.

It's four for a reason. It's two if you can make it. It's keeping it simple.

The more simple, the better. And as entrepreneurs, creators, dynamos especially, this thing's going to create arms and legs. Another thing is it has to be worthwhile.

I've seen people put bonus schemes together before. And like, I'm going to give them this bonus. They get 1% of sale for every sale they make.

And I'm like, how much is the thing they're selling? They're like, it's two quid. So right, so you're going to give them 0.001p, or they'll say, yeah, they get a 30% bonus. You're like, yeah, but the ticket price is 50p. It's like, you've got to look at it and be like, that is actually in my interest to do. It's got to be worthwhile.

It's got to be a no-brainer. If somebody said to you they won't work from home, or this is one of the things we have a lot of the time. If you're recruiting a part-time person or doing a part-time PDP, and you'll say, I'm going to create a PDP is going to be a full-time person.

They're like, no, the deal is I'm part-time. It's got to be a win-win. It's really understanding what are they looking for and then working with that.

So when you give it to that person, it is just an absolute no-brainer and they basically buy your armor for it. And then just mindset-wise, it's just start to think, and this really is an abundance mindset. It's karma credits, but it's complete investment.

It's like the more you give, the more you gain. If you're investing in property, you know the more money you can get out the door, the more money you're going to make because all you're focused on is return on investment. It's exactly the same with the business.

I literally said to Adam on Thursday, I'll sit here and write you checks, big checks, however much you need, because I'm looking at an investment. I'm not looking at an expense. Start looking at your team as an investment.

How can you develop them? How can you grow them? How can you give them more responsibility, opportunity, more pay purely on the basis that ultimately you're going to be the one that benefits.

Might be straight away. Might be you taking a punt on them, investing on them, put in a few months or even years in some cases to get them there. But when it comes good, everyone's a winner.

So we're going to take a couple of questions now. Then we're going to go into the second part of the workshop. Do we have the mic, please?

[Speaker 21] (1:26:46 - 1:26:46)

There we go.

[Speaker 5] (1:26:46 - 1:27:41)

Catch. So I just wanted to just add something. So last year, I spent a little bit of time on trying to create a bonus for a couple of members of my team just to change it around.

And something that I found that really helped to sort of share it was not just creating a bonus package, but also the behaviours that I'm expecting as part of that bonus. So because everybody in the team are lawyers, it's based on salary and then bonus over target. But I put behaviours in there.

So no complaints, delivering advice on a certain timescale. So that's something that I found helpful. So like the behaviours or the values of your company, making it part of that bonus scheme.

So that person is not just working above and beyond to do a piece of work because they want a bonus, but actually it delivers everything that you want as a company as well.

[Daniel Hill] (1:27:41 - 1:28:19)

And that is, so that's really well summarised. And that is just to be clear, that is the whole aim of the game is what do you want to achieve as a company? And you've done that in your strategy day presentations.

Now, who in your business is going to do all the individual bits? And that's the aim of the game. That's all the game is, and whether it's behaviours, it's culture, it's performance, it's KPIs.

Next month, we'll be doing KPIs, dashboards, scorecards. But yeah, that's absolutely the aim of the game with this. Any other questions on pay or incentives or packages?

Sen, in fact, this is really good world time. So I was going to, I actually just thought of Sen a second ago. You used PDPs for the first time last year, didn't you?

Yeah, started last year.

[Speaker 4] (1:28:20 - 1:30:03)

Yeah, absolute game changer. Using this template and filling in some of the gaps, thanks to chat GPT the same last year. And I've now since shared it with Tom to help him with his a little bit.

But yeah, first time and the performance from our senior property manager in line with the quarterly reviews, the AGM, QGM for the first time, the whole cycle, we've done a full year of it. It's just been absolutely brilliant. Excellent game changer.

And the question to follow on from that was the two property managers that we have, Chris and I would really love to help make them wealthy in their own right. We know that for the senior manager, one of the things she wants is to buy her own home. And one of the easiest ways that we can see to help and make that happen is getting them involved in our SA business in some way, whether that be through them purchasing a property to drop into our model or them taking ownership of a rent to rent.

And that is the most cost effective way for us to do it. It's not going to drain overhead from the business, but it can add significant steps to their remuneration. But we don't want to get it wrong in so far as in any way making it an entitled thing due to length of service.

It's got to be appropriately fit into this PDP. And I just want to get your take on it. When you've got that gift to give, how you would use that correctly?

[Daniel Hill] (1:30:03 - 1:32:44)

Yeah, so it's a really, really good question. And unfortunately, there's a few things that you want to be really careful of. Although I'm saying the more you give, the more you gain, you've also got to appreciate it's a business.

And in many cases, these are team members. And whilst today, everything's amazing, some point sometime, they're going to go elsewhere. And also, there's the thing with entrepreneurs.

Again, a lot of people will say, I found this person, they want to come work with me because they want to start their own business or they want to build their own portfolio and they want to learn how to do it. If you're bringing that person in explicitly clear that this is a one or two year journey and at the end, they're going to leave, absolutely fine, it's a win-win. But if you're going to bring this person in and expect them to be a loyal, committed team member and stay for five years, and in two years time, when they're feathering their own nest and actually they're outbidding you on property in the same postcode, unfortunately, it's part of the trap.

With that one, you might have to give me some more context outside of the room, but immediately, it sounds a little bit too close. For my appetite and having had the experience bringing the band of brothers in, they've all gone to start their own business and done things and it did create problems. One question I would ask is, is that what they want or is it what you think they want?

Because actually, although it might seem like a really nice thing to do, they might not even have thought of it. And actually, it's probably, I don't want to say unsuitable because it's not, but I would want to help team however I can, but there's a line. And buying them houses or getting them involved in the portfolio, unless they were like a partner or something like that, I would probably keep it arm's length, but maybe give them a hand with, it's not the easiest question to answer.

I would just say, I wouldn't be, I probably wouldn't do that. And for one, I personally wouldn't do that for where I am. And one thing as well is about precedence.

And I end up talking about this all the time, this time of year is, I don't want to set precedence. And what that means is, it's got to be fair play. It's got to be open book.

If everybody sat around a water cooler and shared all their packages, they've all got to sit there and go, you know what? That's fair play. Not find out that two people sitting back to back, one's on X and the other one's on 20% more.

And it should have been kept a secret because that's not how you do business. And if you're prepared to buy one of your team a house, I think you probably have to be prepared to buy 20 of them a house. And if so, I'm looking for a job and I'll come to you for a house sort of thing.

So I think it's a great idea. If it's suitable, which you might know, then I think it's worth considering. My initial thought is it would make me a little bit uncomfortable, a bit nervous.

[Adam Goff] (1:32:44 - 1:33:01)

Just to share, I think the same thing. I think it's crossing the line. These are all nice people.

We kind of want the best for them. But I think it's crossing the line. I have heard of entrepreneurs like lending people money to buy for deposits for houses and things like that.

It's more of a commercial agreement. So you can maybe do something a bit more formal, helping them out.

[Daniel Hill] (1:33:02 - 1:34:06)

I did some mentoring like a couple of years ago and there was somebody doing a similar sort of thing with, because share options is always the thing that people talk about. Should I give them share options, things like that? And I said, well, there's a thing called the fire factor.

And it's like, if somebody is an employee, yes, they're great. And they've been here for five years. It's going to be fantastic.

The world never stays like that forever. At some point, something's going to happen. The line as to how far do you go with incentives, packages, PDPs, can you still fire them?

If you had to sit there and fire them, could you draw a line tomorrow and fire them? And it wouldn't be complexity. If they're on your mortgage or you're a mortgage host or they're renting a room in your house.

It's all of a sudden you lose that fire factor and that's probably the line between. But the only place that that doesn't apply is Band of Brothers. Band of Brothers, I'll mow your lawn.

I'll do whatever you want. I've got nothing to lose. You can have it all.

That's the only place there. But I think you're a long time past that. Cool.

One more. Two more, is it? One more.

And then we'll have five minutes having a go at this.

[Speaker 14] (1:34:06 - 1:34:07)

Just follow me.

[Daniel Hill] (1:34:08 - 1:34:08)

Yeah.

[Speaker 8] (1:34:16 - 1:34:22)

And you're beginning to head towards Dream Team. It's giving people shares.

[Daniel Hill] (1:34:22 - 1:34:23)

Yeah.

[Speaker 8] (1:34:24 - 1:34:24)

Bad plan.

[Daniel Hill] (1:34:25 - 1:34:25)

Agreed.

[Speaker 8] (1:34:25 - 1:34:26)

I won't be doing that again.

[Daniel Hill] (1:34:27 - 1:34:38)

It took me two years to give shares out. It took me five years to buy them all back. It's an unnecessary complexity, isn't it?

[Speaker 13] (1:34:40 - 1:34:43)

Great advice. Great advice.

[Daniel Hill] (1:34:43 - 1:35:21)

At the professional's level, you might find that the whole thing is built around incentives, options, buy-ins, all that sort of stuff. But that's a different game. So it's cool.

Well, we're going to have five minutes or so before we finish. And I just want you to start thinking about from what we've talked about. Put your hand up if you need any help.

Open up your laptops again. And have a go at that one side to create. Based on them hitting that first phase, how might you adjust their basic?

How might you use a bonus? What perks might you include in the package? And we'll finish that off as the last exercise of the day.

We'll stick some music on.

[Dex / Tech & MC] (1:35:32 - 1:35:33)

How are you doing, Eduardo? Okay. Good, thanks.

[Speaker 20] (1:42:20 - 1:42:24)

So it is fantastic to see everybody cracking on with it.

[Daniel Hill] (1:42:32 - 1:43:21)

And hopefully, today has given you enough momentum to get through. I've banged the drum enough. Hopefully, it's explicitly clear the aim of the game.

And it really is. Like creating incentives is an art form. And if you want to level up as a leader, you need to be able to know how to do this.

Everywhere from VAs and PAs up to site managers and salespeople and solicitors and all the things that we've talked about. Shiv is going to be heading up the primetime accountability sessions this month. And if you're serious about doing this, I would highly recommend doing it.

Adam's going to give you the link to sign up shortly. Otherwise, have you enjoyed this primetime session? Yes.

Excellent. So we're going to take it to the next level next month. Until then, best of luck with your homework.

And I will see you in a month's time. Cheers, guys. Cheers.

[Dex / Tech & MC] (1:43:21 - 1:43:27)

All right, ladies and gents.

[Speaker 10] (1:43:27 - 1:43:43)

So here it is. Very good. So who's ready to see last month's Game Changer Scorecard?

What have we got going on here? So is this the latest one? Is this this month?

[Adam Goff] (1:43:47 - 1:44:24)

Both months. Umesh is still at the top. Well done, Umesh.

Nice work. Umesh, let's give Umesh a round of applause. 10 and 10.

Nice. Very good work. Well done for everyone who played the game.

Fantastic. For those people that didn't achieve what they wanted or as many as they wanted, like I said to Casey earlier, half of the objective is to set realistic targets. And then the other half is to execute.

So you might want to just make those things a little bit easier next month. Yes, you can. Let's get a mic.

We'll publish this in the app. Work, please, Bianca. Hey.

[Speaker 8] (1:44:25 - 1:44:54)

Um, what we've talked about before is you've got to become a master at setting the target. Yeah. And the biggest challenge I'm having, especially with trying to set up a new business, is I've literally not really got a clue what I'm supposed to be saying.

That's a little bit unfair on me. I just find it very difficult to set the targets in the first place. Every time I do the game changes, I've over-egged or put something in that's too big and too chunky.

I'm really struggling with getting the level of it right. Am I saying that clearly?

[Adam Goff] (1:44:54 - 1:44:57)

Yes, you are saying it clearly. Yeah. And you want me to help you.

[Speaker 8] (1:44:57 - 1:44:58)

Yes.

[Speaker 14] (1:45:00 - 1:45:01)

Oh.

[Adam Goff] (1:45:03 - 1:45:16)

I think... How much time are you setting aside to think about these? When you set your game changes, how much?

Not enough. Probably not enough time. But what do you, as a guest, when do you think you...

15, 20 minutes. Wow.

[Speaker 8] (1:45:17 - 1:45:17)

Yeah.

[Adam Goff] (1:45:17 - 1:45:18)

For a month's work.

[Speaker 8] (1:45:19 - 1:45:20)

Okay, point taken.

[Adam Goff] (1:45:23 - 1:46:11)

I'm busy. Yeah, exactly. This is it, isn't it?

It's like... I've got quite an entrepreneur to do. Well, first of all, I really appreciate your honesty, but that's the reality.

It's something we do at the end of a Friday, at the end of the month, because we've got to do it. Yeah. I set it as, on the last Friday of the month, that morning is like, I'm just thinking about...

The same reason we do Sunday Sanity at the weekend. You need to be strategic and think carefully about how you're going to spend your time, because we're all too busy. So the skill of being an entrepreneur is to be highly strategic, which means getting out of the noise and thinking about how we're going to spend our time.

So I would say the problem is in, you're not valuing planning enough. You're only valuing execution.

[Speaker 8] (1:46:12 - 1:46:15)

Yeah. I spend quite a lot of time on Sunday Sanity. It's just this extra thing that we've been given.

[Adam Goff] (1:46:15 - 1:46:16)

Exactly, because it's new.

[Speaker 8] (1:46:17 - 1:46:17)

Yeah.

[Adam Goff] (1:46:18 - 1:46:22)

But actually, you should spend more time on the monthly game changes.

[Speaker 8] (1:46:22 - 1:46:22)

On Sunday Sanity.

[Adam Goff] (1:46:22 - 1:46:26)

Because that's already determining your Sunday Sanity, because you're chunking up.

[Speaker 8] (1:46:26 - 1:46:26)

Yeah.

[Adam Goff] (1:46:26 - 1:46:33)

Just like we spend three months planning the year, and hopefully you spend a day planning the quarter.

[Speaker 8] (1:46:33 - 1:46:34)

Yeah.

[Adam Goff] (1:46:34 - 1:47:16)

And then once you plan the quarter, the winter game changes, taking the top ones from the quarter and breaking them down to chunks and doing a month should be a piece of cake. And taking the month and breaking it down to weeks should be even easier. So it's probably just going higher up the food chain in terms of the game of four quarters.

Perhaps you want to take a day out and just re-plan the rest of your quarter and feel free to change those quarterly game changes and adjust them and make sure you can get to the end. Then chunk down for Feb and bits of those. That would be my advice.

That's really it. That's really what it comes down to. Yes, we've got loads of questions.

Cool. Let's get some mics. Great question.

Rachel.

[Speaker 12] (1:47:17 - 1:47:40)

Yeah. Mine follows on very much from Rachel's. I find that if I break it down too much, they come more like the Sunday sanity rather than the monthly game change, if that makes sense.

They're too micro? Yeah. I either go too micro or too large, which things have gone too large.

And if I go too micro, they then become more like anything. Well, what's the difference?

[Adam Goff] (1:47:40 - 1:47:57)

Okay. So just to be clear, a monthly game change would be in your Sunday sanity. Just like this week, I'm going to achieve this monthly game change.

And next week, I'm going to do this one. I'm going to do a task that gets me halfway towards it. It's all the same.

It should be all congruent.

[Speaker 12] (1:47:58 - 1:48:03)

Yeah. But maybe I'm just being too harsh on myself and I'm marking it. But I think, well, I haven't achieved all of that.

[Adam Goff] (1:48:03 - 1:48:08)

I've achieved some of it. So let's just say you had a quarterly game changer of hire ahead of marketing.

[Speaker 21] (1:48:09 - 1:48:09)

Yeah.

[Adam Goff] (1:48:10 - 1:49:07)

Your monthly game changer for Jan could be get the job advert live. Right? Right.

Your Sunday sanity in Jan in week one is draft the job advert. Week two is benchmark the role. Week three is look for platforms and research.

And then week four is post the job. You see how that's just... And then now you posted the job.

It's like month two, monthly game changer is interviews. And then it's like week one is shortlist the candidates. Week two is book interviews.

Week three is do interviews. Week four is... I've now got to my shortlist.

Month three is make the offer, sign the contract. Do you see what I mean? Yeah.

No, that's how it should work. Thank you. Yeah.

So that's how it should work. Great questions.

[Speaker 5] (1:49:08 - 1:49:32)

Something that I've just recently done and I spoke to Hema about this was I'd lined my game changers to the objectives so that I don't forget to hit the objectives for the year. So then I've broken them down month by month only just for this quarter to help me out. But I just thought I didn't want to get to in a position in six months and think, okay, I've only got halfway for my objectives.

I've only gone, you know, I've only hit them halfway.

[Adam Goff] (1:49:32 - 1:50:04)

So this is the whole... The penny is starting to drop. Yeah, like the penny is starting to drop.

At the start of the Game of Four Quarters book, it's got the game, headline strategy, three objectives. It's like, that's the mother ship. Then everything else comes down from the mothership.

It's like, all of these things should help you achieve your objectives. Those three objectives for the business. But that's what it is.

It's just great. It's like, it's all starting to piece together. I realise it's new.

Tej?

[Speaker 11] (1:50:05 - 1:50:29)

Yeah, it's basically what I need to say. It's what I took my objectives, did my winter game changers and next to them I've put JFM. So which months they'll be done in.

So they've already gone in. So I've got half of my March game changers written down already. Of course, as you should.

February ones are already spread across the Sunday Sanity's for February. So half of my Sunday Sanity's are filled out already. So it just means...

[Adam Goff] (1:50:29 - 1:50:30)

And it's doing exactly the same thing. Does that make sense?

[Speaker 11] (1:50:31 - 1:50:43)

It's broken down. So I wonder why I was building that brochure and stuff. So that was a winter one.

And I do some of it in January, some of it in February. And each one has got, you know, send it to Chris to check. And then, you know...

[Adam Goff] (1:50:43 - 1:52:24)

Exactly. It's the same. It's the same advice I gave Rachel.

Actually, if you spent ages just doing the quarter, you've already half filled in your monthlies and probably your weeklies. It all comes back to go back to the quarter planning. And when you're planning the quarter, you're going back to your annual objectives.

Well, if I am going to achieve this objective, I need to have some big game changers this quarter. And then it's like, it's inch by inch, step by step. It's actually so simple, but it's actually hard to do.

Actually, it's easy to do once you know how. And that's why we built the book. Because it's like, it's very, very valuable.

So, yeah. So thanks for your honesty. Well done to those top performers.

You can see also shout outs to Craig and Roz and Rupin. And Chris Ross, Eduardo, Roberto, Hugh. Fair play, Hugh.

Yeah, all making it. He hasn't got time to pee, but his game changes. Let's start moving on.

So just a quick reminder, third Thursday of the month, PE parents, support Claire, support each other. Lots of you have been around the track for a few years. So you'll have some really great insight for those on the programme who are ricking it, you know, because they can't handle it all.

So why not invest back into the community, share your insights, and join us for PE parents on the third Thursday of the month. Let's go through the homework. Right.

To be honest, who found the PDP thing really difficult? Their brain hurts, and they didn't make any progress really at all. Who found the PDP thing easy?

[Speaker 10] (1:52:26 - 1:52:31)

One person. So therefore, who found it hard? Can I see a show of hands?

OK, good. We're still with us, yeah?

[Adam Goff] (1:52:32 - 2:00:55)

Great. It's really hard. Dan took six weeks to write that property manager PDP.

Dan, super Dan, OK? Super Dan. It took him six weeks.

That would take me six years then, right, if you compare IQ levels, all right? These things are really hard. This is why we've set up the prime time accountability group.

Rather than just set you up with it in the room, have you look at it, struggle, close the laptop, and go, I haven't got time for this this month. We've set you up. We've given you some support.

You can listen to the recording again. And you can be part of Shiv's group and get the support you need and the accountability to actually increase your chance of success. This is why we've done it.

Because it's going to help you actually achieve it. That's all we want for you is results. In your homework, you'll see that every week there is a different accountability.

First of all, you're going to draft out what you think it should be. Then you're going to book the meeting. And then you're going to present it to them if you haven't done it ahead of time, what you think the goals are for the year.

Then you're going to talk about it, get their feedback. And then you're going to take their feedback on board, formalize it, present it back to them, and sign it off over the next four weeks. It's a step-by-step guide.

Every week there's a milestone. There's lots of your Sunday sanity right there. Okay, for those people that want to do this, Shiv's there to support you, to coach you.

He'll show you what he's doing behind the scenes. He can answer any questions. And he's there in the WhatsApp group.

So time wasters need not apply. That's the QR code if you want to join at lunch. 22 people have already joined.

So hats off to you. So it's not compulsory, but it's there. And this is literally board level accountability.

Okay, so thank you, Shiv, for doing this. It's going to be an absolute game changer. Other homework is the winter hit list.

So we want you to come to the next workshop with 60% of your winter hit list done. At Property Entrepreneur, we walk the talk. I don't know if you saw our post in the app.

We hit the over 33% level just literally three days before the workshop we did it. We're on track. We want you to get to 60% by the next workshop.

Ben spoke to you about the AI homework, and you'll have an opportunity to ask him if you get stuck and get up and give back. Are you going to donate this year? Or are you going to sign up?

Remember, it's the 16th of Feb. And also, are you going to therefore invite your friends and family to do the same? So yeah, 60% winter hit list by the next workshop.

For those people that want to tune in to some midweek mentoring, anyone who wants to learn how to use Asana, Rachel's going to be doing a session on the 14th on how she uses Asana and how she uses it to build specifically right processes. Very apt. Dan is going to be doing a session on mid-month mentoring I'll talk about in a second.

And Josh is doing a midweek mentoring on world-class finance function. So next month, we are going to be covering a lot more finance. But for those people who still haven't got their finance function now, they're still not getting their reports on time.

They haven't got their bookkeepers sorted, their finance managers, their finance assistant. They haven't got it running on rails. This would be a great opportunity to ask Josh some questions.

Mid-month mentoring on the 21st of Feb. We have a special edition. It's going to be a bounce back boom updates.

So Dan is going to be doing his bounce back boom updates in two weeks time on that Wednesday. So make sure you tune in for that. And you can also book a slot.

Bearing in mind that Dan charges over £500 for a 20-minute mentoring session, if you can even get him to do it. As part of advanced, you have the opportunity to get Dan to look one-on-one for 15 minutes at your problem or something you need reviewed. So there's a QR code in the workbook.

Make the most of it, okay, because he won't be doing this forever. So book in, get a slot if you want to have Dan help you with your business. The vault, just some, the PEP.

One thing I'd recommend actually, if anyone on here is, I mentioned the board earlier, Susie did a fantastic interview on the programme about the board and specifically about women on the board as well. If anyone is interested in the board or would like to catch that interview, I'd really recommend catching up with it on the vault from the second session on Wednesday. And also if you're having problems with finance still and finance is one of your objectives to solve, Josh delivered his world-class finance function session also on Wednesday.

So that could be one for you. The book club, Dan's spoken about a couple of times, Drive by Andrew Pink, already mentioned it a few times and Outlive by Peter Atia. So this was someone, thank you, suggested this last month.

This was a fantastic book about longevity, living longer, which we all should want to do. So this is about health. It's about living longer.

And this guy is a KPI in the space without a doubt. I would recommend that you watch this movie. This is a great movie.

And it's like I said, it's about how quickly your business can change at the hands of technology change. So Blackberry is a really good film. It was actually a very enjoyable movie.

So I'd recommend that. And we have our usual now, three pillars of content to watch. So we've got living off the steam for wealth and we've made it easy for you.

So we've done a QR code. So you can scan it and go straight to the YouTube video. So thank you for the feedback.

All right. Sometimes it is difficult to find the things which we give you. So all you've got to do is scan it and watch.

Health, you are what you eat on the Netflix documentary. Scan the QR code and life by design, getting off our phones, understanding what addiction is. Dopamine detox is also our recommendation.

So you've got loads of really good content. You don't need to be binge watching Neighbors. Or Countdown or whatever it is you do, the weekends or the evenings.

You've got some really good content to nourish your brain with there. So put that at the top of your list. 20 day challenge I spoke about earlier is tracking your prime time.

So I'm just reminding everybody because it feels like sometimes I have to just really remind people about the challenge. Great challenge because it means you're going to tick off your winter hit list 60%. If you can start tracking your prime time hours and doing winter hit list tasks, you're going to come to the next workshop with 60% of your winter hit list done.

So set it up as a tag. Make sure you can track it specifically. And for Monday, start tracking prime time.

Whether it's half an hour, whether it's an hour, whether it's five hours, whatever it is for you, it's going to be a game changer. And for those people that haven't made contact with their buddies, let's have a show. Who hasn't made contact with their buddy for the month yet?

Okay, fantastic. Let's put some music on. Those people with their hands up, let's sort you out with your buddy right now.

For those people that have, that already have met their buddy, before we do this, have you arranged and talked through when you're going to do your Monday set up, Wednesday check-in, Friday sign-off? Let me remind you how this works. Let me remind you how this works, everyone, okay?

At the start of the month, at the start of the week, or the start of the month, so now for February, you could commit to your game changers with your buddy. These are the things I'm going to have done by the next workshop. On Monday, you have a set up.

This is my Sunday sanity list. On Wednesday, ideally, you'd book a little walk and talk, catch up, 20-minute call, can be any time, just checking how you're doing on your Sunday sanity top 10. And then on Friday, you send them a text saying, this is how I've got on.

I've done my, I've done eight out of 10, I've done nine out of 10, or if you're a measure, I've done 10 out of 10, okay? And that's the repeat. And that level of accountability and support is really important and be able to give someone feedback and say, you know what?

You haven't done this yet. What happened? That's the skill of an entrepreneur.

So we want to be friends, but we also want to give feedback. So we're there to help and support each other. And without a doubt, the feedback we get from this is that this is game changing for results.

So everyone holding each other to account. So I'm going to go put, Dex, put some music on now. Find your buddy, make sure you've arranged what you're going to do, when you're going to do it.

You've got each other's phone numbers, do it for a few minutes, and then we'll send you on your way afterwards. If you do that now, it'd be great. Thank you.

[Dex / Tech & MC] (2:01:19 - 2:01:19)

Do you hear?

[Speaker 17] (2:01:21 - 2:01:41)

Hi, it's great. Akash, yeah? Yeah, yeah.

I did a lot. I had an arrival first month. Oh, fantastic.

I don't know why. Desi, has he gone? Sorry?

Akash, Desi. Desi. Yeah, it's the one that's abroad, isn't it?

Ah, Vigela. Vigela, okay. Yeah, yeah.

Yeah, it'd be great. Thank you. Where's your buddy?

I'm sharing my screen.

[Dex / Tech & MC] (2:01:42 - 2:04:13)

Ah, yeah. Not hearing. Yeah, Ocean's a bit of a ghost sometimes.

This is exactly the problem you messaged about. Yes. Right.

Yeah, let's speak to me. Okay, yeah. Do you know anyone?

Where's Ashley? Ashley. Ashley.

Guys, when you've sorted that out, do you want to have a sit down, please? A little sit down?

[Adam Goff] (2:04:29 - 2:05:26)

Okay, so any questions with the buddy up? System? All right, it really does work.

I really would encourage everyone to take part. And obviously, obviously we've got time after, so feel free to go back to your buddy, finish that conversation. The most important thing is that you guys are in touch.

I've just got a favor for you now. We would love to know how you found today. We would love to know how you thought the speakers did, how the concept was.

Was it too hard? Was it too easy? Was there too much?

Did you miss Josh? You know, whatever it is, just let us know. Okay, so what we want is a score out of 10, which is quantitative, and then we'd love some qualitative feedback about how we could improve.

We're always making changes. We love feedback, so don't pull any punches. Dec, if you could put some music on, get your phones out, please.

I'll spend a couple of minutes just thinking about what we might find useful to improve our products. Thank you so much.

[Dex / Tech & MC] (2:05:33 - 2:05:36)

Nothing is off the table, just to be clear.

[Adam Goff] (2:08:02 - 2:08:38)

Anything you want to see? Anything you want to see, anything we could do that would help you? Thank you for your thoughtful feedback.

Yeah, when you finish, please put your phone down.

[Dex / Tech & MC] (2:08:40 - 2:09:02)

Thank you. Just lets me know you're done. Okie dokie, we'll wrap it up there.

[Adam Goff] (2:09:04 - 2:09:18)

What a day, hey? Good, huh? Fantastic.

Thank you so much for your participation. I wish you well this month. I'll see you in the app if you've got any questions.

Should we finish with a big round of applause for all our speakers today? Thank you so much. Thank you, everybody.

[Dex / Tech & MC] (2:09:20 - 2:09:21)

See you next month.

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WS5 - S1\_Transcription

[Speaker 9] (8:26 - 8:58)

Ladies and gents, good morning. That's your two and a half minute warning. Two and a half minutes.

Okay, ladies and gents, that's your two minutes till showtime. Two minutes.

[Speaker 2] (9:50 - 10:03)

Okay, ladies and gents, this is your one minute warning. If you want to finish up those conversations now, it's a good time to make your way over, take your seats, finish up the chitchat, get ready to sit down, because we're live on stage in just under one minute.

[Speaker 9] (10:34 - 11:27)

Take your seats, please. Good morning. Sit in your house in advance, your house.

[Speaker 2] (11:29 - 24:15)

Excellent news, excellent news. So for everybody who was late today, if you just want to make your way out of the room, I'm only joking. Okay, so look, seriously, we're going to start the event at 9.30. And yes, the first couple of months we're networking. And yes, some of you don't like networking. Okay. But the idea of the networking was because we don't want anyone to be a stranger in this room.

We want us all to be a big happy family. Say, ah. And the only way we're going to do that is if we actually get you to meet and say hello to everyone, because we know you stick in your little cliques, don't you?

You know, the little people you did mastermind with, the people you were in the programme with, you know, the people you live with, the people you work with. Don't like strangers. You know, let's just sit together in our own little, that's nice, isn't it?

Yeah. So that was the goal of the first couple of months. We're out of that now.

And we know that for the people that are really putting energy into the buddy, that that is a serious accountability piece. So to cement and fornicate the relationship between buddies, we allow 20 minutes for you to get to know each other on a deeper level. Okay.

But if one of you doesn't show up, call the other buddy. Ah, say ah. Yeah.

So it's just like, not really the way it is, isn't it, in this community. So have I made those people who if I didn't shout at you earlier, have I now made you feel sufficiently bad? Say yes.

Good. Okay, cool. That's great.

That's what I wanted to do. Next month. So the event starts 9.30, but it might not just be that. There might be surprise bonus sessions that happen in here, that if you're not here on time, you won't be able to get in the door be locked. Okay. You will miss out on content.

So this is just like, this is how it is. Like if Dan decides to do a secret update, or one of our, someone like Chris Moss is doing something about how Google have just changed the algorithm. And if you don't hear this, you're going to lose your social media profile overnight.

That could be happening in here at 9.30 while you're out swanning about in the bar. Okay. So just to be like, just so everybody knows, because it's not actually fair for me to not communicate that to you.

So I'm letting you know now. So everybody knows, does everyone know? Say yes.

Great. Fantastic. Welcome back.

Workshop five. DNDE. What does it stand for?

Exactly. Who wants to, who wants to DNDE? Okay.

Because if you don't, you're in the wrong room. All right. This is what it's all about.

It's how to become highly valuable and highly leveraged. This workshop is going to be fantastic for those people that haven't put their phone on silent. We can collect, forget and give back, and we will collect a £20 fine if it goes off.

Dan Norman has given me the nod. So this is just a courtesy note to please turn it off, make sure it's not on loud and nothing is going to disturb us. And I'm not going to say the A word because then mine goes off.

You know, the, oh no, the A word, the C word, the S word. I'm dyslexic. I'm dyslexic.

The S-I-R-I word. So I'm warming up to be a dad, whatever. Okay.

So more importantly, next month is International Women's Day. Okay. Exactly.

So it's coming up next month. Absolutely. Yeah.

Fantastic. So we wanted to celebrate this. So what we're going to do next month, next Friday before advanced, probably about eight o'clock start time, 7.30 TBD. I know it's a little bit early ladies, but we're going to host, well actually I say we, Rachel Davies is going to host a world-class women breakfast on us here at the Belfry so we can celebrate International Women's Day. Does that sound good? Yes.

So it'll be announced in the app. If you want to attend, let Bianca know, we'd love an idea of numbers. Unfortunately, there's not as many ladies as I'd like in this room.

So hopefully lots of you can attend if that's possible. And obviously Rachel will be hosting it. So yeah, we can have a fantastic little kickoff to International Women's Day because it's actually on advanced that Friday as well, which kind of is great timing.

Another new initiative that we're really proud of is the PE Parents Initiative, just to show our parents who's been on a call already with Claire. Okay, cool. Quite a lot of us.

So Claire is a fantastic entrepreneur on our programme. She's led this from scratch because she said there's no blueprint for parenthood. All right.

Apparently that's true thing. I wouldn't know, but these calls are, well, first of all, there's no cost to these calls. Okay.

They're free. They're being put on by Claire and by us, and it's supposed to be supportive. So all of us, people, all of you guys with kids can share the challenges that you have of bringing up children and also trying to run a business.

So it's a really good place to just share. If you're having problems, you might want to share tips, hacks, tricks, or you might just want to tune in and listen. You don't necessarily have to share.

And this is going to be on the third Thursday of every month now. It's going to be a regular staple at midday on the third Thursday. So if you haven't joined yet, you'd like to check it out, stick it in your diary, put it on your action list and attend because I think that's going to be super high value.

So moving on. So we are in winter. Okay.

We're in winter and I'm really delighted to see an absolutely full house today because it means we're all executing. Okay. I called the video if you didn't catch it on the app for me, this is separator season.

This is where you separate yourself from everybody else for your competition. This is where we're getting stuff done. We're working on the business, not in it.

And that's how we get the level up game changes. So it's separator season. It's where the rubber hits the road.

And if you have a hard winter, you'll have an easy summer. But if you coast during winter and keep getting sucked into the noise of your business, you're going to have a very hard summer because you haven't built any leverage. You haven't done anything new in your business.

So you've got two choices. You can either spend 12 weeks now grafting and really feeling the stress and getting up a bit early. And to be honest, probably being in quite an uncomfortable situation to get that winter hit list done, to have another 12 months of improved leverage, efficiency, enjoyment in the business results.

Or you can have a cruisy 12 weeks when your competition aren't really doing much and then struggle for the next year because you didn't really change anything and you're in exactly the place you started the year in. So that's your choice to make. And this is the main project we should all be thinking about this quarter is our winter hit list.

It should be the first thing we think about in the morning when we sit down to do our work. So prime time, our prime time workshops. We've been getting rave reviews about the new style of advance where we're actually setting you up, teaching you some content and giving you time and support in the room.

So thank you for your feedback on that. So we're doubling down on that. We're having another session on that today.

This is going to be, these are going to be a common place now. So we're calling them these prime time workshops. This is now what you've come here to do.

You've come here to hear some content that every month you should be coming in to think, I'm actually going to get some on the business work done. This is not just a jolly and a chance to hang out with my friends. It's actually a chance I'm going to do some business development.

So come with that mindset because we're seeing people get results already from this. So workshop five. So who wants to be highly leveraged and highly lucrative in their business?

Just to double check. Fantastic. Okay.

Because at the end of the day, the only way we can do that is to nurture world-class talent. One of the questions I got in mastermind last night was how did you do it in capital living? And there's a number of answers, but the main answer was just hiring really great people, really great people and paying for it and being happy to pay for it.

So what we want to do is we want to nurture and motivate that world-class talent. And one of the ways we do that is with phase contracts. We give them different milestones to achieve through their journey.

So they can always see that progressing. We're always moving the carrot and that's what high performers want. That's what we want.

We want to keep moving forward and we need to do the same for our people. Okay. In session two, we're going to step back from that management leadership part of our teaching.

And we're actually, we've got a special guest coming in who is going to talk about something which we all probably already affected by. And we need to understand, and this thing is so fast that we need to be ahead of the game. So there is a new technology revolution coming.

It's called AI and we don't want any of us to be left behind. So we've got Ben Kilner coming in to talk about the art of AI, how things have moved on from last year, for those of you caught his talk last year. And it's going to give you some practical in-depth advice, tools, tricks, things you can use to help you get your winter done easier using AI.

And then after lunch, we're going to come back and we're going to carry on the highly lucrative, highly leveraged, do nothing, delegate everything mantra by talking about how we actually incentivize that world-class talent. How do we set up their pay, their packages and their incentives? What do we need to pay them?

How much? When? To make sure they move up within our business and don't move out of our business.

Okay. Because high performers, if you don't keep raising the bar and paying them well, they will eventually leave. And then you really will be in a difficult situation, all that investment and time and energy you put into your star performer, you've taken them for granted and they've jumped ship.

Okay. So put this all together and you can be this highly lucrative, highly leveraged entrepreneur. So all of it's there for us today.

You started out today? Yeah. Fantastic.

All right, let's get going. So a little bit behind the scenes from what I've been doing. So first of all, clearly our blueprint is to celebrate your clients in your business, the best type of marketing you can do is to celebrate your clients.

Think about all the successful business that put their clients front and center of the story. No one cares about you. They care about the results you can get for them and the results you've got for other people like them.

Okay. So I'm incredibly proud of the results that Mastermind has got for our clients. So obviously I just want to say a massive congratulations again to Craig for winning last month.

Should we give Craig a huge, where is he? Craig and Valerie for coming runner up, both members of the Mastermind. And we had two other finalists, Anthony and Matt, both from the Mastermind.

So for me, makes me incredibly proud and genuinely an absolute privilege and honor. So super well done to them. And in case you didn't know, we didn't do the official in-house, but I think you probably got it, but we are going away for seven days to Bali to do a full on retreat near where I live, near where I bought my land to just have a fantastic celebration for the year.

So I'm super, I wanted to do it in May. I'm already excited about it, but the retreat center was sold out. So I've got to wait until September to do it.

I want to go now. And what else are we doing? We've been hiring.

Thank you to those who shared this video. You know, we are trying to get ahead of the game. Our championship season starts early.

You know, really we start our campaign now in April. So we're already hiring. We're doing four key hires.

We're doing everything we can. We've had some, we put a marketing job advert out. We had over 500 applications for a well-written job advert.

It was absolutely incredible. I asked the recruiter to write another job advert for our finance position. We've had five and a half applications.

Okay. So don't always trust the professionals. Okay.

It just goes to show some of those things are very high value work, which we should be doing. And all I did was follow the blueprint. So we're in full swing.

We're executing the blueprint. We want these team members to come on in or before the spring. So we're hitting the ground running.

Okay. We're absolutely flying out the blocks for championship season. So maybe you're in the same boat, some experienced entrepreneurs, and maybe you're doing the same.

You're already getting ahead of the curve. So over to you a little bit now. So what we're going to do is you're going to scan the QR code in your workbooks.

If you open your workbooks, and what you're going to do is you're going to review how you did for January with your 10 game changes for Jan. You're going to scan the QR and you're going to record your score. So it's right in the front of the workbook, next to the accreditation.

So just super quick, shouldn't take more than 10 seconds. It's in the work. Yes, of course.

So you might want to check your game. If you've got your game of four quarters workbook, you might want to get that out. Double check what you got.

Once you've scanned it and you've entered your score, then you just put your phone down, cross your arms, look at me.

[Speaker 10] (24:21 - 24:25)

So those people in WhatsApp right now, stop. Those people on Instagram, stop.

[Speaker 11] (24:33 - 24:46)

Good. What if over the course of the month, you were like, actually, that's not something I really want to get done. And so I decided not to do it.

Put an honest score.

[Speaker 2] (24:46 - 27:42)

If you decided it wasn't for you, it's out of 10. So is it out of 10? Does the link go to 10?

Yeah. So good awareness that you didn't do it, but it's just the score you got. Two parts to being a successful entrepreneur.

One is setting a realistic target and really thinking about the target. And then the other one is doing it. So if you find yourself, you've set yourself a wrong target, that's just feedback for you.

So kind of a low score kind of signifies, okay, I'll do better next time. Saying a better, thinking about it a little bit more. Okay, good.

Hopefully everyone's done. Right. So moving on.

Session one. We're ready for session one. This is it.

The professional development plan. This is what I was talking about. This is the plan that every high performer in your business needs.

If you've got world-class talent and you want to hang on to it, they should be on one of these plans. This gives them a roadmap of what to do. Most entrepreneurs hire someone great, probably pay them well, and then breathe a sigh of relief and take their off the ball and go and fix another problem.

And then 18 months later, that team member comes back to them and says, I need some more money, or I'm leaving. And they're like, what happened? I thought we were good.

You were doing so brilliant. It's like, yeah, but I shouldn't really have to ask for this pay rise. I shouldn't really have to ask for more responsibility.

I don't really know where this is going. You keep saying it's going somewhere, but where? This is the reality that most of our team are in.

They don't have a runway for success. And the moment a team member approaches you like that, you've lost leadership control, haven't you? You've lost it.

You're now in the backseat. Now everything you do is reactive, and you're doing it to try and keep them happy. Now, they're in control.

That's not good management or good leadership. With a professional development plan, you can give them a stairway to heaven. You can ask them what they want from their career every year or as often as you want to do this, and you can help them get to that place that they want.

Whether it's autonomy, managing people, a certain amount of money, less hours, more hours, whatever it is that they want. Your job as the entrepreneur is to try and build a package to help them get what they want, so you can also get what you want. They'll feel motivated.

They'll be relaxed. They'll always be striving for the next milestone. You'll get so much more out of them.

You'll keep them, and they'll just think you're the best boss since sliced bread. So that's exactly what we want to do in our business, and that's what these professional development plans do. They are fundamental.

They absolutely help me in capital living. Also, I've got them wrong. I'm going to be sharing with you after Dan's session how I've messed this up.

I've really messed this up. So you really don't want to do what I did. You probably want to do more what Dan did.

So without further ado, let's give a massive Property Entrepreneur Advance welcome to Mr. Daniel here, ladies and gents.

[Speaker 9] (27:42 - 27:52)

Thank you. Thank you very much.

[Daniel Hill] (27:52 - 32:41)

All good, ladies and gents? Excellent. So today's all about do nothing, delegate everything.

And I had a chat with the board yesterday, and one of the things that became really clear, and I want to sort of make explicitly clear for you guys is understanding as an entrepreneur, which is not a landlord or an investor, a proper entrepreneur building a business, there's one objective, which is basically top of the pile, which you need to aim for, and you want to write this down. So the aim of the game is to know what you want, then get other people to achieve it for you, and the most important bit, because they want to. So the aim of the game is to know what you want, and that was your strategy day presentations.

You all know what you want. You sat there, you spent three months figuring out what you want. The second thing is you're not going to do it yourself.

It's do nothing, delegate everything. You're going to give all of those tasks to other people. You're not a self-employed landlord.

You're a property entrepreneur. And the third is you're not going to do it by using carrots and sticks. You're going to create an environment and an opportunity and a runway for highly talented people to do it because it's in their interest, because they want to do it.

And that's the aim of the game. And if you look at any of our companies, you speak to any of our team, they're driven, they're focused, they're high performers because they're invested in and they're on their own journey. In 2012, I had some private mentoring with Roger Hamilton over at his resort in Bali, and he said to me, the biggest change you can make as an entrepreneur, if you want to achieve your dreams, is to figure out the art of helping other people to achieve theirs.

And that was something I took on board within building my teams and even within our community. The aim of our success as a platform and a community is being able to enable you guys to achieve what you want. And this is what PDPs are all about.

Professional development plans are the art of creating runway for your team and high performers to drive through your business. Now, to manage your expectations, and for those of you that don't have a team and might already be discounting, thinking this is not something you're going to use, trust me, you are. And I'm going to show you how.

To manage your expectations, this is an art form. And the reality is most people outside of proper entrepreneur do not know how to do it. So crafting incentives is an absolute art form.

And what I mean by this is the ultimate aim of the game is how can you get people to do what you want them to do, but it be in their interest. And this whole process, it very much is an art form. This blueprint is to take you through the art form and try and make it as easy as possible for you to replicate the successes that we have in putting this in practice in our team.

From a mindset point, you want to start thinking about leadership. And this is a high performance leadership blueprint. It's not management, which is like SES, challenging conversations.

This is leadership, which is all about taking a team with you. And I'm going to show you as we go through how that works. And also, you might think because it's HR and it's teams, it doesn't apply to you.

It's also the art of deal making. When I'm sitting there and I'm doing deals with my team that work with me, I'm negotiating a deal. When I'm supporting or mentoring the board or Adam or Josh to do PDPs with their team, it's all about crafting a deal.

And the deal's got to be a win, win. It's got to be sustainable. It's got to make sure that everybody, it works for everybody.

So whether you're in property or business, this is exactly the same logic as negotiating it. So I'm going to take you through the six steps, and then we're going to actually do it in the room. I'm going to give you a copy of a PDP that we've done, an updated one for this year.

It's already done, dusted, signed, sealed. And I'm going to give you a template so you can do it in practice. And the aim of the game is by the end of the day today, it's going to do session one and session three.

By the end of the day today, you leave with one PDP done, and then you can go and roll it out to your team afterwards. So we're going to kick things off with what is a PDP? Who could tell me what a PDP is?

Yes. We've got some mics. So personal development plan, spot on.

And what is the intention or the objective of a PDP? We're going to go to the back, Richard.

[Speaker 12] (32:42 - 32:50)

So it's like a roadmap for somebody so that you're showing them the journey for how they're going to develop and achieve what they want.

[Daniel Hill] (32:50 - 33:08)

Yeah, very good. And when we're trying to achieve it for the team, what are we trying to achieve? What's the number one objective of doing a PDP?

When you're sitting there and writing it, what's the one thing we're trying to achieve? Yep. Oh, nice.

Okay, I better do some work. Do nothing, delegate everything. Bianca, you know it's got.

[Speaker 6] (33:10 - 33:13)

So it's to generate motivation and hunger and desire.

[Daniel Hill] (33:14 - 33:24)

Generate motivation, hunger, desire. Absolutely. That's part of it.

So that's what we want for the team. And then shut the mic over here. There's going to be quite a lot of this today.

So I hope everyone's had some sleep. Tej?

[Speaker 2] (33:25 - 33:29)

It's also to give them clarity on what's expected of them and what they get for it.

[Daniel Hill] (33:29 - 35:03)

Perfect. So pull those two bits together. The aim of the game is to provide a roadmap and progression and motivation and incentive for a team member whilst delivering the aims, objectives and targets of the business.

That's it. It's in their interest. It's all about what they're going to get.

And it gets them excited and gives them what they need, helps them achieve their dreams whilst simultaneously delivering the targets, objectives and plans of the business. Why do we do this? Why is it important to actually have PDPs?

Why bother? Why is it valuable? We'll stick some.

In fact, where's the mic? What we'll do is go around. There's loads of reasons to do this.

We start with, there we go, Chris, start with your table and then we'll go around. Why bother do a PDP? You employ people, you pay the bills, just let them crack on.

Why should we do one? What's the benefits of that? Perfect.

So direction. And specifically, the point I talked about earlier, the aim of the game is to know what you want. And you all stood up here last month and said exactly what you want and then get other people to do it.

That's the direction. The PDP enables them to get what they want whilst delivering the plans of the business. Chuck it to the table behind.

No pressure, guys. We need to include catching on John's PDP this year.

[Speaker 11] (35:04 - 35:04)

Thank you very much.

[Daniel Hill] (35:05 - 36:30)

It gives people a purpose. This is a huge one. It's purpose.

Obviously, I can't spell. Well, no, we're still waiting to figure out what I worried you were going to say. It's purpose.

Yes, we all have to go to work. We all have to learn and live in. But it's so much more enjoyable, productive, effective if people feel a purpose.

They're part of a plan, a journey, an aspiration, a headline strategy, objectives, absolutely, a culture. Over to the next table. Motivation.

Perfect. Motivation. It doesn't matter how much of a good leader or manager you are, your team needs to be motivated to turn up and do the hard miles, do the heavy lifting, deal with the change management.

Valerie? Clarity. Absolutely.

Clarity. Adam said, he's had a challenge recently. His team didn't really know.

You said we're going somewhere, but where are we actually going? One of the biggest reasons people don't perform or don't deliver for you, and I taught this on the board last month, a blueprint called Box with a Bow, one of the biggest reasons your team don't deliver for you is they don't know what success looks like. You'll say, oh, this person's really annoying me because they're not managing my inbox properly.

But have you ever given them a service level agreement which says emails that come in before three have to be responded before three, after three, before 10 a.m. the next day? Most people in your team don't know what you want. They don't know what success looks like.

And this is the way to get there. Next one.

[Speaker 13] (36:31 - 36:34)

It's a perfect reference point for review.

[Daniel Hill] (36:34 - 43:40)

Amazing. So, Leon, absolutely. Reference point is what are the two things that we talk about?

If you're going to manage a team, especially a team of high performance and a high performance culture, what are the two things, the only two things you need to do with your team from a management point of view? What's the art of high performance management? It's clear expectations, clarity, and challenging conversations.

And what the PDP does is it gives you that reference point which says, yes, day to day we're answering emails, we're dealing with problems, we're doing all sorts of stuff. But when we meet in that monthly PDP review and we have our quarterly general meetings, it's black and white, clear what should have been achieved, and then you can refer back to it to see where you are. And it makes having a challenging conversation very easy because it's black and white what should have been done and whether it's actually been achieved.

Next one. We would put targets. Targets, yeah, absolutely.

And when we talk about knowing what you want, all of you stood up last month and came up with a tangible target. Every single one of those tangible targets now needs to go in somebody else's PDP. That's the art of delegation, the art of delegating everything and doing nothing.

And on the table? What about just basically on details, so they've got all the details in one place and then they can review it and go back to it? Yeah, I'd say in the same way as clarity and reference points is obviously we're getting to the seventh table now.

You've got the hard miles because we're running out of options. I'll take it anyway. That is detail, absolutely.

It's all in one place. It's not in WhatsApp messages and conversations you had on a Friday over a beer that neither of you remember. William's going for the distraction strategy of pouring water all over his homework.

I was going to say progression. Progression. That's a fantastic one to finish on.

The aim of the game is progression. It's called a professional development plan. And for the people that it's suitable for, that's the aim of the game.

When we're talking about PDPs and progression, where opportunity goes, talent flows. And what you'll realize in your business is that talent will either flow through your business, and it's my primary job as owner of PPN UK, is to provide enough runway for all of the people in it to keep going and going and going. And for those of you that have been with us for more than a couple of years, hopefully you see every year, every month, we're constantly seeing how can we push it and push it and push it.

Where opportunity goes, talent flows. And talent will either flow through your business, because you provide runway, Adam's stairway to heaven, progression, or it will flow out of your business. Absolutely.

If you don't provide the runway to keep it fun, sexy, exciting, progression, people are going to go and find someone else who is. This is why, as a leader, you need to start to understand that PDPs is a fundamental part of a growing business. And as a leader, which you all want to be, whether it's a leader of your clients and community, or it's a leader of your team, you can only get up to level three leader without PDPs.

In order to get to level four and level five, you have to understand how PDP works. The five levels of leadership, the first one is all about position, which basically means people follow you because they have to. You're their boss.

You're their manager. The second is about permission. And what that means is people follow you because they like you.

They've got to know you. They like the way you do business. You get on, and they follow you because they like you.

The third is where most high performers get to but stop, and most entrepreneurs get to and stop. The third is production, which is all about results. And what it means is people follow you because of what you've achieved.

You've made the money. You've got the house. You've got the car.

You've hit the targets. You've broke the records. You've won the medals.

People follow you because they know you're good for it. You've proven that you're a high performer. But unless you understand level four and PDPs, you'll be stuck at level three.

Level four is where at level three, it's what you've done for the business and what you've achieved for yourself. But level four, which is reproduction, is about what you've done for them. And when you start to use PDPs, it really is moving the focus.

And I spoke to a couple of board members. I forget exactly who it was. And I was saying the biggest thing that's getting in your way at the minute is you're still focused on what you want to achieve and what your targets are.

And you're leading from the front by achieving your own targets. If you want to actually lead from the back, you need to understand how to invest in your team. And Adam, Bianca, Josh, all of the senior people in our business who run the companies, Jen, Andy, who run the businesses day to day, they're doing it because they want to.

Because I've invested. Not only have I proven I'm good for it, they're turning up every day because it's in their interest. Because I've proven that I can invest in them.

And this is level four leadership. And the only way to do that is using PDPs. This is going to be the shift to moving from the front to the back.

I did a podcast episode, number 66, to add it to your action list for the month. And what I've done in that podcast is I've taken the five levels and I've applied them to the Property Entrepreneur Blueprint. So when you listen to it, it will tell you for each level, what tools do you use?

And it goes from basic sort of SES up to all the way at the top at the pinnacle about profile and brand. So this is all about the shift from going from level three to level four. Level three is I've achieved this myself to level four.

I'm going to invest in my team to go and achieve what they want to achieve. Good mindset piece in this, which might sound alien for a lot of you, but this is where we move from management to leadership and move from being a landlord or an investor into a property entrepreneur. It's genuinely the more you give, the more you gain.

And that might sound backwards. Those of you that still think it's a good idea to negotiate package with people. Someone comes in and they want...

Their last roll was £20 an hour and you're trying to get them in at £17 an hour. And the whole thing is about how low can you get them. That's a very entry level strategy.

The aim of the game is if they want 20, how can you find a way to give them 22? The more you give, the more you gain. We've got the mic.

We know what your friend's like today, William, don't we? How was that?

[Speaker 5] (43:40 - 44:32)

Oh, sorry. I completely take it back. Rachel?

Just wanted to share something on this success we had. So similar in previous years until I sort of got on board with this is I probably fell into that first category that you mentioned of not giving as much as I could have. And we changed it as of the start of January where the people that were doing rebooks in our team for my marketing company is on those rebooks, they never got any commissions.

As a result, we'd get good rebook rates, but not where I thought. As soon as I switched it, so they got 5% of that value of it before they got no commission. It doubled their earning potential.

Since the start of January, we've had £66,000 worth of rebooks that we wouldn't have otherwise had just because of that 5% I gave them.

[Daniel Hill] (44:32 - 55:26)

If you could give your team 22K that you weren't expecting to give them, which sounds bonkers, but they delivered you 66, which is a net of 44, who would do it? Absolutely. And this is that aim of the game of getting to a point where you see the more you give, the more you gain.

And also, this is a bit of a double entendre because it's a mindset and it's a leadership thing and it's very karma credits if you go down that route. But it's also a double entendre, which we'll talk about later about what do you actually give people in the fact that if you have to give more, so let's say one of your team members comes to you and puts a gun to your head and says, look, I've been out looking for another role. I've been offered this pay rise.

I need X, Y, Z to stay. It's like, right, well, if I need to give you more, I need to gain more unless you've been fundamentally underpaying them. The aim of the game is just to find a win-win.

And we're going to go through this. We're going to go through this now. So who are PDPs suitable for?

They're not suitable for everybody. PDPs are used in two cases, and one is probably better called a phased contract, and the second is more like a PDP. So a phased contract would be used where somebody starts a new role or is in a position and just within their role has a progression.

So at Multilet UK, all of our property managers, we had like six or seven property managers, they were on a phased contract, which meant the first six months was probation, and they were called a junior. If they passed the probation months 6 to 18, they were a property manager. After that, they could go on to the next level where we would pay for them to their Arlo accreditation.

Once they've done their Arlo accreditation and hit certain KPIs, they would go up to become a senior property manager. And this was what we call a phased contract, which isn't necessarily customized, but it's just a laddered approach to bringing people into your business. So it could be in their probation, it could be for the whole of their employment, but it's just the way that that role works.

PDPs are more specialized, and they're really for senior team members, high performers, they're for the people that are there, they've got a growth mindset. And it won't be everyone, it will just be those people who want it. They want to drive, they want to grow, they want to learn, they want to develop, they want to progress.

And this is what who a PDP is for. Who can tell me when we do PDPs? There's a certain time of the year, we don't do it through the year, we do it once a year.

Anyone tell me when we do them? Start of financial year. Absolutely.

So this is a winter project, and the window for all reviews, every single person in your business is January, 1st of January to the end of March. And why do we have to wait to the 1st of January to start thinking about what people are going to be doing next year? Absolutely, yeah, because autumn is strategy, you get to Christmas, you go to bed knowing exactly what you want.

And then from the 1st of January, it's all about liaising with the team, building out packages, progression plans, PDPs, bonuses, salaries based on where the business is going. So January to March is when PDPs are created. They start on the 1st of April, and then they run for 12 months.

The good thing about this is that Adam alluded earlier, everybody knows where they stand. Everybody knows that they get a review between January and March, and they know that if their package is changing, or they're getting a PDP, it goes live on the 1st of April. And it means everyone knows where they stand, they know what the cycle is, they know how it works, you don't have to have difficult conversations outside of that, you don't get blindsided by somebody who's expecting something that you haven't given them.

It's crystal clear. How do we do them? So if you think about phased contracts, which you're probably familiar with just in basic employment is you start as a junior, you pass your probation, you then become a team member, maybe you work up to a supervisor or a manager, an assistant manager, general manager.

That's basically a phased contract. It's just how the world works. Where the PDP comes in is layered learning.

And if you remember, the concept of layered learning, if you think about when you go on holiday, and you get those glass vases that are full of colored sand, and they've got the most beautiful camel and palm tree all like layered beautifully, that was created by somebody pouring sand in really delicately at the right time. And at the end, it looked amazing. And it was complete.

A PDP is exactly the same. If you just turned up and said, right, from 1st of April, here's what you've got to achieve this year, and chucked all the sand in at the same time, success is unlikely. They're going to be confused, baffled, not going to understand what they want, overwhelmed, you're off to a false start.

So layered learning, whether you're onboarding a new team member or leveling up an existing employee is through layered learning, is laying this PDP on bit by bit. So there might be a first phase within a PDP, a second phase, a third phase, and bit by bit, you advance them to the next level. It might sound slow, it might sound tedious, but the aim of the game is to lay each brick perfectly.

And you do that over a series of months, years and decades, and you end up with a world class organization. So when we think about this from a cultural perspective, how does this work from a cultural perspective? Business is a team sport.

And what we want is that everyone is completely aligned, because they're all running their own race. So every single team member has their own targets, their own contracts, their own deliverables, their own my house. Everybody knows independently what they're doing.

They have a package, and in some cases, a PDP that reflects that. And collaboratively, all of those players who are feathering their own nest as a team run for the business. It's not everyone doing it for their manager, so the manager can hit their targets.

It's not the managers doing it for the director, so the director can make their profit. It's every single person is doing it because they want to. So I'm going to take you through the process now.

And the objective through this is to do nothing, delegate everything. And I'll make it really clear how you do this step by step. And for a mindset shift, for those of you that have already got teams, is you may well be the captain at the moment.

You're on the pitch. You're running around with the team. You're very much in the thick of it, working up a sweat.

But you're the one calling the shots. You're the one rallying the troops. You're the one in there doing it.

A PDP is your first step from going from being a captain of the team to being the coach. And you think about what the coach does. The coach does most of his work before the game even starts.

By the time the game starts, the coach is on the bench. There's very limited they can do when the first whistle goes. All of their work is done ahead of that, in all those months leading up to the game.

So for us, the winter ahead of spring in football or basketball, it's the season or the year up to the championship. And during that time, they're bringing on new players. They're exchanging people.

They're creating packages, training plans, strategy. This is the first move for you becoming the coach where the result of your business is not based on you turning up and working hard and making deals and making sales. It's about finding those world-class team players, getting them on the pitch, giving them the right contract, giving them the right targets, giving them the right progression plan.

So when the whistle goes on the 1st of April, your job's essentially done. You step back, and it's over the team to see who can and who can't deliver. So there's three steps to this.

I'm going to take you through these in turn. The first is the strategy. So all of you stood up here last month and said you've got a strategy you want to achieve, which includes tangible targets.

That's step one. The good thing is you've already completed that. The second is understanding what the objectives are.

So these would have been the objectives of your business, and again, the tangible targets. And what we're going to do is we're going move them from the business focus, from the strategy day presentation, into the PDP. And then the third is the execution.

And if you think about this, when we talk about do nothing, you know, today's all about do nothing, delegate everything. Do nothing, you've already done the strategy and the tangible target. So we can put a big tick through that.

You don't need to worry about that. If you do this right over the next four weeks, and you build these PDPs, and you follow the blueprint that I'm going to give you, and you do it with the right intention, when you get to the 1st of April, the execution of all of those things you've said you want to do, new products, new services, new website, higher conversion rate, launch new products, whatever it is, everything that you can delegate, you don't have to do.

So it's all going to be done by you. So actually, your aim of the game as the coach, not the captain, is to take that strategy and those tangible targets, build it into the objective of your team, and put these PDPs together. And if you do this right, by the time we're here next month, in four weeks, a high percentage of everything you want to achieve this year will be delegated to another team member.

And I'm going to take you through this in practice. So a few little secrets. And then the steps for you to take to put this together.

What do you think the secret is to getting this right? Because I see more people get this wrong than right. And the aim of the game is, I've made this blueprint so simple, that hopefully, the majority of you are going to get it right.

What's the secret to getting this right? Who can tell me? Akash.

Oh, sorry about that.

[Speaker 13] (55:27 - 55:32)

Do it in order. Don't try and, yeah, don't try to get big even more important than that.

[Daniel Hill] (55:32 - 1:02:59)

Who's got another one? Yep. Listening to what they want.

Yes, absolutely. Listening to what they want, because what's the most important thing? What's the most important thing to any of us in this room?

But if you could give your team one thing, what is it? Hope. Hope, time.

What they want. Absolutely. W-I-I-F-M.

Write it down. W-I-I-F-M. W-I-I-F-M.

Dale Carnegie says the sweetest thing that anyone could ever hear is somebody using their own name. The most powerful thing you can ever give somebody is what they want. What's in it for me?

That's what anyone cares about. You guys are here because it's for you. Yes, some of Adam's jokes are a little bit funnier than mine.

Most of Adam's jokes are funnier than mine. You're here ultimately because what you want. We come in and we have some fun, but you're here because you want to be here because it's in your interest.

The most important thing is you give people what they want. The secret to success is giving people what they want. The steps to success is finding out what that is.

Because it's very easy when we start talking about team members. What's the first thing you think about when you think, right, I'm going to give my team member what they want? What's the first thing you're thinking?

Yeah, absolutely. It's going to cost me a fortune. If you read this month's book club, Drive.

Who's read Drive by Daniel Pink? Third of the room. The basic message in there is, yes, money carries weight to a certain point, but actually there's so much more in it than money for the people that work with you.

And in session three, we're going to talk about what that is. So the aim of the game is to find out what that is. And to manage your expectations, you may or may not have already caught this, but different profiles have very different aspirations.

So Steele's, for example, you might think I'm going to create a really heavy bonus package for my finance admin team. Actually, like Steele's would much rather have security than they would more money. Like security, clarity, the ability to do a good job, control over their workload rather than going out there.

Blazes, on the other hand, like to make the tills ring. If you want to go out, if you want to get a blaze to make more sales, as Chris has said, pay them more money. And if you can pay them a million to make you 10 million, absolutely do all day long.

So the secret to this is it has to be a win, win, win. And by win, win, win, I mean it needs to be a win for your team member. So they have to look at it and be like, do you know what?

And they literally have to bite your hand off. You have to give it to them. They're like, this is everything I wanted and more.

They bite your hand off the opportunity. It has to be a win for the business. And the business has to ultimately benefit.

It has to increase in performance. It has to add value to the clients, create a better experience. The business has to win.

And then third, as a company owner, you have to win. It has to make you more money. I'm happy to sign checks for 100 or 200 or 500,000 pounds to recruit people and buy stuff.

But all I'm looking at, and Adam and I talked about this the other day, I said, I'm always happy to spend. But I'm not looking to spend on expenses. I'm looking to make investments.

If you tell me you need 50,000 pounds to do X, Y, Z, I'll write you it tomorrow. But it's got to make me 60, 70, 100, 250. When you see your team as an investment and not an expense, the game will change very quickly for you.

When we're talking about this as an art form and doing deals, the art of doing a deal is all about win-win. It has to be a win-win, and in this case, a win-win-win. And you need to understand this.

Even if you convince yourself in the short term it's a good idea, if you cut a deal with somebody, a team member, an investor, whatever, if it doesn't work for either of you, sorry, if it doesn't work for one of you, it won't work for either of you. I guarantee you, even if you think, do you know what, I've just screwed them over. I've just knocked them down 30% on what they wanted.

You might think short term thinking, you might think that's worked for me. I guarantee you, in the short, medium, long term, it won't work out. If it doesn't work for one of you, it's not going to work for either of you.

And the aim of the game is to make sure this is a genuine win-win-win. So the hardest thing, and this is where I've already seen people go wrong this year with it, is to keep it simple. Same as an operation manual.

If it's 50 pages long and it's got artists growing arms and legs, the reality is nobody's going to read it. And even if they did, they probably won't remember it. The hardest thing is to keep this simple.

And I'm going to take you through four steps to keep it simple with the aim of the game by the end of today to have your first one done. So step one is to distribute your strategy day. And what this means is getting those objectives up, getting those targets up, and do nothing, delegate everything.

Look at each of your targets and objectives and think, rather than when am I going to do this or how am I going to fit it in, think who am I going to give it to? Same as a winner hit list. Who can you give these objectives and targets to?

That's the first step. Again, do nothing, delegate everything. You know what you want.

We're going to delegate each of those bits. The second is to draft a PDP. And by this, it might just be a few bullet points.

It might be a full draft of PDP. But what we're going to do is we're going to draft it. And in the same ways that we create a strategy, we're going to creatively collaborate a PDP.

You don't necessarily create a PDP for a team member based on what you want. It's a collaborative process of understanding what they want and putting it together. So you create a draft.

And then the third step would be to meet with them and say, look, based on what I know about where you are, based on what you shared in autumn about your aspirations, what you want more of, what you want less of, this is my best reading of what I think you want. You send it to them ahead of time. You have a review meeting to go through it.

And then based on their feedback, their comment, the detail, you work up the final draft. And you'll know whether this is going to be successful. The mindset when you're creating this is that you give it to your team.

You give your team member the final version and say, look, this is your PDP. And they literally bite your arm off. I didn't put a message up here because it's not suitable to do.

But I had a message. The one that I did last year, literally send it out. They come back, send me a big, long WhatsApp message saying how grateful they were.

They're not going to let me down. They can't believe they found such a fantastic opportunity. And that's what we're looking for, somebody that's going to grab it.

And what that is, is one of my whole objectives delegated to one person. And their whole year now is to deliver that part of my strategy, because they want to, it's in their interest, and they're chuffed. They can't believe that they've been given the opportunity.

It's a win. It's a win. It's a win.

This is the aim of the game. So we're going to go into the primetime workshop now. And we're going to work on this.

In the vault, oh, Adam.

[Speaker 2] (1:03:02 - 1:03:08)

Do you talk about enumeration? If enumeration is part of it, at what point do you introduce that into those three steps?

[Daniel Hill] (1:03:09 - 1:05:32)

So really good question. I would say it depends who the person is. But it will either be a step two or step four.

So if you know exactly what this person wants, as in you know what role they want, what it's going to involve, and the financial element of it is a key point, either that they're going to get a significant step change, for example, or maybe that's one of their objectives, they want to make more money, you would include that. If however, it's a draft, and you don't know whether it's actually what they want, there's no point putting bells and whistles and numbers on it just yet. But in theory, my understanding is you want to do this role, which means I need to delegate this workload and get this off your plate by getting you an assistant or delegating it or just getting rid of it.

And if they say yes, you've then got to go away and figure out how much that's going to cost you. And you want to take on these new responsibilities, which are higher value for you, there's progression for you, the higher value for the company, in which case I'm expecting to pay you more. And when you get the value add minus the additional cost, it's going to cost you to delegate, then you would work up a package.

So either in step two, or step four, the one that I'm going to share with you, I did that in step two. So I already knew pretty much exactly what they wanted. And I gave it to them.

And actually, there was zero feedback. When you get really good at this, there'll be very little feedback. Last year, I didn't have a single, including people in the room, a single PDP that I structured, that came back to me, I gave it to them.

And they're like, it's exactly what I want. The money didn't even get talked about, because I made sure it gave them what they wanted, and some, and they were literally signed off there and there. For those of you doing it the first time, you're probably going to feel your way, feel your way a little bit.

So I'm going to give you an example of a PDP, one of my PDPs that I've done. And like I said, it is an art form. I've also created this into an updated template for you.

So there's already one on the vault from last year, but I've created a new one, which is even more simple for you on the vault. So if you want to get your laptops out and go into the vault, you'll find this year's template. And what we're going to do while you do that is we're going to hand out a copy of one of my PDPs.

[Speaker 2] (1:05:36 - 1:05:43)

Yes. The example's not in the vault, but it's printed, but the template is in the vault.

[Daniel Hill] (1:05:43 - 1:05:49)

Perfect. Sorry. Yeah.

I thought I said that. The template is in the vault, and we're going to hand out, while you do that, we're going to hand out a printed copy.

[Speaker 2] (1:05:52 - 1:06:20)

If you go into the vault and then you go to Workshop 5, you can get to the vault through the app, through the Property Entrepreneur app. And then if you go to Workshop 5 resources, the template is in there. So we're handing out an example, and then you've got the template to download.

So you can just edit it, format it. There should be no Wi-Fi code for the Belfry. It should just be login.

Just go off and on.

[Speaker 10] (1:06:23 - 1:06:24)

Yeah. So you go to the vault.

[Speaker 2] (1:06:27 - 1:06:37)

Go on the app or on your computer, obviously type in the circle URL and then bottom left.

[Speaker 10] (1:06:43 - 1:06:45)

Adam, can you log me into your laptop, please? Yep.

[Speaker 14] (1:07:02 - 1:07:02)

Appreciate it. Thank you.

[Speaker 11] (1:07:04 - 1:07:11)

Yeah. Thank you very much. Thank you.

[Speaker 14] (1:07:14 - 1:07:16)

Are you all struggling? Put your hand up if you're struggling.

[Speaker 9] (1:07:23 - 1:07:27)

Have you got the link? Do you know the link? You've got the link?

Yeah, yeah.

[Speaker 10] (1:07:34 - 1:07:47)

Yeah. I'll ask that question. It's a great question.

I'll pass down. Yeah, of course. What's that?

It's all right. No worries. Yeah.

[Speaker 14] (1:07:51 - 1:07:52)

Okay.

[Speaker 3] (1:07:53 - 1:08:29)

I did this last year. Yeah. There was a job description.

So input into a couple of years. Came back and added anything, but then I said, that's the job. And that's why these right now, because if they're not the type of people that you go with, but they're really, really solid deliverers of what they need to do 9 to 5.

[Daniel Hill] (1:08:29 - 1:08:29)

Yeah.

[Speaker 3] (1:08:30 - 1:08:31)

Does this work?

[Daniel Hill] (1:08:31 - 1:08:57)

No, the aim of the game is the reason it's called a professional progression plan or a development plan. It's all about progressing. So you just pay them good money.

Equally, I think you can probably always, you would only use this if you're looking for step changes. So like you really want people to take the business to the next level.

[Speaker 9] (1:08:59 - 1:08:59)

Yeah.

[Daniel Hill] (1:09:01 - 1:09:52)

Yeah. Can you... Yeah.

I suppose that's the other aim of the game is if you can get people within their existing package to do your whole strategy for you, you're on to a winner and happy days. You just need to make sure you're paying them right. If they're not already doing it, that's where you can add in.

It's okay. No problem. So for example, Lucy, my old PA, when I started doing this with her about seven years ago, because she's a steel and she's neon, she was great.

She didn't really need a PDP, but what I added was a bonus, 150 quid a month. And she had 12 projects for the year and every project was a level up. And that was my target for the year.

One of my objectives was 12 level ups for the business. She gets 150 quid each month. So if she does it, she gets paid.

If she doesn't, she doesn't. And needless to say, she ended up doing that for three years. Let's type in property on the circle.

[Speaker 10] (1:09:53 - 1:09:53)

Yeah.

[Speaker 2] (1:09:54 - 1:09:58)

And let's see if we can get you there. Or Suzanne can email it to you.

[Daniel Hill] (1:10:01 - 1:10:23)

You wouldn't do it for... This would be for the people that you're really taking on a journey. It's like if you're scaling your company or you...

Yeah, that was it. That was it. Yeah, yeah.

Exactly. The third session is all about pay. If they're not going to go on a journey, how much do you pay them?

Because still, you need to make sure you're paying people right. Yeah, yeah. Scroll down.

[Speaker 10] (1:10:23 - 1:10:25)

Have we got it? That's last year.

[Speaker 14] (1:10:36 - 1:10:43)

Max. Yeah. Members only.

Okay, there's section three.

[Speaker 2] (1:10:46 - 1:10:53)

Should we do questions so everyone can hear? Should we do question Q&A so everyone can benefit? Because actually, Matt had a really good question as well.

[Daniel Hill] (1:10:54 - 1:12:26)

Yeah, absolutely. So we've got a mic for Max. He's got a good question.

While everyone's loading that up, then we'll go through it. Yeah. Who's got a question for Dan?

Or who's got a question for me? A couple of questions here. Chelsea.

And just to confirm, those people who don't yet have a team, the reason you're going to use PDPs is one, if you don't have a team, and that's not the plan moving forward, and you are going to build a team, whether it's a new business or an existing business, this is for the people you're going to bring in, but it would be a phased contract rather than a PDP, which I think is going to be Max's question. Or the second is, if you have no intention of having a team at all, then you can do a PDP for yourself.

And the reason for that is that we're all human. And if you want to drive yourself, building yourself a PDP, so you get rewarded for execution, it's only going to rally up the progress you make by saying, right, and I used to do this myself. I don't do it as much anymore.

But when I achieve X, I get paid Y. So if I complete 100% of the winner hit list, it's phase one of my PDP, me and my partner are going to fly business class, or we're going to go on holiday for a week. And it's a reward.

And you use the PDP model just to drive yourself by working by reward. Max? I just covered it.

Cool. So if it's a new starter, it's basically the same logic, but it would be a phased contract rather than a PDP. Nobody would expect to start a new role on a professional development plan.

This is building on existing. Chelsea?

[Speaker 7] (1:12:36 - 1:12:42)

Rather than adding that there's a PDP available. Do you see what I mean?

[Daniel Hill] (1:12:43 - 1:12:43)

Yeah, exactly.

[Speaker 7] (1:12:43 - 1:12:44)

Add that to the ad.

[Daniel Hill] (1:12:44 - 1:12:53)

Yeah. So if it's a selling point of your culture, if you read any of our job adverts, you'll be able to find them on Instagram. They all say things like, we're a fast growth company, endless opportunity to develop.

[Speaker 7] (1:12:54 - 1:12:56)

Yeah. So like more vague rather than being like this, this, this.

[Daniel Hill] (1:12:56 - 1:13:36)

Yeah. And the way you'd use this would be, you wouldn't call it PDP because they're a new starter. You're not developing it.

You'd call it a phased contract. So probation is all without getting too much into the weeds. Initially, you'd have an onboarding schedule, which would be four weeks.

And say, right, week one, I'm going to teach, you're going to learn how to, for you, use property filter. Week two is you're going to start shortlisting deals. Week three is you're going to start speaking to agents.

Week four is you're going to start booking viewings. And that would be onboarding to get them up to their job. And then what you would do at a more macro level is say, right, well, phase one is your probation, first six months.

And as we go through this, it's exactly the same logic.

[Speaker 2] (1:13:36 - 1:13:54)

And it'll say onboard, and then presuming they pass probation, then you'd start talking about PDPs. Like PDP comes once they're, because there's a few levels to get through, right?

[Daniel Hill] (1:13:55 - 1:14:36)

For a new start, it wouldn't be a PDP, call it a phased contract. You might have four weeks for onboarding, but probation is six months. So multi-let, for example, we would say phase one is probation.

So it's just called probation. And in there, it would be like, these are the three things you have to achieve in the first six months, which would be compliance, 100%, maintenance jobs, less than 10%, credit control, less than 5%. And it would be like, okay, in order to pass probation, these are the three things I need.

Once I've done that, phase two might be, in order to go from a junior property manager to a property manager, would be that they take on landlord duties and you train them on that. And this is where that layered learning comes in.

[Speaker 7] (1:14:36 - 1:14:38)

Does that make sense? I remember doing that last year as well.

[Daniel Hill] (1:14:38 - 1:14:38)

Cool.

[Speaker 7] (1:14:38 - 1:14:40)

Yeah, I think we did something similar.

[Daniel Hill] (1:14:40 - 1:14:48)

All of this is about clarity. Like the aim of the game is every single team member knows what they're doing and when they're doing it and what success looks like. And then Rosanna afterwards, please.

[Speaker 5] (1:14:49 - 1:14:58)

Hi Dan. I just wondered, most of my labor's subcontracted and on a part-time basis. So would I implement some of this or just not do it at all?

[Daniel Hill] (1:14:58 - 1:15:17)

Yeah, not, well, obviously I don't know the details, but on face value for subbies that come in and out, this wouldn't be what you'd go for. But for your subbies, you just want on time, on budget. If they're laying floor or putting dry lining up, it's like you're getting paid six pound a meter.

It's like, it's that. And you just make sure you're paying them on price work, not day rate. That's really where it comes in.

[Speaker 2] (1:15:17 - 1:15:24)

But if you want to progress them to site manager or contracts manager, then they're going to start to take on more responsibility and then it would be suitable.

[Speaker 15] (1:15:25 - 1:15:25)

Yeah.

[Speaker 2] (1:15:25 - 1:15:30)

So it's kind of like functional jobs, maybe not so much, but if you see them growing, absolutely.

[Daniel Hill] (1:15:30 - 1:16:05)

Like you want to set the runway for them. That's a really good point. So if you've got a really strong dry liner and you want to become like gang leader, you say, look, you do a good job for me this year or up to Christmas.

Next year, I'm looking for someone to run this team of dry liners. And then your joiners become your site managers. And that's where that progression comes in.

I haven't said it yet. And I think it's in layer, but just, this is all a gap. In fact, one of the reasons that we use this is it's all a game.

Everyone wants to play a game. And this is the game is, what game am I playing this year? And whatever part they are of the team, whether it's a phase contract or a PDP, they should have this level of clarity, Ros.

[Speaker 7] (1:16:05 - 1:16:27)

We obviously work with a lot of students and they, quite a lot of them think their value is much more than it actually is. Yeah. So how do you tackle when they want to go into an intern job for 40 grand or what their expectations are, are much higher than what the worth of the role is?

[Daniel Hill] (1:16:28 - 1:18:25)

Yeah, good question. So when we say about, it's got to be a win-win-win, and if it doesn't work for one of you, it's not going to work for either of you. If it's a 25 grand role and they know that they've got a wandering eye and there's 40 grand over there for an internship and you can't offer 40 grand, you might be able to convince them to stay for a couple of months or even a couple of years, but ultimately it's not going to work because talent flows through.

If you can't keep it moving, the reality is you'll lose them. So either it'd be to create a runway where you can progress the top performers. And that would start from like, they start off, in fact, we're doing it for speakers.

So the minute we create, how do we keep people, talented people in our sort of team? They start off as, I forget where it is, or they do like a speaking course with us. And then they speak, they'll do like a mid-week mentoring.

Then after mid-week mentoring, there might be a team member on a blueprint and it's creating that progression so people can keep moving. But if the top is 25 and the internship's 40, the right thing to do is to let them go sort of thing. So that's actually the answer, that's actually the solution.

There's also getting a game because when you want performance out of people, if it's flyering, for example, if they're out flyering on a night, if they just get paid 10 pound an hour, 11 pound an hour to flyer, it's not really going to go anywhere. But if it's like, right, this is how we play the game, you all get 5,000 flyers on a Friday night. They've all got a different code on.

Whoever gets the most codes through the door, first place gets 100 quid, second place gets a bottle of vodka and you create this gamification. All of a sudden, you got five students who didn't think they wanted to be there. They just need to pay for their, whatever they're paying for.

All of a sudden there's this game and they're in a little scorecard and they've got a group and they're all competing against each other and they're bossing each other off the pavement. And do you sort of see what I mean?

[Speaker 4] (1:18:26 - 1:19:02)

Yeah, so in my business, it's just predominantly me, but then I do have a VA and she covers so many different aspects of my job and personally, like this sounds great because I now feel a bit like I've actually maybe neglected what she's wanted because I'm always asking her to do things for me. I've never asked her what she wants. Like this is a really good exercise to do this.

She's the first person I've ever employed, but like for something of this caliber, I don't necessarily think it's maybe worth it, but maybe something on a smaller, more filtered down version. Absolutely.

[Daniel Hill] (1:19:03 - 1:20:18)

And for those of you that are employed for the first time, everything feels awkward. For those of you that have been employed for years and never done this, it's going to feel awkward. For the person that you say it to, they're not going to expect it.

So for example, I had an interview this morning before this for one of the senior marketing role that we're recruiting for. And I said, how did you find your interview with Adam? She's like, I need to be honest, I've never experienced an interview like that before.

Because I had my top off. It was a Zoom video show as well. And it's, well, you won't learn this stuff in a business school.

Like this is culture. It's like, it's understanding human psychology. It's getting people to do things because they want to.

But as a business owner, you have to get people to do things. But if you can give someone a position where they do it because they want to, listen to that podcast initially, because they have to, then you'll have your chat and be like, look, what are you looking for? And you create this culture where everyone's developing and everyone's getting what they want.

And for some people, it'll be more growth. For other people, it would just be freedom to work from home when they have to, because the kid's ill, whatever it is. The aim of the game is to literally look after your team.

And it would be absolutely perfect for that.

[Speaker 2] (1:20:18 - 1:20:25)

Yeah, so in short, you could do a PDP for a VA. Don't think it's not worthy. They're not worthy of one.

[Daniel Hill] (1:20:25 - 1:20:59)

Well, this is actually the game. If you think about how talent flows, if you look at everyone in our business, so for example, Adam started as a delegate in seven years ago. He started as a delegate and bit by bit, I created enough runway for him to progress.

Bianca, who's just walked in. Hello, Bianca. Started as an ops assistant and within like two years was head of operations and events.

And he's now going on the next level to take the next level of responsibility. It's all about creating those levels. And everybody starts, a lot of people start at the beginning.

So absolutely, if they want to progress, that's the place to start.

[Speaker 3] (1:21:01 - 1:21:03)

Oh, can I get the mic, please?

[Daniel Hill] (1:21:04 - 1:21:06)

Should have known, follow up.

[Speaker 4] (1:21:07 - 1:21:30)

Yeah, someone used to have a question, Matt. I don't talk enough. So in that- You seem to be doing okay.

In that scenario then, because I want to do this on Monday. So for example, should I say to her, let's sit down and let's just talk through what you're looking for and then go with, and then we'll say, I'll build this into a structure and then share it with her at the end?

[Daniel Hill] (1:21:30 - 1:25:11)

Yeah. If you think about the blueprints there to give you direction, but also just think about the logic. So this is the academics.

Think about the practical. It's like, what are we trying to achieve? You've got a new VA and you want it to go well.

We understand from what I'm talking about today that the best way to make it work for you is to make it work for him or her. So how's the best way to do that? Say, oh yeah, I'm going to have a chat on Monday.

Just so you know, all of our contracts start from the 1st of April. This time of year, we normally talk to our team and just get some feedback. What are they looking for?

What do they want? What they don't want? And they'll say things that you didn't even think of.

Like, I would prefer not to speak to people on the phone because if they're a good VA, they're a steal. Great on WhatsApp, great on email, but the idea of ringing up somebody that owes you money and chasing them will keep them up in a cold sweat at night. When you get that information, you can build it around them.

It's that, really. That's your number one job. Right, we'll take two more questions, then we're going to do an exercise.

For those of you that are already in the document, that what we're going to go through is not necessarily the first couple of pages, which is a formality. Dec, if I can have the laptop on, please. If you go to page...

So this page here is just the formality. You can populate that at the weekend on your own. And you've got an example here of mine.

This here is again, just the formalities. This here is a really clever way of saying what you want. So in order for you to get what you want, you need to give them what they want.

So this is a really clever page that says, what you can expect from me. And then what do you think we put in those five bullet points? What they want, absolutely.

You said you want this. Here's the five things that you want. You can expect from me not to have to ring people that owe me money.

You can expect those things. In exchange for that, this is what the company expects of you. And then you can be explicitly clear, high attention to detail, world-class customer service.

You can be explicitly clear what you want. And what we're going to do in this workshop and this afternoon is we're going to start off with this page here and start thinking about somebody that works in your team. And what we're going to do is when we talk about phases, phase one is going to be however long phase one is.

It might be that they have one PDP for the whole year. It's unlikely. But you would normally have a couple of phases.

First phase, which is sort of getting to grips of it, transition, moving to the next level. And then a phase would become established. So we're going to think about who are you going to do it for?

And how are you going to... So you're going to choose one of your team that you think is suitable for a PDP. If it's you, it's obviously going to be you.

To connect the dots, what are these three deliverables going to be? The three things you want them to deliver within their PDP. Where are you going to get them from?

100%. You're going to look at your strategy and say, right, you're the best person to deliver this. So my business, 12 level ups.

I want 12 level ups this year. I stood on stage and told you last month, guess what's in Emma's PDP this year? 12 level ups.

And I meet her each month. I give her a brief. She goes away, delivers it, comes back and that's another one done.

Another one of mine was beat the budget. One of my team members, their sole PDP is about managing the budget this year, giving it to somebody else. It's your PDPs.

And then you can start to think about this, but we're going to do that this afternoon. So for those of you that want to crack on, start doing that for the first team member. And I'll come around and do the question.

Put your hands up if you've got a specific question. Pop your hand up if you've got a question. I'll come around.

[Speaker 11] (1:25:19 - 1:25:19)

Yes.

[Daniel Hill] (1:25:21 - 1:25:24)

How are we? We're good? Thank you very much.

[Speaker 3] (1:25:56 - 1:33:39)

Yes. It seems to happen with such events. It's something to solve.

How do we get you out of those? It's a really good question. You're going to be, you're going to be able to do it.

I'm going to just let you know that. Oh, yeah. As a part of that, you're going to need to just manage the money.

I'm going to just let you know that. As a part of that, you're going to need to just manage the money. I'm going to just let you know that.

As a part of that, you're going to need to just manage the money. I'm going to just let you know that. As a part of that, you're going to need to just manage the money.

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As a part of that, You're going to need to just manage the money. As a part of that, you're going to need to just manage the money. I'm going to just let you know that.

As a part of that, you're going to need to just manage the money. I think I read somewhere. I think I heard it somewhere.

I think redoing the case will get people jailed. It'll get people. and apologised for his involvement in some of the services and Jesus' prayer that we gave to see him, actually, as a son of Mary, and also sent him to Israel and to a lot of Eastern places.

Yeah. So, I'm really happy. It's so good to see you again.

It's good to see you again. Thank you. Thank you so much.

You know, in part of the office, we're all part of the service, let's be all, if you like, we've got our own thing, it's been fun, we've had the use of this, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this

[Speaker 10] (1:34:03 - 1:34:11)

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[Daniel Hill] (1:34:11 - 1:37:15)

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[Speaker 8] (1:37:43 - 1:38:16)

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[Daniel Hill] (1:38:34 - 1:39:46)

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Well, it's probably not the number to use then. What is the top of the mountain? What are you trying to achieve?

And I'm assuming it's going to be X amount of sales. So it could be 500 grand revenue, or it could be 50 sales, or...

[Speaker 8] (1:39:46 - 1:39:49)

But she's saying, well, I can't be responsible for sales. I'm not a sales person, am I?

[Daniel Hill] (1:39:50 - 1:40:34)

No, fair. In which case, what you would do is use the GPS model of how many leads you need to generate, how many pitches, how many sales. And if you know you need 100 sales, your conversion rate is 10%, it's 1,000.

You work it up, and that would be your best guess. You'd also put a caveat in there that it's based on selling 160 blueprint places. It might be micro of like, we need this and that.

But ultimately, if the end of the year comes and you don't hit target, they can't be running out unless the sales team is a complete flop. You don't want them running out with huge bonuses, whilst everyone else is sitting there licking their wounds because they delivered 10,000 crap leads and the sales team were left with bread and jam for Christmas. And then we'll go for a break.

[Speaker 6] (1:40:35 - 1:41:07)

I've had my fingers burnt in the past where you talk about an aspiration with someone, and then they just want it next month or by the end of the year. And actually, it might be a three-year journey. So maybe I'm answering my own question.

Is it the phases? And when it's an annual PDP, how do you help them understand that this is a very aspirational? Because you can't give them...

Can you give them a new job title every year to show that they're making progress, but they're not there yet?

[Daniel Hill] (1:41:08 - 1:42:49)

Yeah. And this is where the win-win-win is. And that's where the art form bit comes in.

If they're a high performer, and they're on 50K, and they come to you and say, I want to make 200K, you don't say no, you say, right, well, how do we make that happen? And you sit there and you figure out, well, how can I make that happen? And in your case, it might be right.

Well, in order to do that, this part of the business you're involved in needs to go from where it is now, making you 200 grand profits, making you 800 grand profit. This is how we could loosely get there. It's going to take four years.

And it's just being realistic. If they want to go from 50K to 200K by Monday, they need to bring you the winning lottery ticket. So it's just logic.

The law of logic wins. Give everyone what they want, but make sure it's a win-win-win. How does it get there?

And if they're savvy and understand it, and you're right, they'll get it. If they don't agree with you, then you just need to sense check that you're not wrong. And if you are right, and they still don't get it, then it doesn't work for everyone.

But we'll say it works in most cases. If you use all the things that we do, I would say our business works quite harmoniously with talent and progression and PDPs and packages. And we've got this...

Hopefully, you even see it as clients with a proper entrepreneur. We've just got this high-performance culture where we just constantly... In the corporate world, you would call it a CIP, a Continuous Improvement Program, where everybody wants to just keep getting better and better and better.

And if you can replicate that in your business, you get the easy bit. Your job is to find talent and look after them. Final question, then we're going to go to...

Oh, that's it. Right. Lovely.

[Speaker 14] (1:42:51 - 1:42:53)

Good. Nice. Okay.

[Speaker 2] (1:42:53 - 1:50:31)

We enjoyed that? Loads of questions because it is complicated, but it's a game changer. Let me just give you a little word of warning.

So, deck the slides a little bit unsynced. So, yeah, I think it kind of really alludes to what I was talking about earlier. So, definitely, hopefully, the message got across.

You do not want to get complacent with that really good egg star performer that you've got. Because it's like a ticking time bomb. At some point, they're going to have a conversation with you.

And then you just lose control. You get in the backseat. And maybe they just leave.

They just hand in their notice. It's like, oh, disaster. Or they've got...

They put a gun to your head. And it's like, look, I really need this now. And then it's not really leadership.

It's like... Yeah, it's kind of reverse bullying. Well, that's how I found out with my assistant, which I've finally done.

I finally got a PDP for my assistant. But oh, my goodness, I absolutely messed it up. She'd been working with me for three years.

I've been increasing her every year. But to be honest, I've been a bit lazy. I've been lazy.

I just took it for granted. And I wasn't doing enough. I was too busy, obviously, drinking coconuts and barley.

But I just neglected. It was a neglected working relationship. And every year we have the conversation.

And last year, she seemed very happy. I gave her a pay rise. She was like, this is great.

But then it came to fruition in November when we're having strategy conversations. It was like, what do you want from next year? And it was like, well, actually, I want a 50% pay rise now.

Otherwise, I'm going to leave in January. It was like, whoa. Whoa.

Okay. And then all of a sudden, it was like, well, now I'm in serious firefighting mode. So yeah, we've got this PDP.

It's now agreed. It was a painful process because it was... I was just trying to do everything I could to salvage the relationship.

Actually, it's probably potentially not going to work out now because of that. It's probably gone a bit too far. So if you're sat there and you're thinking, this person's great.

They're my safe bet. I actually need to focus on this. I would say, look closest to you.

The people that are closest to you are the people that need this the most. They might not have it. So that's just my little word of wisdom.

Don't get railroaded. It's not a fun experience. So some other blueprints from the which I just wanted to highlight might be useful to give you some more context when you're doing this kind of organizational structure work, right?

Because we're redesigning the organization. We're like, who does what? Well, you're moving up and I'm moving up and you're moving up.

And that means you're moving up and everyone's shifting around and you're going to do this now. And this is what we do in Windsor. This is when we say building the car.

This is what we're doing. So there's this blueprint from workshop seven in 2022 called the accountability chart blueprint. I shared this with Anthony on the mastermind a couple of months ago.

So it's in the vault. It's back in 2022. Obviously, we don't repeat all the content on advanced, but this will teach you how to write an accountability chart.

And if you haven't got one of those, number seven, thanks, Jay. Yeah, number seven, 2022. If you haven't got an organizational structure and accountability chart, this is the kind of exercise you want to be doing when you're thinking, well, who's doing what and what has to happen?

This should be clarity on a very high level. What's what? And also workshop seven from last year for PEP.

So that's the program is what the world-class recruitment process blueprint blueprint that we've mentioned a couple of times today about how we've just got absolute world-class top performers, Oxbridge candidates applying for our marketing role. So that updated version, obviously we haven't delivered this year's yet is in workshop seven from the program last year. So for those people that are recruiting, you've got all the recording and you've got the resources.

Okay. So who is, so we sort of start this day, who actually have a show of hands, who's going to finish this and actually do one for one of their team members this year? It's not a trick question.

Who's actually going to do it? Fantastic. You guys going to do it maybe?

No, not suitable. Okay, cool. No, that's good.

Pretty much everyone. Okay. Who would like some board level accountability and coaching to make sure they actually do it by the time they come to the next workshop?

Show of hands. Board level. There's no catch.

It's not, it's not a price. You don't have to pay anything. So let me try again.

Who'd like some for free board level coaching and accountability to make sure they get it done for the next workshop? Okay, cool. Everybody didn't put their hand up.

I'm not quite sure what's happening, but I'm not going to say anything. All right. So we are launching a brand new module as part of ADVANCE.

Okay. A brand new initiative. And it's called the Prime Time Accountability Group, the PTA.

Okay. The PTA. And this is going to be a small group for everyone that wants in.

It's going to be led by a handpicked community coach of ours and actually a high performer, a board member. You'll commit to this WhatsApp group. Okay.

So then you'll have the board member in there to help you. And you'll have weekly SES accountability to make sure that over the next four weeks, you do all the phases that Dan just announced. This is going to guarantee you results because if you don't do what you say you're going to do, we're going to give you one free pass.

After that, if you don't execute, you will be exited from the group. Okay. So absolute accountability.

It's all a game. It's going to be super fun. All right.

The price of this potentially could be 500 pounds next year. We haven't quite decided. All right.

We think this is very high value mentoring, but we're going to do it for you for this year for free. Okay. So there is no cost to this.

But the only thing I would ask is that time wasters need not apply. Do not join this group unless you actually want to do a PDP next month. That is the only caveat.

And ladies and gents, I'm very proud to announce our first ever community coach, bless you, an absolute star performer of PE. You already know he is, is our very own Shiv Harris. Let's give Shiv a round of applause for leading it for this month.

Shiv has done this numerous times. Obviously, he's been a board member for six years. He knows exactly what he's doing.

You know, he's built his business from, from him and his girlfriend at the time, now wife. And, you know, now they've got this hugely successful deal sourcing, as we know all about in two cities. Okay.

So, so Shiv's going to take you through that. He's going to be there. He's going to be showing you behind the scenes, what he's doing.

He's going to be building out a PDP this month for his team members. And it's an absolute no brainer. So for those people that want in, but want that accountability, you can scan the QR code behind me and I'll put you straight in the WhatsApp group, just so you know, you can leave.

Only if you want it. It's like, seriously, like time wasters need not apply. Okay.

So if you want one of the highest performing board members to hold your hand through this, show you what he's doing and get it done. This is going to guarantee your results. You'll come back next month with a PDP.

All right. You'll take you through the first week where you're drafting the strategy. Second week, you'll meet with the team member.

You'll review it. Third week, you'll review it and finalize it. And then you'll have it signed, ready to start for next month.

So that is an absolute no brainer for as far as I'm concerned. I will invite people to join again later. So don't worry if you're sort of still thinking about it.

I've just landed it on you. You can think about it at the break. You can talk to Shiv, get yourself g'd up, have a couple of coffees at lunch and then decide if you want to commit.

That's absolutely fine. Okay. You like that?

[Speaker 15] (1:50:32 - 1:50:32)

Yeah.

[Speaker 2] (1:50:33 - 1:50:57)

Good. Absolutely. Taking it to a whole other level.

Last reminder before we go to break, there are some affirmation boards over to my right. If you've ordered yours, fantastic. Good job.

Some people are even ordering last year's as well. So they could just catch up, which is fantastic. Make sure you collect it.

Okay. Make sure you collect it. Take it home.

Pride of place. It's there at the back of the room. Have we had a good first session?

A round of applause. Go get some teas and coffees. See you back here at 12.

Thank you.

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📄 FILE 6: PEA 2024 - Workshop 05 - Session 3 - Transcription

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WS5 - S1\_Transcription

[Speaker 9] (8:26 - 8:58)

Ladies and gents, good morning. That's your two and a half minute warning. Two and a half minutes.

Okay, ladies and gents, that's your two minutes till showtime. Two minutes.

[Speaker 2] (9:50 - 10:03)

Okay, ladies and gents, this is your one minute warning. If you want to finish up those conversations now, it's a good time to make your way over, take your seats, finish up the chitchat, get ready to sit down, because we're live on stage in just under one minute.

[Speaker 9] (10:34 - 11:27)

Take your seats, please. Good morning. Sit in your house in advance, your house.

[Speaker 2] (11:29 - 24:15)

Excellent news, excellent news. So for everybody who was late today, if you just want to make your way out of the room, I'm only joking. Okay, so look, seriously, we're going to start the event at 9.30. And yes, the first couple of months we're networking. And yes, some of you don't like networking. Okay. But the idea of the networking was because we don't want anyone to be a stranger in this room.

We want us all to be a big happy family. Say, ah. And the only way we're going to do that is if we actually get you to meet and say hello to everyone, because we know you stick in your little cliques, don't you?

You know, the little people you did mastermind with, the people you were in the programme with, you know, the people you live with, the people you work with. Don't like strangers. You know, let's just sit together in our own little, that's nice, isn't it?

Yeah. So that was the goal of the first couple of months. We're out of that now.

And we know that for the people that are really putting energy into the buddy, that that is a serious accountability piece. So to cement and fornicate the relationship between buddies, we allow 20 minutes for you to get to know each other on a deeper level. Okay.

But if one of you doesn't show up, call the other buddy. Ah, say ah. Yeah.

So it's just like, not really the way it is, isn't it, in this community. So have I made those people who if I didn't shout at you earlier, have I now made you feel sufficiently bad? Say yes.

Good. Okay, cool. That's great.

That's what I wanted to do. Next month. So the event starts 9.30, but it might not just be that. There might be surprise bonus sessions that happen in here, that if you're not here on time, you won't be able to get in the door be locked. Okay. You will miss out on content.

So this is just like, this is how it is. Like if Dan decides to do a secret update, or one of our, someone like Chris Moss is doing something about how Google have just changed the algorithm. And if you don't hear this, you're going to lose your social media profile overnight.

That could be happening in here at 9.30 while you're out swanning about in the bar. Okay. So just to be like, just so everybody knows, because it's not actually fair for me to not communicate that to you.

So I'm letting you know now. So everybody knows, does everyone know? Say yes.

Great. Fantastic. Welcome back.

Workshop five. DNDE. What does it stand for?

Exactly. Who wants to, who wants to DNDE? Okay.

Because if you don't, you're in the wrong room. All right. This is what it's all about.

It's how to become highly valuable and highly leveraged. This workshop is going to be fantastic for those people that haven't put their phone on silent. We can collect, forget and give back, and we will collect a £20 fine if it goes off.

Dan Norman has given me the nod. So this is just a courtesy note to please turn it off, make sure it's not on loud and nothing is going to disturb us. And I'm not going to say the A word because then mine goes off.

You know, the, oh no, the A word, the C word, the S word. I'm dyslexic. I'm dyslexic.

The S-I-R-I word. So I'm warming up to be a dad, whatever. Okay.

So more importantly, next month is International Women's Day. Okay. Exactly.

So it's coming up next month. Absolutely. Yeah.

Fantastic. So we wanted to celebrate this. So what we're going to do next month, next Friday before advanced, probably about eight o'clock start time, 7.30 TBD. I know it's a little bit early ladies, but we're going to host, well actually I say we, Rachel Davies is going to host a world-class women breakfast on us here at the Belfry so we can celebrate International Women's Day. Does that sound good? Yes.

So it'll be announced in the app. If you want to attend, let Bianca know, we'd love an idea of numbers. Unfortunately, there's not as many ladies as I'd like in this room.

So hopefully lots of you can attend if that's possible. And obviously Rachel will be hosting it. So yeah, we can have a fantastic little kickoff to International Women's Day because it's actually on advanced that Friday as well, which kind of is great timing.

Another new initiative that we're really proud of is the PE Parents Initiative, just to show our parents who's been on a call already with Claire. Okay, cool. Quite a lot of us.

So Claire is a fantastic entrepreneur on our programme. She's led this from scratch because she said there's no blueprint for parenthood. All right.

Apparently that's true thing. I wouldn't know, but these calls are, well, first of all, there's no cost to these calls. Okay.

They're free. They're being put on by Claire and by us, and it's supposed to be supportive. So all of us, people, all of you guys with kids can share the challenges that you have of bringing up children and also trying to run a business.

So it's a really good place to just share. If you're having problems, you might want to share tips, hacks, tricks, or you might just want to tune in and listen. You don't necessarily have to share.

And this is going to be on the third Thursday of every month now. It's going to be a regular staple at midday on the third Thursday. So if you haven't joined yet, you'd like to check it out, stick it in your diary, put it on your action list and attend because I think that's going to be super high value.

So moving on. So we are in winter. Okay.

We're in winter and I'm really delighted to see an absolutely full house today because it means we're all executing. Okay. I called the video if you didn't catch it on the app for me, this is separator season.

This is where you separate yourself from everybody else for your competition. This is where we're getting stuff done. We're working on the business, not in it.

And that's how we get the level up game changes. So it's separator season. It's where the rubber hits the road.

And if you have a hard winter, you'll have an easy summer. But if you coast during winter and keep getting sucked into the noise of your business, you're going to have a very hard summer because you haven't built any leverage. You haven't done anything new in your business.

So you've got two choices. You can either spend 12 weeks now grafting and really feeling the stress and getting up a bit early. And to be honest, probably being in quite an uncomfortable situation to get that winter hit list done, to have another 12 months of improved leverage, efficiency, enjoyment in the business results.

Or you can have a cruisy 12 weeks when your competition aren't really doing much and then struggle for the next year because you didn't really change anything and you're in exactly the place you started the year in. So that's your choice to make. And this is the main project we should all be thinking about this quarter is our winter hit list.

It should be the first thing we think about in the morning when we sit down to do our work. So prime time, our prime time workshops. We've been getting rave reviews about the new style of advance where we're actually setting you up, teaching you some content and giving you time and support in the room.

So thank you for your feedback on that. So we're doubling down on that. We're having another session on that today.

This is going to be, these are going to be a common place now. So we're calling them these prime time workshops. This is now what you've come here to do.

You've come here to hear some content that every month you should be coming in to think, I'm actually going to get some on the business work done. This is not just a jolly and a chance to hang out with my friends. It's actually a chance I'm going to do some business development.

So come with that mindset because we're seeing people get results already from this. So workshop five. So who wants to be highly leveraged and highly lucrative in their business?

Just to double check. Fantastic. Okay.

Because at the end of the day, the only way we can do that is to nurture world-class talent. One of the questions I got in mastermind last night was how did you do it in capital living? And there's a number of answers, but the main answer was just hiring really great people, really great people and paying for it and being happy to pay for it.

So what we want to do is we want to nurture and motivate that world-class talent. And one of the ways we do that is with phase contracts. We give them different milestones to achieve through their journey.

So they can always see that progressing. We're always moving the carrot and that's what high performers want. That's what we want.

We want to keep moving forward and we need to do the same for our people. Okay. In session two, we're going to step back from that management leadership part of our teaching.

And we're actually, we've got a special guest coming in who is going to talk about something which we all probably already affected by. And we need to understand, and this thing is so fast that we need to be ahead of the game. So there is a new technology revolution coming.

It's called AI and we don't want any of us to be left behind. So we've got Ben Kilner coming in to talk about the art of AI, how things have moved on from last year, for those of you caught his talk last year. And it's going to give you some practical in-depth advice, tools, tricks, things you can use to help you get your winter done easier using AI.

And then after lunch, we're going to come back and we're going to carry on the highly lucrative, highly leveraged, do nothing, delegate everything mantra by talking about how we actually incentivize that world-class talent. How do we set up their pay, their packages and their incentives? What do we need to pay them?

How much? When? To make sure they move up within our business and don't move out of our business.

Okay. Because high performers, if you don't keep raising the bar and paying them well, they will eventually leave. And then you really will be in a difficult situation, all that investment and time and energy you put into your star performer, you've taken them for granted and they've jumped ship.

Okay. So put this all together and you can be this highly lucrative, highly leveraged entrepreneur. So all of it's there for us today.

You started out today? Yeah. Fantastic.

All right, let's get going. So a little bit behind the scenes from what I've been doing. So first of all, clearly our blueprint is to celebrate your clients in your business, the best type of marketing you can do is to celebrate your clients.

Think about all the successful business that put their clients front and center of the story. No one cares about you. They care about the results you can get for them and the results you've got for other people like them.

Okay. So I'm incredibly proud of the results that Mastermind has got for our clients. So obviously I just want to say a massive congratulations again to Craig for winning last month.

Should we give Craig a huge, where is he? Craig and Valerie for coming runner up, both members of the Mastermind. And we had two other finalists, Anthony and Matt, both from the Mastermind.

So for me, makes me incredibly proud and genuinely an absolute privilege and honor. So super well done to them. And in case you didn't know, we didn't do the official in-house, but I think you probably got it, but we are going away for seven days to Bali to do a full on retreat near where I live, near where I bought my land to just have a fantastic celebration for the year.

So I'm super, I wanted to do it in May. I'm already excited about it, but the retreat center was sold out. So I've got to wait until September to do it.

I want to go now. And what else are we doing? We've been hiring.

Thank you to those who shared this video. You know, we are trying to get ahead of the game. Our championship season starts early.

You know, really we start our campaign now in April. So we're already hiring. We're doing four key hires.

We're doing everything we can. We've had some, we put a marketing job advert out. We had over 500 applications for a well-written job advert.

It was absolutely incredible. I asked the recruiter to write another job advert for our finance position. We've had five and a half applications.

Okay. So don't always trust the professionals. Okay.

It just goes to show some of those things are very high value work, which we should be doing. And all I did was follow the blueprint. So we're in full swing.

We're executing the blueprint. We want these team members to come on in or before the spring. So we're hitting the ground running.

Okay. We're absolutely flying out the blocks for championship season. So maybe you're in the same boat, some experienced entrepreneurs, and maybe you're doing the same.

You're already getting ahead of the curve. So over to you a little bit now. So what we're going to do is you're going to scan the QR code in your workbooks.

If you open your workbooks, and what you're going to do is you're going to review how you did for January with your 10 game changes for Jan. You're going to scan the QR and you're going to record your score. So it's right in the front of the workbook, next to the accreditation.

So just super quick, shouldn't take more than 10 seconds. It's in the work. Yes, of course.

So you might want to check your game. If you've got your game of four quarters workbook, you might want to get that out. Double check what you got.

Once you've scanned it and you've entered your score, then you just put your phone down, cross your arms, look at me.

[Speaker 10] (24:21 - 24:25)

So those people in WhatsApp right now, stop. Those people on Instagram, stop.

[Speaker 11] (24:33 - 24:46)

Good. What if over the course of the month, you were like, actually, that's not something I really want to get done. And so I decided not to do it.

Put an honest score.

[Speaker 2] (24:46 - 27:42)

If you decided it wasn't for you, it's out of 10. So is it out of 10? Does the link go to 10?

Yeah. So good awareness that you didn't do it, but it's just the score you got. Two parts to being a successful entrepreneur.

One is setting a realistic target and really thinking about the target. And then the other one is doing it. So if you find yourself, you've set yourself a wrong target, that's just feedback for you.

So kind of a low score kind of signifies, okay, I'll do better next time. Saying a better, thinking about it a little bit more. Okay, good.

Hopefully everyone's done. Right. So moving on.

Session one. We're ready for session one. This is it.

The professional development plan. This is what I was talking about. This is the plan that every high performer in your business needs.

If you've got world-class talent and you want to hang on to it, they should be on one of these plans. This gives them a roadmap of what to do. Most entrepreneurs hire someone great, probably pay them well, and then breathe a sigh of relief and take their off the ball and go and fix another problem.

And then 18 months later, that team member comes back to them and says, I need some more money, or I'm leaving. And they're like, what happened? I thought we were good.

You were doing so brilliant. It's like, yeah, but I shouldn't really have to ask for this pay rise. I shouldn't really have to ask for more responsibility.

I don't really know where this is going. You keep saying it's going somewhere, but where? This is the reality that most of our team are in.

They don't have a runway for success. And the moment a team member approaches you like that, you've lost leadership control, haven't you? You've lost it.

You're now in the backseat. Now everything you do is reactive, and you're doing it to try and keep them happy. Now, they're in control.

That's not good management or good leadership. With a professional development plan, you can give them a stairway to heaven. You can ask them what they want from their career every year or as often as you want to do this, and you can help them get to that place that they want.

Whether it's autonomy, managing people, a certain amount of money, less hours, more hours, whatever it is that they want. Your job as the entrepreneur is to try and build a package to help them get what they want, so you can also get what you want. They'll feel motivated.

They'll be relaxed. They'll always be striving for the next milestone. You'll get so much more out of them.

You'll keep them, and they'll just think you're the best boss since sliced bread. So that's exactly what we want to do in our business, and that's what these professional development plans do. They are fundamental.

They absolutely help me in capital living. Also, I've got them wrong. I'm going to be sharing with you after Dan's session how I've messed this up.

I've really messed this up. So you really don't want to do what I did. You probably want to do more what Dan did.

So without further ado, let's give a massive Property Entrepreneur Advance welcome to Mr. Daniel here, ladies and gents.

[Speaker 9] (27:42 - 27:52)

Thank you. Thank you very much.

[Daniel Hill] (27:52 - 32:41)

All good, ladies and gents? Excellent. So today's all about do nothing, delegate everything.

And I had a chat with the board yesterday, and one of the things that became really clear, and I want to sort of make explicitly clear for you guys is understanding as an entrepreneur, which is not a landlord or an investor, a proper entrepreneur building a business, there's one objective, which is basically top of the pile, which you need to aim for, and you want to write this down. So the aim of the game is to know what you want, then get other people to achieve it for you, and the most important bit, because they want to. So the aim of the game is to know what you want, and that was your strategy day presentations.

You all know what you want. You sat there, you spent three months figuring out what you want. The second thing is you're not going to do it yourself.

It's do nothing, delegate everything. You're going to give all of those tasks to other people. You're not a self-employed landlord.

You're a property entrepreneur. And the third is you're not going to do it by using carrots and sticks. You're going to create an environment and an opportunity and a runway for highly talented people to do it because it's in their interest, because they want to do it.

And that's the aim of the game. And if you look at any of our companies, you speak to any of our team, they're driven, they're focused, they're high performers because they're invested in and they're on their own journey. In 2012, I had some private mentoring with Roger Hamilton over at his resort in Bali, and he said to me, the biggest change you can make as an entrepreneur, if you want to achieve your dreams, is to figure out the art of helping other people to achieve theirs.

And that was something I took on board within building my teams and even within our community. The aim of our success as a platform and a community is being able to enable you guys to achieve what you want. And this is what PDPs are all about.

Professional development plans are the art of creating runway for your team and high performers to drive through your business. Now, to manage your expectations, and for those of you that don't have a team and might already be discounting, thinking this is not something you're going to use, trust me, you are. And I'm going to show you how.

To manage your expectations, this is an art form. And the reality is most people outside of proper entrepreneur do not know how to do it. So crafting incentives is an absolute art form.

And what I mean by this is the ultimate aim of the game is how can you get people to do what you want them to do, but it be in their interest. And this whole process, it very much is an art form. This blueprint is to take you through the art form and try and make it as easy as possible for you to replicate the successes that we have in putting this in practice in our team.

From a mindset point, you want to start thinking about leadership. And this is a high performance leadership blueprint. It's not management, which is like SES, challenging conversations.

This is leadership, which is all about taking a team with you. And I'm going to show you as we go through how that works. And also, you might think because it's HR and it's teams, it doesn't apply to you.

It's also the art of deal making. When I'm sitting there and I'm doing deals with my team that work with me, I'm negotiating a deal. When I'm supporting or mentoring the board or Adam or Josh to do PDPs with their team, it's all about crafting a deal.

And the deal's got to be a win, win. It's got to be sustainable. It's got to make sure that everybody, it works for everybody.

So whether you're in property or business, this is exactly the same logic as negotiating it. So I'm going to take you through the six steps, and then we're going to actually do it in the room. I'm going to give you a copy of a PDP that we've done, an updated one for this year.

It's already done, dusted, signed, sealed. And I'm going to give you a template so you can do it in practice. And the aim of the game is by the end of the day today, it's going to do session one and session three.

By the end of the day today, you leave with one PDP done, and then you can go and roll it out to your team afterwards. So we're going to kick things off with what is a PDP? Who could tell me what a PDP is?

Yes. We've got some mics. So personal development plan, spot on.

And what is the intention or the objective of a PDP? We're going to go to the back, Richard.

[Speaker 12] (32:42 - 32:50)

So it's like a roadmap for somebody so that you're showing them the journey for how they're going to develop and achieve what they want.

[Daniel Hill] (32:50 - 33:08)

Yeah, very good. And when we're trying to achieve it for the team, what are we trying to achieve? What's the number one objective of doing a PDP?

When you're sitting there and writing it, what's the one thing we're trying to achieve? Yep. Oh, nice.

Okay, I better do some work. Do nothing, delegate everything. Bianca, you know it's got.

[Speaker 6] (33:10 - 33:13)

So it's to generate motivation and hunger and desire.

[Daniel Hill] (33:14 - 33:24)

Generate motivation, hunger, desire. Absolutely. That's part of it.

So that's what we want for the team. And then shut the mic over here. There's going to be quite a lot of this today.

So I hope everyone's had some sleep. Tej?

[Speaker 2] (33:25 - 33:29)

It's also to give them clarity on what's expected of them and what they get for it.

[Daniel Hill] (33:29 - 35:03)

Perfect. So pull those two bits together. The aim of the game is to provide a roadmap and progression and motivation and incentive for a team member whilst delivering the aims, objectives and targets of the business.

That's it. It's in their interest. It's all about what they're going to get.

And it gets them excited and gives them what they need, helps them achieve their dreams whilst simultaneously delivering the targets, objectives and plans of the business. Why do we do this? Why is it important to actually have PDPs?

Why bother? Why is it valuable? We'll stick some.

In fact, where's the mic? What we'll do is go around. There's loads of reasons to do this.

We start with, there we go, Chris, start with your table and then we'll go around. Why bother do a PDP? You employ people, you pay the bills, just let them crack on.

Why should we do one? What's the benefits of that? Perfect.

So direction. And specifically, the point I talked about earlier, the aim of the game is to know what you want. And you all stood up here last month and said exactly what you want and then get other people to do it.

That's the direction. The PDP enables them to get what they want whilst delivering the plans of the business. Chuck it to the table behind.

No pressure, guys. We need to include catching on John's PDP this year.

[Speaker 11] (35:04 - 35:04)

Thank you very much.

[Daniel Hill] (35:05 - 36:30)

It gives people a purpose. This is a huge one. It's purpose.

Obviously, I can't spell. Well, no, we're still waiting to figure out what I worried you were going to say. It's purpose.

Yes, we all have to go to work. We all have to learn and live in. But it's so much more enjoyable, productive, effective if people feel a purpose.

They're part of a plan, a journey, an aspiration, a headline strategy, objectives, absolutely, a culture. Over to the next table. Motivation.

Perfect. Motivation. It doesn't matter how much of a good leader or manager you are, your team needs to be motivated to turn up and do the hard miles, do the heavy lifting, deal with the change management.

Valerie? Clarity. Absolutely.

Clarity. Adam said, he's had a challenge recently. His team didn't really know.

You said we're going somewhere, but where are we actually going? One of the biggest reasons people don't perform or don't deliver for you, and I taught this on the board last month, a blueprint called Box with a Bow, one of the biggest reasons your team don't deliver for you is they don't know what success looks like. You'll say, oh, this person's really annoying me because they're not managing my inbox properly.

But have you ever given them a service level agreement which says emails that come in before three have to be responded before three, after three, before 10 a.m. the next day? Most people in your team don't know what you want. They don't know what success looks like.

And this is the way to get there. Next one.

[Speaker 13] (36:31 - 36:34)

It's a perfect reference point for review.

[Daniel Hill] (36:34 - 43:40)

Amazing. So, Leon, absolutely. Reference point is what are the two things that we talk about?

If you're going to manage a team, especially a team of high performance and a high performance culture, what are the two things, the only two things you need to do with your team from a management point of view? What's the art of high performance management? It's clear expectations, clarity, and challenging conversations.

And what the PDP does is it gives you that reference point which says, yes, day to day we're answering emails, we're dealing with problems, we're doing all sorts of stuff. But when we meet in that monthly PDP review and we have our quarterly general meetings, it's black and white, clear what should have been achieved, and then you can refer back to it to see where you are. And it makes having a challenging conversation very easy because it's black and white what should have been done and whether it's actually been achieved.

Next one. We would put targets. Targets, yeah, absolutely.

And when we talk about knowing what you want, all of you stood up last month and came up with a tangible target. Every single one of those tangible targets now needs to go in somebody else's PDP. That's the art of delegation, the art of delegating everything and doing nothing.

And on the table? What about just basically on details, so they've got all the details in one place and then they can review it and go back to it? Yeah, I'd say in the same way as clarity and reference points is obviously we're getting to the seventh table now.

You've got the hard miles because we're running out of options. I'll take it anyway. That is detail, absolutely.

It's all in one place. It's not in WhatsApp messages and conversations you had on a Friday over a beer that neither of you remember. William's going for the distraction strategy of pouring water all over his homework.

I was going to say progression. Progression. That's a fantastic one to finish on.

The aim of the game is progression. It's called a professional development plan. And for the people that it's suitable for, that's the aim of the game.

When we're talking about PDPs and progression, where opportunity goes, talent flows. And what you'll realize in your business is that talent will either flow through your business, and it's my primary job as owner of PPN UK, is to provide enough runway for all of the people in it to keep going and going and going. And for those of you that have been with us for more than a couple of years, hopefully you see every year, every month, we're constantly seeing how can we push it and push it and push it.

Where opportunity goes, talent flows. And talent will either flow through your business, because you provide runway, Adam's stairway to heaven, progression, or it will flow out of your business. Absolutely.

If you don't provide the runway to keep it fun, sexy, exciting, progression, people are going to go and find someone else who is. This is why, as a leader, you need to start to understand that PDPs is a fundamental part of a growing business. And as a leader, which you all want to be, whether it's a leader of your clients and community, or it's a leader of your team, you can only get up to level three leader without PDPs.

In order to get to level four and level five, you have to understand how PDP works. The five levels of leadership, the first one is all about position, which basically means people follow you because they have to. You're their boss.

You're their manager. The second is about permission. And what that means is people follow you because they like you.

They've got to know you. They like the way you do business. You get on, and they follow you because they like you.

The third is where most high performers get to but stop, and most entrepreneurs get to and stop. The third is production, which is all about results. And what it means is people follow you because of what you've achieved.

You've made the money. You've got the house. You've got the car.

You've hit the targets. You've broke the records. You've won the medals.

People follow you because they know you're good for it. You've proven that you're a high performer. But unless you understand level four and PDPs, you'll be stuck at level three.

Level four is where at level three, it's what you've done for the business and what you've achieved for yourself. But level four, which is reproduction, is about what you've done for them. And when you start to use PDPs, it really is moving the focus.

And I spoke to a couple of board members. I forget exactly who it was. And I was saying the biggest thing that's getting in your way at the minute is you're still focused on what you want to achieve and what your targets are.

And you're leading from the front by achieving your own targets. If you want to actually lead from the back, you need to understand how to invest in your team. And Adam, Bianca, Josh, all of the senior people in our business who run the companies, Jen, Andy, who run the businesses day to day, they're doing it because they want to.

Because I've invested. Not only have I proven I'm good for it, they're turning up every day because it's in their interest. Because I've proven that I can invest in them.

And this is level four leadership. And the only way to do that is using PDPs. This is going to be the shift to moving from the front to the back.

I did a podcast episode, number 66, to add it to your action list for the month. And what I've done in that podcast is I've taken the five levels and I've applied them to the Property Entrepreneur Blueprint. So when you listen to it, it will tell you for each level, what tools do you use?

And it goes from basic sort of SES up to all the way at the top at the pinnacle about profile and brand. So this is all about the shift from going from level three to level four. Level three is I've achieved this myself to level four.

I'm going to invest in my team to go and achieve what they want to achieve. Good mindset piece in this, which might sound alien for a lot of you, but this is where we move from management to leadership and move from being a landlord or an investor into a property entrepreneur. It's genuinely the more you give, the more you gain.

And that might sound backwards. Those of you that still think it's a good idea to negotiate package with people. Someone comes in and they want...

Their last roll was £20 an hour and you're trying to get them in at £17 an hour. And the whole thing is about how low can you get them. That's a very entry level strategy.

The aim of the game is if they want 20, how can you find a way to give them 22? The more you give, the more you gain. We've got the mic.

We know what your friend's like today, William, don't we? How was that?

[Speaker 5] (43:40 - 44:32)

Oh, sorry. I completely take it back. Rachel?

Just wanted to share something on this success we had. So similar in previous years until I sort of got on board with this is I probably fell into that first category that you mentioned of not giving as much as I could have. And we changed it as of the start of January where the people that were doing rebooks in our team for my marketing company is on those rebooks, they never got any commissions.

As a result, we'd get good rebook rates, but not where I thought. As soon as I switched it, so they got 5% of that value of it before they got no commission. It doubled their earning potential.

Since the start of January, we've had £66,000 worth of rebooks that we wouldn't have otherwise had just because of that 5% I gave them.

[Daniel Hill] (44:32 - 55:26)

If you could give your team 22K that you weren't expecting to give them, which sounds bonkers, but they delivered you 66, which is a net of 44, who would do it? Absolutely. And this is that aim of the game of getting to a point where you see the more you give, the more you gain.

And also, this is a bit of a double entendre because it's a mindset and it's a leadership thing and it's very karma credits if you go down that route. But it's also a double entendre, which we'll talk about later about what do you actually give people in the fact that if you have to give more, so let's say one of your team members comes to you and puts a gun to your head and says, look, I've been out looking for another role. I've been offered this pay rise.

I need X, Y, Z to stay. It's like, right, well, if I need to give you more, I need to gain more unless you've been fundamentally underpaying them. The aim of the game is just to find a win-win.

And we're going to go through this. We're going to go through this now. So who are PDPs suitable for?

They're not suitable for everybody. PDPs are used in two cases, and one is probably better called a phased contract, and the second is more like a PDP. So a phased contract would be used where somebody starts a new role or is in a position and just within their role has a progression.

So at Multilet UK, all of our property managers, we had like six or seven property managers, they were on a phased contract, which meant the first six months was probation, and they were called a junior. If they passed the probation months 6 to 18, they were a property manager. After that, they could go on to the next level where we would pay for them to their Arlo accreditation.

Once they've done their Arlo accreditation and hit certain KPIs, they would go up to become a senior property manager. And this was what we call a phased contract, which isn't necessarily customized, but it's just a laddered approach to bringing people into your business. So it could be in their probation, it could be for the whole of their employment, but it's just the way that that role works.

PDPs are more specialized, and they're really for senior team members, high performers, they're for the people that are there, they've got a growth mindset. And it won't be everyone, it will just be those people who want it. They want to drive, they want to grow, they want to learn, they want to develop, they want to progress.

And this is what who a PDP is for. Who can tell me when we do PDPs? There's a certain time of the year, we don't do it through the year, we do it once a year.

Anyone tell me when we do them? Start of financial year. Absolutely.

So this is a winter project, and the window for all reviews, every single person in your business is January, 1st of January to the end of March. And why do we have to wait to the 1st of January to start thinking about what people are going to be doing next year? Absolutely, yeah, because autumn is strategy, you get to Christmas, you go to bed knowing exactly what you want.

And then from the 1st of January, it's all about liaising with the team, building out packages, progression plans, PDPs, bonuses, salaries based on where the business is going. So January to March is when PDPs are created. They start on the 1st of April, and then they run for 12 months.

The good thing about this is that Adam alluded earlier, everybody knows where they stand. Everybody knows that they get a review between January and March, and they know that if their package is changing, or they're getting a PDP, it goes live on the 1st of April. And it means everyone knows where they stand, they know what the cycle is, they know how it works, you don't have to have difficult conversations outside of that, you don't get blindsided by somebody who's expecting something that you haven't given them.

It's crystal clear. How do we do them? So if you think about phased contracts, which you're probably familiar with just in basic employment is you start as a junior, you pass your probation, you then become a team member, maybe you work up to a supervisor or a manager, an assistant manager, general manager.

That's basically a phased contract. It's just how the world works. Where the PDP comes in is layered learning.

And if you remember, the concept of layered learning, if you think about when you go on holiday, and you get those glass vases that are full of colored sand, and they've got the most beautiful camel and palm tree all like layered beautifully, that was created by somebody pouring sand in really delicately at the right time. And at the end, it looked amazing. And it was complete.

A PDP is exactly the same. If you just turned up and said, right, from 1st of April, here's what you've got to achieve this year, and chucked all the sand in at the same time, success is unlikely. They're going to be confused, baffled, not going to understand what they want, overwhelmed, you're off to a false start.

So layered learning, whether you're onboarding a new team member or leveling up an existing employee is through layered learning, is laying this PDP on bit by bit. So there might be a first phase within a PDP, a second phase, a third phase, and bit by bit, you advance them to the next level. It might sound slow, it might sound tedious, but the aim of the game is to lay each brick perfectly.

And you do that over a series of months, years and decades, and you end up with a world class organization. So when we think about this from a cultural perspective, how does this work from a cultural perspective? Business is a team sport.

And what we want is that everyone is completely aligned, because they're all running their own race. So every single team member has their own targets, their own contracts, their own deliverables, their own my house. Everybody knows independently what they're doing.

They have a package, and in some cases, a PDP that reflects that. And collaboratively, all of those players who are feathering their own nest as a team run for the business. It's not everyone doing it for their manager, so the manager can hit their targets.

It's not the managers doing it for the director, so the director can make their profit. It's every single person is doing it because they want to. So I'm going to take you through the process now.

And the objective through this is to do nothing, delegate everything. And I'll make it really clear how you do this step by step. And for a mindset shift, for those of you that have already got teams, is you may well be the captain at the moment.

You're on the pitch. You're running around with the team. You're very much in the thick of it, working up a sweat.

But you're the one calling the shots. You're the one rallying the troops. You're the one in there doing it.

A PDP is your first step from going from being a captain of the team to being the coach. And you think about what the coach does. The coach does most of his work before the game even starts.

By the time the game starts, the coach is on the bench. There's very limited they can do when the first whistle goes. All of their work is done ahead of that, in all those months leading up to the game.

So for us, the winter ahead of spring in football or basketball, it's the season or the year up to the championship. And during that time, they're bringing on new players. They're exchanging people.

They're creating packages, training plans, strategy. This is the first move for you becoming the coach where the result of your business is not based on you turning up and working hard and making deals and making sales. It's about finding those world-class team players, getting them on the pitch, giving them the right contract, giving them the right targets, giving them the right progression plan.

So when the whistle goes on the 1st of April, your job's essentially done. You step back, and it's over the team to see who can and who can't deliver. So there's three steps to this.

I'm going to take you through these in turn. The first is the strategy. So all of you stood up here last month and said you've got a strategy you want to achieve, which includes tangible targets.

That's step one. The good thing is you've already completed that. The second is understanding what the objectives are.

So these would have been the objectives of your business, and again, the tangible targets. And what we're going to do is we're going move them from the business focus, from the strategy day presentation, into the PDP. And then the third is the execution.

And if you think about this, when we talk about do nothing, you know, today's all about do nothing, delegate everything. Do nothing, you've already done the strategy and the tangible target. So we can put a big tick through that.

You don't need to worry about that. If you do this right over the next four weeks, and you build these PDPs, and you follow the blueprint that I'm going to give you, and you do it with the right intention, when you get to the 1st of April, the execution of all of those things you've said you want to do, new products, new services, new website, higher conversion rate, launch new products, whatever it is, everything that you can delegate, you don't have to do.

So it's all going to be done by you. So actually, your aim of the game as the coach, not the captain, is to take that strategy and those tangible targets, build it into the objective of your team, and put these PDPs together. And if you do this right, by the time we're here next month, in four weeks, a high percentage of everything you want to achieve this year will be delegated to another team member.

And I'm going to take you through this in practice. So a few little secrets. And then the steps for you to take to put this together.

What do you think the secret is to getting this right? Because I see more people get this wrong than right. And the aim of the game is, I've made this blueprint so simple, that hopefully, the majority of you are going to get it right.

What's the secret to getting this right? Who can tell me? Akash.

Oh, sorry about that.

[Speaker 13] (55:27 - 55:32)

Do it in order. Don't try and, yeah, don't try to get big even more important than that.

[Daniel Hill] (55:32 - 1:02:59)

Who's got another one? Yep. Listening to what they want.

Yes, absolutely. Listening to what they want, because what's the most important thing? What's the most important thing to any of us in this room?

But if you could give your team one thing, what is it? Hope. Hope, time.

What they want. Absolutely. W-I-I-F-M.

Write it down. W-I-I-F-M. W-I-I-F-M.

Dale Carnegie says the sweetest thing that anyone could ever hear is somebody using their own name. The most powerful thing you can ever give somebody is what they want. What's in it for me?

That's what anyone cares about. You guys are here because it's for you. Yes, some of Adam's jokes are a little bit funnier than mine.

Most of Adam's jokes are funnier than mine. You're here ultimately because what you want. We come in and we have some fun, but you're here because you want to be here because it's in your interest.

The most important thing is you give people what they want. The secret to success is giving people what they want. The steps to success is finding out what that is.

Because it's very easy when we start talking about team members. What's the first thing you think about when you think, right, I'm going to give my team member what they want? What's the first thing you're thinking?

Yeah, absolutely. It's going to cost me a fortune. If you read this month's book club, Drive.

Who's read Drive by Daniel Pink? Third of the room. The basic message in there is, yes, money carries weight to a certain point, but actually there's so much more in it than money for the people that work with you.

And in session three, we're going to talk about what that is. So the aim of the game is to find out what that is. And to manage your expectations, you may or may not have already caught this, but different profiles have very different aspirations.

So Steele's, for example, you might think I'm going to create a really heavy bonus package for my finance admin team. Actually, like Steele's would much rather have security than they would more money. Like security, clarity, the ability to do a good job, control over their workload rather than going out there.

Blazes, on the other hand, like to make the tills ring. If you want to go out, if you want to get a blaze to make more sales, as Chris has said, pay them more money. And if you can pay them a million to make you 10 million, absolutely do all day long.

So the secret to this is it has to be a win, win, win. And by win, win, win, I mean it needs to be a win for your team member. So they have to look at it and be like, do you know what?

And they literally have to bite your hand off. You have to give it to them. They're like, this is everything I wanted and more.

They bite your hand off the opportunity. It has to be a win for the business. And the business has to ultimately benefit.

It has to increase in performance. It has to add value to the clients, create a better experience. The business has to win.

And then third, as a company owner, you have to win. It has to make you more money. I'm happy to sign checks for 100 or 200 or 500,000 pounds to recruit people and buy stuff.

But all I'm looking at, and Adam and I talked about this the other day, I said, I'm always happy to spend. But I'm not looking to spend on expenses. I'm looking to make investments.

If you tell me you need 50,000 pounds to do X, Y, Z, I'll write you it tomorrow. But it's got to make me 60, 70, 100, 250. When you see your team as an investment and not an expense, the game will change very quickly for you.

When we're talking about this as an art form and doing deals, the art of doing a deal is all about win-win. It has to be a win-win, and in this case, a win-win-win. And you need to understand this.

Even if you convince yourself in the short term it's a good idea, if you cut a deal with somebody, a team member, an investor, whatever, if it doesn't work for either of you, sorry, if it doesn't work for one of you, it won't work for either of you. I guarantee you, even if you think, do you know what, I've just screwed them over. I've just knocked them down 30% on what they wanted.

You might think short term thinking, you might think that's worked for me. I guarantee you, in the short, medium, long term, it won't work out. If it doesn't work for one of you, it's not going to work for either of you.

And the aim of the game is to make sure this is a genuine win-win-win. So the hardest thing, and this is where I've already seen people go wrong this year with it, is to keep it simple. Same as an operation manual.

If it's 50 pages long and it's got artists growing arms and legs, the reality is nobody's going to read it. And even if they did, they probably won't remember it. The hardest thing is to keep this simple.

And I'm going to take you through four steps to keep it simple with the aim of the game by the end of today to have your first one done. So step one is to distribute your strategy day. And what this means is getting those objectives up, getting those targets up, and do nothing, delegate everything.

Look at each of your targets and objectives and think, rather than when am I going to do this or how am I going to fit it in, think who am I going to give it to? Same as a winner hit list. Who can you give these objectives and targets to?

That's the first step. Again, do nothing, delegate everything. You know what you want.

We're going to delegate each of those bits. The second is to draft a PDP. And by this, it might just be a few bullet points.

It might be a full draft of PDP. But what we're going to do is we're going to draft it. And in the same ways that we create a strategy, we're going to creatively collaborate a PDP.

You don't necessarily create a PDP for a team member based on what you want. It's a collaborative process of understanding what they want and putting it together. So you create a draft.

And then the third step would be to meet with them and say, look, based on what I know about where you are, based on what you shared in autumn about your aspirations, what you want more of, what you want less of, this is my best reading of what I think you want. You send it to them ahead of time. You have a review meeting to go through it.

And then based on their feedback, their comment, the detail, you work up the final draft. And you'll know whether this is going to be successful. The mindset when you're creating this is that you give it to your team.

You give your team member the final version and say, look, this is your PDP. And they literally bite your arm off. I didn't put a message up here because it's not suitable to do.

But I had a message. The one that I did last year, literally send it out. They come back, send me a big, long WhatsApp message saying how grateful they were.

They're not going to let me down. They can't believe they found such a fantastic opportunity. And that's what we're looking for, somebody that's going to grab it.

And what that is, is one of my whole objectives delegated to one person. And their whole year now is to deliver that part of my strategy, because they want to, it's in their interest, and they're chuffed. They can't believe that they've been given the opportunity.

It's a win. It's a win. It's a win.

This is the aim of the game. So we're going to go into the primetime workshop now. And we're going to work on this.

In the vault, oh, Adam.

[Speaker 2] (1:03:02 - 1:03:08)

Do you talk about enumeration? If enumeration is part of it, at what point do you introduce that into those three steps?

[Daniel Hill] (1:03:09 - 1:05:32)

So really good question. I would say it depends who the person is. But it will either be a step two or step four.

So if you know exactly what this person wants, as in you know what role they want, what it's going to involve, and the financial element of it is a key point, either that they're going to get a significant step change, for example, or maybe that's one of their objectives, they want to make more money, you would include that. If however, it's a draft, and you don't know whether it's actually what they want, there's no point putting bells and whistles and numbers on it just yet. But in theory, my understanding is you want to do this role, which means I need to delegate this workload and get this off your plate by getting you an assistant or delegating it or just getting rid of it.

And if they say yes, you've then got to go away and figure out how much that's going to cost you. And you want to take on these new responsibilities, which are higher value for you, there's progression for you, the higher value for the company, in which case I'm expecting to pay you more. And when you get the value add minus the additional cost, it's going to cost you to delegate, then you would work up a package.

So either in step two, or step four, the one that I'm going to share with you, I did that in step two. So I already knew pretty much exactly what they wanted. And I gave it to them.

And actually, there was zero feedback. When you get really good at this, there'll be very little feedback. Last year, I didn't have a single, including people in the room, a single PDP that I structured, that came back to me, I gave it to them.

And they're like, it's exactly what I want. The money didn't even get talked about, because I made sure it gave them what they wanted, and some, and they were literally signed off there and there. For those of you doing it the first time, you're probably going to feel your way, feel your way a little bit.

So I'm going to give you an example of a PDP, one of my PDPs that I've done. And like I said, it is an art form. I've also created this into an updated template for you.

So there's already one on the vault from last year, but I've created a new one, which is even more simple for you on the vault. So if you want to get your laptops out and go into the vault, you'll find this year's template. And what we're going to do while you do that is we're going to hand out a copy of one of my PDPs.

[Speaker 2] (1:05:36 - 1:05:43)

Yes. The example's not in the vault, but it's printed, but the template is in the vault.

[Daniel Hill] (1:05:43 - 1:05:49)

Perfect. Sorry. Yeah.

I thought I said that. The template is in the vault, and we're going to hand out, while you do that, we're going to hand out a printed copy.

[Speaker 2] (1:05:52 - 1:06:20)

If you go into the vault and then you go to Workshop 5, you can get to the vault through the app, through the Property Entrepreneur app. And then if you go to Workshop 5 resources, the template is in there. So we're handing out an example, and then you've got the template to download.

So you can just edit it, format it. There should be no Wi-Fi code for the Belfry. It should just be login.

Just go off and on.

[Speaker 10] (1:06:23 - 1:06:24)

Yeah. So you go to the vault.

[Speaker 2] (1:06:27 - 1:06:37)

Go on the app or on your computer, obviously type in the circle URL and then bottom left.

[Speaker 10] (1:06:43 - 1:06:45)

Adam, can you log me into your laptop, please? Yep.

[Speaker 14] (1:07:02 - 1:07:02)

Appreciate it. Thank you.

[Speaker 11] (1:07:04 - 1:07:11)

Yeah. Thank you very much. Thank you.

[Speaker 14] (1:07:14 - 1:07:16)

Are you all struggling? Put your hand up if you're struggling.

[Speaker 9] (1:07:23 - 1:07:27)

Have you got the link? Do you know the link? You've got the link?

Yeah, yeah.

[Speaker 10] (1:07:34 - 1:07:47)

Yeah. I'll ask that question. It's a great question.

I'll pass down. Yeah, of course. What's that?

It's all right. No worries. Yeah.

[Speaker 14] (1:07:51 - 1:07:52)

Okay.

[Speaker 3] (1:07:53 - 1:08:29)

I did this last year. Yeah. There was a job description.

So input into a couple of years. Came back and added anything, but then I said, that's the job. And that's why these right now, because if they're not the type of people that you go with, but they're really, really solid deliverers of what they need to do 9 to 5.

[Daniel Hill] (1:08:29 - 1:08:29)

Yeah.

[Speaker 3] (1:08:30 - 1:08:31)

Does this work?

[Daniel Hill] (1:08:31 - 1:08:57)

No, the aim of the game is the reason it's called a professional progression plan or a development plan. It's all about progressing. So you just pay them good money.

Equally, I think you can probably always, you would only use this if you're looking for step changes. So like you really want people to take the business to the next level.

[Speaker 9] (1:08:59 - 1:08:59)

Yeah.

[Daniel Hill] (1:09:01 - 1:09:52)

Yeah. Can you... Yeah.

I suppose that's the other aim of the game is if you can get people within their existing package to do your whole strategy for you, you're on to a winner and happy days. You just need to make sure you're paying them right. If they're not already doing it, that's where you can add in.

It's okay. No problem. So for example, Lucy, my old PA, when I started doing this with her about seven years ago, because she's a steel and she's neon, she was great.

She didn't really need a PDP, but what I added was a bonus, 150 quid a month. And she had 12 projects for the year and every project was a level up. And that was my target for the year.

One of my objectives was 12 level ups for the business. She gets 150 quid each month. So if she does it, she gets paid.

If she doesn't, she doesn't. And needless to say, she ended up doing that for three years. Let's type in property on the circle.

[Speaker 10] (1:09:53 - 1:09:53)

Yeah.

[Speaker 2] (1:09:54 - 1:09:58)

And let's see if we can get you there. Or Suzanne can email it to you.

[Daniel Hill] (1:10:01 - 1:10:23)

You wouldn't do it for... This would be for the people that you're really taking on a journey. It's like if you're scaling your company or you...

Yeah, that was it. That was it. Yeah, yeah.

Exactly. The third session is all about pay. If they're not going to go on a journey, how much do you pay them?

Because still, you need to make sure you're paying people right. Yeah, yeah. Scroll down.

[Speaker 10] (1:10:23 - 1:10:25)

Have we got it? That's last year.

[Speaker 14] (1:10:36 - 1:10:43)

Max. Yeah. Members only.

Okay, there's section three.

[Speaker 2] (1:10:46 - 1:10:53)

Should we do questions so everyone can hear? Should we do question Q&A so everyone can benefit? Because actually, Matt had a really good question as well.

[Daniel Hill] (1:10:54 - 1:12:26)

Yeah, absolutely. So we've got a mic for Max. He's got a good question.

While everyone's loading that up, then we'll go through it. Yeah. Who's got a question for Dan?

Or who's got a question for me? A couple of questions here. Chelsea.

And just to confirm, those people who don't yet have a team, the reason you're going to use PDPs is one, if you don't have a team, and that's not the plan moving forward, and you are going to build a team, whether it's a new business or an existing business, this is for the people you're going to bring in, but it would be a phased contract rather than a PDP, which I think is going to be Max's question. Or the second is, if you have no intention of having a team at all, then you can do a PDP for yourself.

And the reason for that is that we're all human. And if you want to drive yourself, building yourself a PDP, so you get rewarded for execution, it's only going to rally up the progress you make by saying, right, and I used to do this myself. I don't do it as much anymore.

But when I achieve X, I get paid Y. So if I complete 100% of the winner hit list, it's phase one of my PDP, me and my partner are going to fly business class, or we're going to go on holiday for a week. And it's a reward.

And you use the PDP model just to drive yourself by working by reward. Max? I just covered it.

Cool. So if it's a new starter, it's basically the same logic, but it would be a phased contract rather than a PDP. Nobody would expect to start a new role on a professional development plan.

This is building on existing. Chelsea?

[Speaker 7] (1:12:36 - 1:12:42)

Rather than adding that there's a PDP available. Do you see what I mean?

[Daniel Hill] (1:12:43 - 1:12:43)

Yeah, exactly.

[Speaker 7] (1:12:43 - 1:12:44)

Add that to the ad.

[Daniel Hill] (1:12:44 - 1:12:53)

Yeah. So if it's a selling point of your culture, if you read any of our job adverts, you'll be able to find them on Instagram. They all say things like, we're a fast growth company, endless opportunity to develop.

[Speaker 7] (1:12:54 - 1:12:56)

Yeah. So like more vague rather than being like this, this, this.

[Daniel Hill] (1:12:56 - 1:13:36)

Yeah. And the way you'd use this would be, you wouldn't call it PDP because they're a new starter. You're not developing it.

You'd call it a phased contract. So probation is all without getting too much into the weeds. Initially, you'd have an onboarding schedule, which would be four weeks.

And say, right, week one, I'm going to teach, you're going to learn how to, for you, use property filter. Week two is you're going to start shortlisting deals. Week three is you're going to start speaking to agents.

Week four is you're going to start booking viewings. And that would be onboarding to get them up to their job. And then what you would do at a more macro level is say, right, well, phase one is your probation, first six months.

And as we go through this, it's exactly the same logic.

[Speaker 2] (1:13:36 - 1:13:54)

And it'll say onboard, and then presuming they pass probation, then you'd start talking about PDPs. Like PDP comes once they're, because there's a few levels to get through, right?

[Daniel Hill] (1:13:55 - 1:14:36)

For a new start, it wouldn't be a PDP, call it a phased contract. You might have four weeks for onboarding, but probation is six months. So multi-let, for example, we would say phase one is probation.

So it's just called probation. And in there, it would be like, these are the three things you have to achieve in the first six months, which would be compliance, 100%, maintenance jobs, less than 10%, credit control, less than 5%. And it would be like, okay, in order to pass probation, these are the three things I need.

Once I've done that, phase two might be, in order to go from a junior property manager to a property manager, would be that they take on landlord duties and you train them on that. And this is where that layered learning comes in.

[Speaker 7] (1:14:36 - 1:14:38)

Does that make sense? I remember doing that last year as well.

[Daniel Hill] (1:14:38 - 1:14:38)

Cool.

[Speaker 7] (1:14:38 - 1:14:40)

Yeah, I think we did something similar.

[Daniel Hill] (1:14:40 - 1:14:48)

All of this is about clarity. Like the aim of the game is every single team member knows what they're doing and when they're doing it and what success looks like. And then Rosanna afterwards, please.

[Speaker 5] (1:14:49 - 1:14:58)

Hi Dan. I just wondered, most of my labor's subcontracted and on a part-time basis. So would I implement some of this or just not do it at all?

[Daniel Hill] (1:14:58 - 1:15:17)

Yeah, not, well, obviously I don't know the details, but on face value for subbies that come in and out, this wouldn't be what you'd go for. But for your subbies, you just want on time, on budget. If they're laying floor or putting dry lining up, it's like you're getting paid six pound a meter.

It's like, it's that. And you just make sure you're paying them on price work, not day rate. That's really where it comes in.

[Speaker 2] (1:15:17 - 1:15:24)

But if you want to progress them to site manager or contracts manager, then they're going to start to take on more responsibility and then it would be suitable.

[Speaker 15] (1:15:25 - 1:15:25)

Yeah.

[Speaker 2] (1:15:25 - 1:15:30)

So it's kind of like functional jobs, maybe not so much, but if you see them growing, absolutely.

[Daniel Hill] (1:15:30 - 1:16:05)

Like you want to set the runway for them. That's a really good point. So if you've got a really strong dry liner and you want to become like gang leader, you say, look, you do a good job for me this year or up to Christmas.

Next year, I'm looking for someone to run this team of dry liners. And then your joiners become your site managers. And that's where that progression comes in.

I haven't said it yet. And I think it's in layer, but just, this is all a gap. In fact, one of the reasons that we use this is it's all a game.

Everyone wants to play a game. And this is the game is, what game am I playing this year? And whatever part they are of the team, whether it's a phase contract or a PDP, they should have this level of clarity, Ros.

[Speaker 7] (1:16:05 - 1:16:27)

We obviously work with a lot of students and they, quite a lot of them think their value is much more than it actually is. Yeah. So how do you tackle when they want to go into an intern job for 40 grand or what their expectations are, are much higher than what the worth of the role is?

[Daniel Hill] (1:16:28 - 1:18:25)

Yeah, good question. So when we say about, it's got to be a win-win-win, and if it doesn't work for one of you, it's not going to work for either of you. If it's a 25 grand role and they know that they've got a wandering eye and there's 40 grand over there for an internship and you can't offer 40 grand, you might be able to convince them to stay for a couple of months or even a couple of years, but ultimately it's not going to work because talent flows through.

If you can't keep it moving, the reality is you'll lose them. So either it'd be to create a runway where you can progress the top performers. And that would start from like, they start off, in fact, we're doing it for speakers.

So the minute we create, how do we keep people, talented people in our sort of team? They start off as, I forget where it is, or they do like a speaking course with us. And then they speak, they'll do like a mid-week mentoring.

Then after mid-week mentoring, there might be a team member on a blueprint and it's creating that progression so people can keep moving. But if the top is 25 and the internship's 40, the right thing to do is to let them go sort of thing. So that's actually the answer, that's actually the solution.

There's also getting a game because when you want performance out of people, if it's flyering, for example, if they're out flyering on a night, if they just get paid 10 pound an hour, 11 pound an hour to flyer, it's not really going to go anywhere. But if it's like, right, this is how we play the game, you all get 5,000 flyers on a Friday night. They've all got a different code on.

Whoever gets the most codes through the door, first place gets 100 quid, second place gets a bottle of vodka and you create this gamification. All of a sudden, you got five students who didn't think they wanted to be there. They just need to pay for their, whatever they're paying for.

All of a sudden there's this game and they're in a little scorecard and they've got a group and they're all competing against each other and they're bossing each other off the pavement. And do you sort of see what I mean?

[Speaker 4] (1:18:26 - 1:19:02)

Yeah, so in my business, it's just predominantly me, but then I do have a VA and she covers so many different aspects of my job and personally, like this sounds great because I now feel a bit like I've actually maybe neglected what she's wanted because I'm always asking her to do things for me. I've never asked her what she wants. Like this is a really good exercise to do this.

She's the first person I've ever employed, but like for something of this caliber, I don't necessarily think it's maybe worth it, but maybe something on a smaller, more filtered down version. Absolutely.

[Daniel Hill] (1:19:03 - 1:20:18)

And for those of you that are employed for the first time, everything feels awkward. For those of you that have been employed for years and never done this, it's going to feel awkward. For the person that you say it to, they're not going to expect it.

So for example, I had an interview this morning before this for one of the senior marketing role that we're recruiting for. And I said, how did you find your interview with Adam? She's like, I need to be honest, I've never experienced an interview like that before.

Because I had my top off. It was a Zoom video show as well. And it's, well, you won't learn this stuff in a business school.

Like this is culture. It's like, it's understanding human psychology. It's getting people to do things because they want to.

But as a business owner, you have to get people to do things. But if you can give someone a position where they do it because they want to, listen to that podcast initially, because they have to, then you'll have your chat and be like, look, what are you looking for? And you create this culture where everyone's developing and everyone's getting what they want.

And for some people, it'll be more growth. For other people, it would just be freedom to work from home when they have to, because the kid's ill, whatever it is. The aim of the game is to literally look after your team.

And it would be absolutely perfect for that.

[Speaker 2] (1:20:18 - 1:20:25)

Yeah, so in short, you could do a PDP for a VA. Don't think it's not worthy. They're not worthy of one.

[Daniel Hill] (1:20:25 - 1:20:59)

Well, this is actually the game. If you think about how talent flows, if you look at everyone in our business, so for example, Adam started as a delegate in seven years ago. He started as a delegate and bit by bit, I created enough runway for him to progress.

Bianca, who's just walked in. Hello, Bianca. Started as an ops assistant and within like two years was head of operations and events.

And he's now going on the next level to take the next level of responsibility. It's all about creating those levels. And everybody starts, a lot of people start at the beginning.

So absolutely, if they want to progress, that's the place to start.

[Speaker 3] (1:21:01 - 1:21:03)

Oh, can I get the mic, please?

[Daniel Hill] (1:21:04 - 1:21:06)

Should have known, follow up.

[Speaker 4] (1:21:07 - 1:21:30)

Yeah, someone used to have a question, Matt. I don't talk enough. So in that- You seem to be doing okay.

In that scenario then, because I want to do this on Monday. So for example, should I say to her, let's sit down and let's just talk through what you're looking for and then go with, and then we'll say, I'll build this into a structure and then share it with her at the end?

[Daniel Hill] (1:21:30 - 1:25:11)

Yeah. If you think about the blueprints there to give you direction, but also just think about the logic. So this is the academics.

Think about the practical. It's like, what are we trying to achieve? You've got a new VA and you want it to go well.

We understand from what I'm talking about today that the best way to make it work for you is to make it work for him or her. So how's the best way to do that? Say, oh yeah, I'm going to have a chat on Monday.

Just so you know, all of our contracts start from the 1st of April. This time of year, we normally talk to our team and just get some feedback. What are they looking for?

What do they want? What they don't want? And they'll say things that you didn't even think of.

Like, I would prefer not to speak to people on the phone because if they're a good VA, they're a steal. Great on WhatsApp, great on email, but the idea of ringing up somebody that owes you money and chasing them will keep them up in a cold sweat at night. When you get that information, you can build it around them.

It's that, really. That's your number one job. Right, we'll take two more questions, then we're going to do an exercise.

For those of you that are already in the document, that what we're going to go through is not necessarily the first couple of pages, which is a formality. Dec, if I can have the laptop on, please. If you go to page...

So this page here is just the formality. You can populate that at the weekend on your own. And you've got an example here of mine.

This here is again, just the formalities. This here is a really clever way of saying what you want. So in order for you to get what you want, you need to give them what they want.

So this is a really clever page that says, what you can expect from me. And then what do you think we put in those five bullet points? What they want, absolutely.

You said you want this. Here's the five things that you want. You can expect from me not to have to ring people that owe me money.

You can expect those things. In exchange for that, this is what the company expects of you. And then you can be explicitly clear, high attention to detail, world-class customer service.

You can be explicitly clear what you want. And what we're going to do in this workshop and this afternoon is we're going to start off with this page here and start thinking about somebody that works in your team. And what we're going to do is when we talk about phases, phase one is going to be however long phase one is.

It might be that they have one PDP for the whole year. It's unlikely. But you would normally have a couple of phases.

First phase, which is sort of getting to grips of it, transition, moving to the next level. And then a phase would become established. So we're going to think about who are you going to do it for?

And how are you going to... So you're going to choose one of your team that you think is suitable for a PDP. If it's you, it's obviously going to be you.

To connect the dots, what are these three deliverables going to be? The three things you want them to deliver within their PDP. Where are you going to get them from?

100%. You're going to look at your strategy and say, right, you're the best person to deliver this. So my business, 12 level ups.

I want 12 level ups this year. I stood on stage and told you last month, guess what's in Emma's PDP this year? 12 level ups.

And I meet her each month. I give her a brief. She goes away, delivers it, comes back and that's another one done.

Another one of mine was beat the budget. One of my team members, their sole PDP is about managing the budget this year, giving it to somebody else. It's your PDPs.

And then you can start to think about this, but we're going to do that this afternoon. So for those of you that want to crack on, start doing that for the first team member. And I'll come around and do the question.

Put your hands up if you've got a specific question. Pop your hand up if you've got a question. I'll come around.

[Speaker 11] (1:25:19 - 1:25:19)

Yes.

[Daniel Hill] (1:25:21 - 1:25:24)

How are we? We're good? Thank you very much.

[Speaker 3] (1:25:56 - 1:33:39)

Yes. It seems to happen with such events. It's something to solve.

How do we get you out of those? It's a really good question. You're going to be, you're going to be able to do it.

I'm going to just let you know that. Oh, yeah. As a part of that, you're going to need to just manage the money.

I'm going to just let you know that. As a part of that, you're going to need to just manage the money. I'm going to just let you know that.

As a part of that, you're going to need to just manage the money. I'm going to just let you know that. As a part of that, you're going to need to just manage the money.

I'm going to just let you know that. As a part of that, you're going to need to just manage the money. I'm going to just let you know that.

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As a part of that, you're going to need to just manage the money. I think I read somewhere. I think I heard it somewhere.

I think redoing the case will get people jailed. It'll get people. and apologised for his involvement in some of the services and Jesus' prayer that we gave to see him, actually, as a son of Mary, and also sent him to Israel and to a lot of Eastern places.

Yeah. So, I'm really happy. It's so good to see you again.

It's good to see you again. Thank you. Thank you so much.

You know, in part of the office, we're all part of the service, let's be all, if you like, we've got our own thing, it's been fun, we've had the use of this, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this

[Speaker 10] (1:34:03 - 1:34:11)

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[Daniel Hill] (1:34:11 - 1:37:15)

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[Speaker 8] (1:37:43 - 1:38:16)

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[Daniel Hill] (1:38:34 - 1:39:46)

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Well, it's probably not the number to use then. What is the top of the mountain? What are you trying to achieve?

And I'm assuming it's going to be X amount of sales. So it could be 500 grand revenue, or it could be 50 sales, or...

[Speaker 8] (1:39:46 - 1:39:49)

But she's saying, well, I can't be responsible for sales. I'm not a sales person, am I?

[Daniel Hill] (1:39:50 - 1:40:34)

No, fair. In which case, what you would do is use the GPS model of how many leads you need to generate, how many pitches, how many sales. And if you know you need 100 sales, your conversion rate is 10%, it's 1,000.

You work it up, and that would be your best guess. You'd also put a caveat in there that it's based on selling 160 blueprint places. It might be micro of like, we need this and that.

But ultimately, if the end of the year comes and you don't hit target, they can't be running out unless the sales team is a complete flop. You don't want them running out with huge bonuses, whilst everyone else is sitting there licking their wounds because they delivered 10,000 crap leads and the sales team were left with bread and jam for Christmas. And then we'll go for a break.

[Speaker 6] (1:40:35 - 1:41:07)

I've had my fingers burnt in the past where you talk about an aspiration with someone, and then they just want it next month or by the end of the year. And actually, it might be a three-year journey. So maybe I'm answering my own question.

Is it the phases? And when it's an annual PDP, how do you help them understand that this is a very aspirational? Because you can't give them...

Can you give them a new job title every year to show that they're making progress, but they're not there yet?

[Daniel Hill] (1:41:08 - 1:42:49)

Yeah. And this is where the win-win-win is. And that's where the art form bit comes in.

If they're a high performer, and they're on 50K, and they come to you and say, I want to make 200K, you don't say no, you say, right, well, how do we make that happen? And you sit there and you figure out, well, how can I make that happen? And in your case, it might be right.

Well, in order to do that, this part of the business you're involved in needs to go from where it is now, making you 200 grand profits, making you 800 grand profit. This is how we could loosely get there. It's going to take four years.

And it's just being realistic. If they want to go from 50K to 200K by Monday, they need to bring you the winning lottery ticket. So it's just logic.

The law of logic wins. Give everyone what they want, but make sure it's a win-win-win. How does it get there?

And if they're savvy and understand it, and you're right, they'll get it. If they don't agree with you, then you just need to sense check that you're not wrong. And if you are right, and they still don't get it, then it doesn't work for everyone.

But we'll say it works in most cases. If you use all the things that we do, I would say our business works quite harmoniously with talent and progression and PDPs and packages. And we've got this...

Hopefully, you even see it as clients with a proper entrepreneur. We've just got this high-performance culture where we just constantly... In the corporate world, you would call it a CIP, a Continuous Improvement Program, where everybody wants to just keep getting better and better and better.

And if you can replicate that in your business, you get the easy bit. Your job is to find talent and look after them. Final question, then we're going to go to...

Oh, that's it. Right. Lovely.

[Speaker 14] (1:42:51 - 1:42:53)

Good. Nice. Okay.

[Speaker 2] (1:42:53 - 1:50:31)

We enjoyed that? Loads of questions because it is complicated, but it's a game changer. Let me just give you a little word of warning.

So, deck the slides a little bit unsynced. So, yeah, I think it kind of really alludes to what I was talking about earlier. So, definitely, hopefully, the message got across.

You do not want to get complacent with that really good egg star performer that you've got. Because it's like a ticking time bomb. At some point, they're going to have a conversation with you.

And then you just lose control. You get in the backseat. And maybe they just leave.

They just hand in their notice. It's like, oh, disaster. Or they've got...

They put a gun to your head. And it's like, look, I really need this now. And then it's not really leadership.

It's like... Yeah, it's kind of reverse bullying. Well, that's how I found out with my assistant, which I've finally done.

I finally got a PDP for my assistant. But oh, my goodness, I absolutely messed it up. She'd been working with me for three years.

I've been increasing her every year. But to be honest, I've been a bit lazy. I've been lazy.

I just took it for granted. And I wasn't doing enough. I was too busy, obviously, drinking coconuts and barley.

But I just neglected. It was a neglected working relationship. And every year we have the conversation.

And last year, she seemed very happy. I gave her a pay rise. She was like, this is great.

But then it came to fruition in November when we're having strategy conversations. It was like, what do you want from next year? And it was like, well, actually, I want a 50% pay rise now.

Otherwise, I'm going to leave in January. It was like, whoa. Whoa.

Okay. And then all of a sudden, it was like, well, now I'm in serious firefighting mode. So yeah, we've got this PDP.

It's now agreed. It was a painful process because it was... I was just trying to do everything I could to salvage the relationship.

Actually, it's probably potentially not going to work out now because of that. It's probably gone a bit too far. So if you're sat there and you're thinking, this person's great.

They're my safe bet. I actually need to focus on this. I would say, look closest to you.

The people that are closest to you are the people that need this the most. They might not have it. So that's just my little word of wisdom.

Don't get railroaded. It's not a fun experience. So some other blueprints from the which I just wanted to highlight might be useful to give you some more context when you're doing this kind of organizational structure work, right?

Because we're redesigning the organization. We're like, who does what? Well, you're moving up and I'm moving up and you're moving up.

And that means you're moving up and everyone's shifting around and you're going to do this now. And this is what we do in Windsor. This is when we say building the car.

This is what we're doing. So there's this blueprint from workshop seven in 2022 called the accountability chart blueprint. I shared this with Anthony on the mastermind a couple of months ago.

So it's in the vault. It's back in 2022. Obviously, we don't repeat all the content on advanced, but this will teach you how to write an accountability chart.

And if you haven't got one of those, number seven, thanks, Jay. Yeah, number seven, 2022. If you haven't got an organizational structure and accountability chart, this is the kind of exercise you want to be doing when you're thinking, well, who's doing what and what has to happen?

This should be clarity on a very high level. What's what? And also workshop seven from last year for PEP.

So that's the program is what the world-class recruitment process blueprint blueprint that we've mentioned a couple of times today about how we've just got absolute world-class top performers, Oxbridge candidates applying for our marketing role. So that updated version, obviously we haven't delivered this year's yet is in workshop seven from the program last year. So for those people that are recruiting, you've got all the recording and you've got the resources.

Okay. So who is, so we sort of start this day, who actually have a show of hands, who's going to finish this and actually do one for one of their team members this year? It's not a trick question.

Who's actually going to do it? Fantastic. You guys going to do it maybe?

No, not suitable. Okay, cool. No, that's good.

Pretty much everyone. Okay. Who would like some board level accountability and coaching to make sure they actually do it by the time they come to the next workshop?

Show of hands. Board level. There's no catch.

It's not, it's not a price. You don't have to pay anything. So let me try again.

Who'd like some for free board level coaching and accountability to make sure they get it done for the next workshop? Okay, cool. Everybody didn't put their hand up.

I'm not quite sure what's happening, but I'm not going to say anything. All right. So we are launching a brand new module as part of ADVANCE.

Okay. A brand new initiative. And it's called the Prime Time Accountability Group, the PTA.

Okay. The PTA. And this is going to be a small group for everyone that wants in.

It's going to be led by a handpicked community coach of ours and actually a high performer, a board member. You'll commit to this WhatsApp group. Okay.

So then you'll have the board member in there to help you. And you'll have weekly SES accountability to make sure that over the next four weeks, you do all the phases that Dan just announced. This is going to guarantee you results because if you don't do what you say you're going to do, we're going to give you one free pass.

After that, if you don't execute, you will be exited from the group. Okay. So absolute accountability.

It's all a game. It's going to be super fun. All right.

The price of this potentially could be 500 pounds next year. We haven't quite decided. All right.

We think this is very high value mentoring, but we're going to do it for you for this year for free. Okay. So there is no cost to this.

But the only thing I would ask is that time wasters need not apply. Do not join this group unless you actually want to do a PDP next month. That is the only caveat.

And ladies and gents, I'm very proud to announce our first ever community coach, bless you, an absolute star performer of PE. You already know he is, is our very own Shiv Harris. Let's give Shiv a round of applause for leading it for this month.

Shiv has done this numerous times. Obviously, he's been a board member for six years. He knows exactly what he's doing.

You know, he's built his business from, from him and his girlfriend at the time, now wife. And, you know, now they've got this hugely successful deal sourcing, as we know all about in two cities. Okay.

So, so Shiv's going to take you through that. He's going to be there. He's going to be showing you behind the scenes, what he's doing.

He's going to be building out a PDP this month for his team members. And it's an absolute no brainer. So for those people that want in, but want that accountability, you can scan the QR code behind me and I'll put you straight in the WhatsApp group, just so you know, you can leave.

Only if you want it. It's like, seriously, like time wasters need not apply. Okay.

So if you want one of the highest performing board members to hold your hand through this, show you what he's doing and get it done. This is going to guarantee your results. You'll come back next month with a PDP.

All right. You'll take you through the first week where you're drafting the strategy. Second week, you'll meet with the team member.

You'll review it. Third week, you'll review it and finalize it. And then you'll have it signed, ready to start for next month.

So that is an absolute no brainer for as far as I'm concerned. I will invite people to join again later. So don't worry if you're sort of still thinking about it.

I've just landed it on you. You can think about it at the break. You can talk to Shiv, get yourself g'd up, have a couple of coffees at lunch and then decide if you want to commit.

That's absolutely fine. Okay. You like that?

[Speaker 15] (1:50:32 - 1:50:32)

Yeah.

[Speaker 2] (1:50:33 - 1:50:57)

Good. Absolutely. Taking it to a whole other level.

Last reminder before we go to break, there are some affirmation boards over to my right. If you've ordered yours, fantastic. Good job.

Some people are even ordering last year's as well. So they could just catch up, which is fantastic. Make sure you collect it.

Okay. Make sure you collect it. Take it home.

Pride of place. It's there at the back of the room. Have we had a good first session?

A round of applause. Go get some teas and coffees. See you back here at 12.

Thank you.