**26-03-2025 - Video\_Transcription**

[Attendee 9] (0:40 - 0:58)

Hey team. Hello, hello. Christine, how are we doing?

Can you hear me?

[Attendee 5] (1:01 - 1:02)

Hi.

[Shiv Haria] (1:03 - 1:04)

Can you hear me?

[Attendee 5] (1:04 - 1:05)

Yes, I can. Yes, perfectly.

[Shiv Haria] (1:06 - 1:09)

Good, good. I was worried. I was like, no one's responding.

Is it just me or myself here?

[Attendee 5] (1:11 - 1:14)

I'm just logging off a second. I need to do something.

[Attendee 9] (1:14 - 1:15)

Yeah, no problem. We're a bit early anyway.

[Attendee 5] (1:16 - 1:16)

All right.

[Attendee 9] (1:19 - 1:19)

OK.

[Attendee 8] (1:20 - 1:20)

Hello.

[Attendee 9] (1:21 - 1:22)

You all right?

[Attendee 8] (1:22 - 1:23)

Well, thank you. How's everybody?

[Attendee 9] (1:25 - 1:25)

Excellent.

[Shiv Haria] (1:28 - 1:32)

It's great. Give us a couple of minutes.

[Attendee 9] (3:57 - 3:58)

All right, mate.

[Shiv Haria] (3:59 - 4:52)

How are you doing? I'm wicked. How are you?

Well, you're eating something meaty, obviously. No, actually, it's fruit. No, you're not allowed to eat pineapple.

Carnival entrepreneur, mate. That's not how it works. What's going on?

We've got one, two, three, four people. Gosh, where's everyone gone? Who's not showing their face?

Matt Dolman. There he is. Art Marketing Agency.

Don't know who that is. Property Entrepreneur is here. That's good.

Right, 12 o'clock, guys. How are we doing? Are we all right?

Awesome, man. Some of us are having our lunch.

[Attendee 9] (4:54 - 4:55)

Yeah, I'll do it.

[Shiv Haria] (4:56 - 5:23)

Hey, guys, how are we doing? Good. Excellent.

Very good. Kate, you OK? On mute, but got the thumbs up.

No problem. Anyone who's got their video turned off, feel free to turn your video on to say hi, and then we'll crack on. Matt's run away, obviously, but he is still here.

There he is.

[Attendee 6] (5:23 - 5:37)

Hi, Matt. How are you doing? Good, thanks, Shiv.

Bit of a sad moment at the moment. I'm just handing back some of my rent to rent properties. That's not a sad moment.

[Shiv Haria] (5:37 - 5:38)

That's a good time, that is.

[Attendee 6] (5:39 - 5:56)

Yeah, swings and roundabouts. Yeah, we've just had a load of rent increases on our portfolio, and so I'm just doing together the handover. And it's – well, we'll see.

It could either be really messy or it could hopefully, fingers crossed, be smooth. We'll see. Onwards and upwards, Matt.

[Shiv Haria] (5:56 - 6:13)

You know, something that – guys, this is important for everyone – something that I've been learning over the last year is that if we maintain – this is really, really, like, I don't know, only really understood recently. If we maintain a positive attitude, then everything is positive.

[Attendee 6] (6:14 - 6:14)

Sure.

[Shiv Haria] (6:15 - 6:57)

So anything that we think, oh, I don't want to do this, it's because we're thinking I don't want to do this that we think of it as negative. If we think, oh, I wonder where the opportunity here is, as in, for example, I've got to – I don't know. Imagine this.

I've lost a bunch of business. Well, that's not really a good thing, is it? Oh, well, let's remain a positive attitude.

Well, that gives me more time to grow the business. Like, if we maintain a positive attitude, then things work out positively. Right, so we are here to learn about how to run the AGM meeting.

Have you guys – hands up, show of hands, who's got their AGM booked in already? Not me running it, though. No, you've just got someone else doing it all for you.

[Attendee 7] (6:57 - 6:59)

I'm clicking on.

[Shiv Haria] (6:59 - 7:02)

Yeah. What about you, Jon? How are you doing?

[Attendee 7] (7:05 - 7:07)

Sorry, was that a general question or a question about the AGM?

[Shiv Haria] (7:08 - 7:11)

No, well, I said, how are you doing and have you got your AGM booked in? I didn't see your hand up.

[Attendee 7] (7:13 - 7:22)

I'm doing all right, thank you. And I'm not even certain I can be there for the AGM, actually, physically. I may be on the south coast with a contract.

[Shiv Haria] (7:23 - 7:29)

So I'm having to try and – What about running your AGM with your team? That's what this is about.

[Attendee 7] (7:29 - 7:35)

Oh, that? Sorry, I thought you meant physically being there.

[Shiv Haria] (7:35 - 7:38)

You're going to be like Grant, just not going to be present at your own AGM.

[Attendee 7] (7:39 - 7:43)

No, no, I will be there for that, don't worry. I will be there for that. Yeah.

[Shiv Haria] (7:45 - 7:47)

Have you got it booked in, though, Jon?

[Attendee 7] (7:49 - 7:53)

I've got a main date and a backup date, so yes.

[Shiv Haria] (7:53 - 8:02)

Fantastic. Very good. Who's not got an AGM date booked in with their team or even with their partner?

And is that because you're too small to have an AGM?

[Attendee 11] (8:02 - 8:03)

No.

[Shiv Haria] (8:03 - 15:59)

Yes? Right. I was just talking to our video person who's just been recording content for me this morning, and I said to him, you need to have an AGM.

And he says, it's just going to be me and Lottie. Lottie's his team member. And I said, that's OK.

The AGM is a milestone, a point in time where you explain to the team what you're doing and you get them on board with the plan, because if you don't do that, then they're just employees doing what you're asking them to do. If you do do that, you empower them to be people that are actually driving your business forward for you. And the important thing is, one, we've got to empower them now.

But two, we've got to get into the habit of running this AGM, of empowering our team, so that when we do get bigger teams, you know what they say about money, isn't it? If you learn how to look after the pennies and the pounds to take care of themselves, if you learn how to take care of AGMs and things like that when you have a small team, then when you get a bigger team, you'll continue to do those things. Whereas if you develop bad habits from the offset, then when you get bigger, you're not going to do some of these things.

So I definitely recommend, even if it's just you, I used to do it with my wife, just me and her, just having an AGM together. And what does that actually look like? Well, obviously, we both input into the AGM, but we do one slide deck, both put into it and then go through it and present it.

I'll present to her, she'll present to me. And then we know we're on the same page about what we're doing, how it's going to work. OK, so it's really important if you haven't already, if there is at least you and another, you can do that.

If you don't have anyone in your team, you can present to a family member, a friend, because the point of this is it's a point in time for you to get onto the same page about what you're doing. OK, we say all the time that most businesses out there, they just go about their day doing their thing. At the end of the year, they go, how much money have I made?

Or they go about their day doing their thing and they go, oh, I'm too busy. I need to hire another person. So they do it very reactively.

What we're trying to do is create a plan beforehand so that before we start the year next Tuesday, the 1st of April, if that's your end of year date, Richard Evans, I can see that that's not yours. But for everyone else, before you start your year on the 1st of April, you already have an entire plan together that says exactly what you're going to be doing, exactly how much money you're going to make, when you're going to make that money, who you're going to hire, when you're going to hire them. Everything's already in place.

And if you do that, then your job becomes really easy. Your job over January, February, March is quite difficult because we've got to put all that together. But then from April onwards becomes easy because now all you have to do is execute the plan.

You don't need to do any more thinking. You just need to do what you said you were going to go and do. Hence why we have that saying at Property Entrepreneur that execution is everything.

Once you create the plan, all you've got to do is execute. So just running through then how to have the AGM. What we're going to do is I'm going to share some ideas with you about how to have the AGM.

And then I have some questions from you guys about running your AGMs or business plans or anything else that you want to talk about. So how to have your AGM. The first thing is if you have a team, you want to get the team to introduce themselves.

Over the course of the last year, you might have introduced some new team members. They may not have met physically in person if you're not always in the same place. We're 100 percent remote company.

Over the last year, we've had probably another four or so. We've had about six people leave the company and about seven people replace those six people. You know, basically seven, 70 people.

That means there's been a lot of change in our company. And people may have talked to each other on a Zoom call, but they don't know each other, never met each other. So the first thing we're going to do is go through an introduction of every single person.

We're doing ours in a boardroom in an office that we've hired. We don't have an office in Sheffield. And everyone's going to get tea and coffee, sit down.

We'll do a little introduction and then everyone will go through first and introduce themselves. Once we've introduced themselves and what we're going to do is who you are, what you do. What you do is really important because no one knows what everyone else does.

That's what we found. And everyone always says to me in my company, like, I wish we knew more about what everyone else does. So what you do and then we're going to say something to break the ice, which is what we're saying.

We're saying. A superpower or a fun fact, superpower or fun fact, that's what we're going to say. It just breaks the ice a little bit and gets everyone onto the same page.

Once we've done that, I'm going to show them how they all fit into the organisation. Obviously, in my company, there's what, 16 people now. They're all fitting in different places.

But I want to show them that we're not just sitting around like every other sourcing company out there. Just me and a VA trying to do everything. We're an organisation.

We're a company. We are a good, reputable company to be here to work for. And we're trying to deliver a service for our clients.

I am then going to give this way that I run it. I'm then going to go into because we've got so many new people and they haven't been through this. I'm going to go into our values and our mantras, values and mantras.

And specifically what I'm going to talk about is external values and internal values. External values are what people say about you. So at the end of our sourcing service, we asked all of our clients, could you give us three words that you would use to describe our service?

And everyone pretty much gives us the same three words. Those are external values. It's what people say about us.

Our internal values are how we want to show up. So external or internal values are things like relationships, because we really, really value relationships over everything else in our company. The second one is team, because it's all about us working together as a team rather than us working individually in our own little silos.

And the third one is integrity, because we want to always do the right thing, even when no one's watching. So those are our internal values. And then the mantras are how a mantra is a saying that sticks in your head that you can operate by.

So our mantras are no problems, only solutions, because we always we don't want to have a situation where people come to me to solve all the problems. I always say to my team that who do I go to when I can't solve the problem? What's the answer to that question?

Who do you guys go to when you can't solve the problem? Generally speaking, generally speaking, the answer is no one like that. You can go and ask your peers, but there's no one above you.

You can't escalate it to anyone. So you have to have a solution. So I say to my team, imagine there's no one above you.

What is your solution if there's no one that you can escalate to? So they can then come to me and say, here's what I would do. Here's my solution.

Is that the right solution? The next mantra that we have is under promise, over deliver. We do that all the time.

And then the last one is do the right thing. So we have our values and mantras. Once we have that, I will then go into this is all part of the business plan that you've got already.

The vision and the long game. What are we trying to create here? Because we're trying to remember, we're not just trying to say to people, you do this job, you do this job.

We're trying to bring them along for the journey. We're trying to create this excitement about we're in it together. And we're trying to create this thing over here.

So what are you trying to create? What's the vision for the company and what's the long game? How is this going to work out over the next one, two, three, four, five years?

If you have a long game vision for 10 years, if you're a dynamo or like Ian Bauer on the board has a vision for 48 years, then you can include that as well. Actually, I think it's 27 years. He had it initially as 48 years, but managed to knock it down a little bit.

So vision and long game. Once you've gone through that, the next part of it is looking back at 2024. So looking back at 2024, what were your top three lessons learned?

And obviously, these are going to be looking back at 2024. Here's what we learned. I've only in my slide deck, I've only got my main lesson learned and my main.

So my main challenge and my main success. But of course, if you want, you can put down three lessons that you've learned. And of course, why are we doing that?

Why are we saying to our team, here are the lessons that we learned last year?

[Attendee 3] (16:04 - 16:24)

Anyone? Just to show that you're alert and constantly wanting to progress and learn from mistakes. So you're making it clear that you're attentive to what's happened within the business, that you're taking it on board and looking for solutions in order to not make the same mistakes again and to grow the company in an effective way.

[Shiv Haria] (16:25 - 22:20)

Yeah. And the way we show that is by saying, here are the lessons that we learned. And then the next slide is obviously going to be.

And here is like what the objectives are this this for this year. So we're saying we learn our lessons and we have now implemented them for the objective this year. So in our case, the challenge that we had was a lack of leads.

And we thought we needed more sales, but we actually need more leads. Last year, we thought we needed more sales, so we got a superstar sales guy on board and that was amazing. But what we actually needed was more leads.

And that's what we've learned. As a result, guess what one of our objectives is for this year? Something to do with getting more leads in.

OK, so we've got looking back, what are the lessons that you've learned? And then also, what were the successes that you had? One of the successes that we had is we've lost six people, of which three of them were heads of departments.

But we still managed to keep the lights on, make a decent profit and continue growing the company. So trying to do the successes, your lessons learnt and the success that you've had. And then if you want to, you can kind of go into a little bit about what the current climate's like, what's happening right now in the market, if it affects your business.

So, for example, in our property sourcing company, I could say something like we've had a shift from, you know, the Conservative government to the Labour government. And people are a little bit uncertain about whether they should invest in property. And all of this backward looking stuff that I've done, I'm saying all of this because it positions our new strategy nicely.

So I'm saying here is the lessons that we've learnt, here are all the changes that are going on right now. As a result of that, here is what we're going to do next year. OK, so once we've done that, we're then going to go into the headline strategy for this year.

So we're going to say because of that, this is what our headline strategy is this year. This is what everyone's going to get behind. And maybe a bit of conversation about how we came up with that headline strategy, why those words resonate, what they mean to you and what they mean to your team.

Hopefully, as part of this process, if you follow the property entrepreneur process, then you've not just come up with this yourself. You've been in conversation with a couple of members of the team, the heads of departments or some of the team. And as a result, this shouldn't necessarily be a surprise to everyone.

People will be like, oh, yeah, that makes sense. This makes sense, this headline strategy. And then you'll then present to them your supporting objectives.

Remember, you've got three supporting objectives. I mentioned that the biggest challenge that we had last year was a lack of leads. So our number one supporting objective is to grow the pond.

The pond is where we put all of the leads. We want to grow the size of the pond. So we have more people in the pond, more leads.

Then we have the and not only you want to tell everyone what the supporting objectives is, you might also be useful to tell everyone what the target is here as well. So our objective is we want to grow the pond. We want to get 5000 leads in this year.

That's the top line number of leads that we want. OK, and then likewise, we want to. So the second objective that we have is sharpen the apps because we moved from we've moved from norm to perform.

So we're really starting to crack the handle and make all the money now. And so part of that is by sharpening the apps and making sure that we're really squeezing all the pitch. And part of adding value to a business is making sure that there's a process for everything, making sure that that's the target is to make sure there's a process for everything.

It's not just in people's heads. If someone needs that we've had over the last year, then those processes don't go with them, that the processes are written down. And especially now with AI available, it's so easy to create process documents.

If you haven't heard of it already, we are using Scribe. I think it's Scribe AI it's called. But basically you talk through the process on a call on a Zoom call type thing and it writes up the process for you.

So the plan is that I'm going to get every single person in the team to talk through all of their processes in there, my house, and Scribe is going to write them all up for them. Cool. So we've gone through the headline strategy, the three supporting objectives, one by one, talking everyone through their supporting objectives.

And then once we've done that, what I then do is I then get the team to then present, the heads of departments to present on each of their supporting objectives. It will be no coincidence to you and no surprise to you that my supporting objectives line up with the departments. So the first one is grow the pond, which lines up with the sales and marketing department.

The second one is sharpen the apps, which lines up with the operations and delivery department. And the last one is A players only, which is all about the team. So this lines up really nicely.

As a result, I'm going to get the marketing department to tell us what they're going to do for this objective. The delivery department tells us what they're going to do for the second objective. And then I'm going to tell the guys what we're going to do for the third objective.

If it doesn't line up for you, then what you can do is you can get the marketing team or your marketing person, or even if it's just you, you can say from a marketing perspective, from a sales and marketing perspective, here's what we're going to do. And I'm going to talk you through what those what those slides perhaps look like. From the marketing department or from each of the departments, then it's going to be successes and challenges that they've faced over the last year going into what the targets are for this year.

So once we have a target of having 5000 leads, for example, that breaks down into the marketing department's targets. So they'll have more than just one number. They might have five or six numbers.

And so they'll go through what their targets are. And then once they've been through their targets, they'll then tell us how they plan to achieve those targets. Richard, is your hand raised?

[Attendee 1] (22:21 - 22:27)

Yeah. So I've just got a little bit confused here. So we've done the headline strategy.

[Attendee 11] (22:28 - 22:28)

Yeah.

[Attendee 1] (22:29 - 22:47)

And then we're doing supporting objectives, three of them. But are we are we doing support? Are we doing supporting objectives for every department?

So I've got about six or seven different departments. So should we be setting supporting objectives for every department?

[Shiv Haria] (22:47 - 23:44)

No, no. Good question. Sorry for confusing you there.

I do that because it makes it easy for you to go. That's that objective is for you. And that objective is for you, you know, for your department.

But you in your case, you would go, here's our support objective for the company. And then the departments would then say, what am I going to do to help us achieve the supporting objectives? All of them.

And it may be that, for example, one of your departments is more aligned to one of them. Or one of your departments is aligned to two of them. Or it could be that your department is aligned to all three.

So let's say, for example, your your delivery arm, your delivery department might say, yeah, I can help with operational efficiency and I can also help with the team side of things. But they can't really have that much of an impact in growing the pond, maybe. So what they're doing is you're grabbing your supporting objectives and then each of your departments have the opportunity to share.

What are they doing to help us achieve the overall goals?

[Attendee 1] (23:45 - 23:54)

And what they share, we then pick three of those for each supporting objective, which becomes the tangible target. Is that right?

[Shiv Haria] (23:57 - 30:47)

It should be the other way around. It should be that you go support objectives, tangible targets, and then you hand the tangible targets down to your team. Right.

But yeah, essentially. Yes. Right.

OK, thank you. Yeah. So again, for the team, for the departments, we're doing the same sort of process.

We're saying, looking back, what were the successes and challenges? We're then going to go into what are the targets for this year that they have? We then go into what are the activities that they're going to do to achieve the targets?

And then the final one that I have is and how are we going to measure it? So just think about what I'm telling you to do here. If we get the sales and marketing department to do that, the delivery and operations department to do that, the finance department to do that, then everybody in the team effectively through their heads of department has now got an idea of what are the successes and challenges for last year?

What are the targets for this year? What are the activities that we're going to do to achieve those targets? And how are we going to measure the success of our activities?

All of that has been taken care of by a head of department, which means that you don't need to be an octopus at the top trying to do everything yourself. And of course, I understand that for some of you, you don't have heads of departments. And so, yes, of course, then it does fall down to you to do it.

But what's really important? And in fact, here's something that my ex-business partner once did. This was years in 2017.

He put together an org chart and the org chart had like, you know, there's only four of us working in the business and it had like 12 places. And I was like, there's only four of us in the business. Why are we 12 places?

He said, because in the future, there will be people in those places. But we need to know everyone needs to know exactly what they're responsible for. And that's why it's useful for you to have an org chart.

So even so, let's say for some of you might be a one man band. You still need to have an org chart that has all the places in it. And then you need to put your name in all of those places so that you know that right now you're responsible for everything.

But then when you get someone that can be responsible for that little bit, you just put their name in there. Does that make sense? Perfect.

So like I said, we do that for the sales and marketing department, for the delivery and operations department. And in my case now for the team and finance guys. And then once we've done that and once they've explained to us what their plan is, how we're going to achieve the target, how they're going to measure it.

And everyone's feeling really kind of like part of it because they've been involved in creating this. We can then what I then do is I then go back into what are our team dates. So our team dates is the ones that we did already.

So QGMs, summer parties, New Year's Eve party. Next year, January the 16th is our 10 year anniversary. So we're going to have a big party.

We're going to invite everyone basically to come around to this party. We also then move into to excite people. Like what are the awards that they can win?

We did this in the Property Entrepreneur Advance Workshop, but we have two awards. One is the People's Champion, which is awarded to the person that has helped everyone the most. And that's from the team.

And then one's director's pick. So someone that I picked that says this person has done a really, really good job this year. And we also have, I don't know if some of you do, but a weekly wins dashboard.

Has anyone tried to do weekly wins in their business so far? Hands up. Weekly wins.

Yeah, a couple of people. So weekly wins is at the end of the week. We say, can everyone share one or two or three wins they've had this week?

How they've won the week. And when you start doing this, it's really hard because everyone's like, I don't know if my wins good enough and I don't want to be shown up. And some people just like our weekly wins.

What's that about? It's nothing to do with me. But eventually, once you get everyone doing it, you build this culture of winning in your business.

And so it always takes ages to get that flywheel started up. But if you're not doing it already, weekly wins is a really powerful thing. And what we have is we have a dashboard that we keep out of sight, basically, that says who out of all the team members who contributed that week.

And if they haven't contributed by three o'clock on a Friday, then my PA gets in touch with them and says, hey, we haven't got your weekly win yet. Could you post it in the group so that we every week want to get 100 percent on the weekly wins? And once you've done that, I then just recap and I say, you know, thanks so much for all your hard work over the last year.

Let's recap again. This is the vision of the long game. This is the headline strategy.

Here's the team that's going to achieve that. And then basically, are you ready? So we have that AGM.

It usually is between like 12. It takes about an hour, maybe a little bit longer if we're if we're asking questions, but about an hour. So we'll have it between like 12.30 and 1.30 and then we'll go straight into lunch after that. Does that make sense? And do you understand that the point of this is you're trying to bring the team along with you. This is not just a plan that is your plan that you have in your in your bedroom or in your office and that no one else knows about.

This is a plan that you're saying to everyone, guys, this is our plan for the year. Is everyone else on board? And then everyone goes, yeah, cool.

I understand what I'm doing here. I understand what we're trying to achieve as a company, even if it's just you and a VA. That VA goes, oh, thank you for involving me in this conversation.

I now feel important because I'm not just a minion that you're asking to do work. I am someone that's important enough for you to share this kind of director level information with. I understand the direction that the company is going in.

I understand where what the part that I play, what activities I need to do and how I'm going to get measured against this. And of course, remember from the high performance management stuff that we've been talking about in the workshops, the three steps to high performance management. Number one, clear expectations.

What do we want them to do? Number two, what's number two, anyone? Regular check in meetings, SCS or whatever it might be.

So clear expectations, regular check ins. And the third one is where they have not performed. Crucial conversations.

And this is the one that everyone falls down on. It's like now that we've got the plan, what we're now going to do is make sure that every single person in the company has an SCS. Has a monthly meeting with their manager, a quarterly meeting with their manager so that we can track progress and we can have conversations, challenging conversations where progress is being made.

And again, that was a really big lesson that I learned last year in our business. We were we were collecting loads and loads of data, tracking loads of information. But we weren't actually having the conversations to say, why have we not achieved this goal?

What are we going to do about it? How are we going to make sure that we're going to achieve it next month?

[Attendee 1] (30:51 - 30:52)

Does that make sense?

[Shiv Haria] (30:54 - 30:55)

Any questions on that?

[Attendee 1] (30:56 - 31:09)

Yes. So first of all, I've reviewed the 2024 template. Yeah.

Is there going to be an updated one issued?

[Shiv Haria] (31:10 - 31:17)

Good question. I don't know. I will.

I don't think so because it's the same every year. But I will speak to Bianca and ask her.

[Attendee 1] (31:17 - 31:27)

OK. And when I when I look through it, I mean, it's a 16 page document and there seems to be a lot of repetition within the document.

[Shiv Haria] (31:27 - 31:35)

Are you talking about the business plan or are you talking about the AG event business plan blueprint? It's a business plan. Yeah.

OK.

[Attendee 1] (31:36 - 31:40)

Yeah. So that's what we're going to be working on the business plan in a day.

[Attendee 11] (31:40 - 31:41)

Yeah, exactly.

[Attendee 1] (31:41 - 32:09)

Yeah. Yeah, that's right. So in that document, there seems to me to be quite a lot of repetition.

Like, for instance, Culture Club is talked about in various different sections on various different pages. That's that's that's my initial thoughts. I am a blogger.

So I struggle with these things. And as I'm reading through stuff, I think, oh, didn't I read that earlier? But I can't be bothered to go back and check.

[Shiv Haria] (32:10 - 33:00)

I didn't get that. So that's a really good point you made, Richard. So what we're trying to do, guys, is we're trying to turn.

This is what I do. I turn my business plan, my business plan into an AGM slide deck, which I then present to the team. I probably should have said that at the beginning because I want to present slides to the team.

I don't want to give them a business plan and then read through it. Yeah. And remember, and I said I literally made a recording about how to create slides.

Slides should be pictures, not words. Slides should be pictures. If there are any words on your slides, they should be in bullet points.

And if they're in bullet points, they should be no more than five bullet points and they should be no more than five words per bullet point. That's how we do slides in our company.

[Attendee 4] (33:02 - 33:04)

Very good advice, Shiv. Very good advice.

[Shiv Haria] (33:05 - 33:44)

I literally have created an entire process manual, whatever you want to call it, about how to do slides. And you guys will know this as well. Our finance guy, he does his slides and it's just like a bunch of numbers and no one understands any of it.

Our old marketing manager, she used to just write text on her slide as if it was an essay. And no one's reading that. I'll give you a quick show of what our slides now look like.

Can you see my screen?

[Attendee 11] (33:45 - 33:45)

Yeah.

[Shiv Haria] (33:46 - 34:47)

Yeah. These are the slides. And you can see, by the way, I'm still working on them, but they build up as well.

So this is the slide that we're trying to get to. This is what are the activities that we've done over the last three months in marketing. And you can see there's no words here.

All the words are in the notes here. But all of the slides are just pictures. And where they build up, we start with this one.

We talk about this one. Then we do the next one. And we talk about the next one.

And we do the next one. We talk about it. And then we do the next one.

So anything that we do like that, there's another example. Successes. Challenges.

We build them up. Likewise with even the supporting objectives. There's our supporting objective number one, number two, and number three.

As you can see, I'm still messing around with the formatting a bit. Does that make sense? Cool.

Any more questions? Have I blown your brains?

[Attendee 2] (34:50 - 35:02)

You're taking your business plan and you're making slides for your AGM. That's the way around.

[Shiv Haria] (35:02 - 35:51)

That's what I'm doing. And the reason I'm doing that is because I know that if I give myself my business plan to read, I'm sitting there going, it's great that it's all in the business plan. And it's great that it's all in one place.

But who's sitting there reading that? Not many people. Whereas if I can turn it into pictures, people will see those pictures.

And of course, I'm talking through the pictures. They're like, oh, I get it. Just for some information.

Like I said, we're going to hire a boardroom, get everyone to sit in the boardroom, teas and coffees and everything like that. We're going to have the speakers all sat at the front. There's going to be a big TV there.

And we're going to be presenting these slides as we go through it. Questions whenever you want to ask questions. So it's a bit of an informal kind of like question and answer type thing.

And why was I telling you that?

[Attendee 2] (35:56 - 35:58)

Just to the day, just to the format.

[Shiv Haria] (35:59 - 40:54)

Yeah, but it was more that they're going to have this information, like the team are going to have this information explained to them by the person that's responsible for that. And of course, initially or eventually, I'm responsible for everything. But I have heads of departments.

That means that I want them to be responsible for. I want the marketing guy to be responsible for his department, the sales guy to be responsible for his department, etc. So to turn down the responsibility and, you know, take some take some top tips for you guys.

Here you go. I've got three top tips for you. Number one, write these down.

Number one, be in charge. Be in charge. You are going in as the leader of your organization to bring everyone else on board.

Sometimes in organizations, and I'm sure some of you will have been here. You have one person that's a bit of a bad egg and they sort of take over the meeting or they start to ask pokey questions, start to find holes in your strategy. You need to get them out of it.

So what that means is if they start to do that, you need to shut them down and say, thanks very much. We'll pick that up after the meeting, because if you don't do that, someone else will be like, oh, that's a good point, actually. And then before you know it, the whole team are going to be like, yeah, I don't really understand what we're doing here.

So be in charge because your job here as the leader is to bring everyone on board. That's the first top tip. The second top tip is be prepared.

If you go into this AGM and you don't know what you're talking about. Then the team aren't going to have very much confidence that we're going to achieve this goal, that we're going to achieve these targets. If you go in and you'll have seen on my slide deck there that I've got an entire script written out.

Everyone has an entire script written out for every single slide. It means they know exactly what they're going to say during their presentation. Now, it doesn't mean they have to read through it, but they know exactly what they're going to be saying.

That means that they're going to be very prepared, very confident when they're speaking about what they're saying, because they've had to write a script so they know exactly what they're saying. If you're confident, that confidence will come across and the team will say, geez, like, OK, yeah, I know what we're doing here. If you're not confident, the team will be like, here we go again.

We're saying stuff that we're not going to achieve. OK, so we've got to set the tone. The third one, empower the team, empower the team.

Remember, the reason why we're doing this is to get everyone else on board. And for me, the best way to get everyone on board is to get, in my case, the leadership team to do the presenting. Imagine if I have to present the targets and stuff to everyone.

Everyone's like, here we go. Shiv's plan. We don't know if he's done it right or not.

If I had the conversation with the marketing manager beforehand and he's bought into the plan and I then made him create his own slides and then present his own slides, it's no longer Shiv's plan. We're now a business where we have heads of departments and we're having a full business plan. And imagine this.

Imagine if the marketing manager has already kind of gone through it with his little marketing team. Imagine that the operations manager has gone through it with their little delivery team. Here's what we're going to talk about.

Here's how it's going to happen. Everyone's already brought into this before they come to the table. So when they come to the table, it's just about cementing those relationships that they have and cementing the understanding about what the business is doing.

And top tip there, by the way, someone asked me on mid-month mentoring for last week for the Property Entrepreneur Advanced Group. How do you, I can't remember what the question was, but basically, how do you convince your team to do stuff? And the answer to that is one at a time.

So, for example, imagine that I wanted to get. Here's a good example. Imagine that I wanted all of you to do a Mexican wave on this call.

Now, I could say, here we go, guys. We're going to do a Mexican wave. And I do it and no one else does it.

And then I look like an idiot. And everyone goes, oh, here we go, show something again. Or I could call every single one of you beforehand to say, I've got a really big favor to ask you.

I want to do this Mexican wave. Are you are you on board? And you'd be like, yeah, of course I'm on board.

Yeah, I'll do that. OK, cool. So when I start doing it, you're going to do it.

Yeah. Yeah, I'm going to do it. And Jackie, you're going to do it as well.

Right. And Jackie, I get on the phone just with you. You and me, Jackie.

Hey, Jackie, I want to do this Mexican wave thing. Would you do it with me? Would that be all right?

Yeah, of course. I'll do it. That'd be fun.

All right. Fine. John, what about you?

John, are you going to do it with me? The Mexican wave? If I went through it and told every single person individually, then afterwards, when I started the Mexican wave, guess what would happen?

Everyone would do the Mexican wave. Exactly. Exactly.

So if you want to convince your team to do anything, have the conversations individually with each person and tell, you know, make it appear special. I'm having this conversation with you. I want you to be a starter with me.

Will you be my starter? I'm only telling you. Perfect.

Tell everyone. Now everyone's doing it. Cool.

Sorry. I went off a tangent there a little bit. Now you know how to get your team to do a Mexican wave.

Catriona, you've got your hand up.

[Attendee 3] (40:56 - 41:14)

Yeah, thanks Shiv. So I'll get my hand down now. So I am at the other end.

I'm just at the beginning of the business. So it's just me. So I'm interested in the organisational chart that you referred to earlier with the 12 things.

Is there a template for that?

[Shiv Haria] (41:15 - 41:31)

There isn't because it would be different depending on your company. But let me show you ours. And you can sort of develop yours from ours.

You see that?

[Attendee 9] (41:35 - 41:36)

Can you see it? Yeah.

[Shiv Haria] (41:37 - 42:45)

So we've got we've got me at the top. We've got my executive assistant. And then I've got head of sales and marketing over here.

And we've missed out a couple of people. Anyway, head of sales and marketing over there, head of business operations over here and the head of finance over here. Finance person has one person underneath them.

The marketing team have got a couple of people. And then obviously operations and delivery is a reasonably reasonable sum of people. My executive assistant does all of my HR.

So HR sits here. But if you imagine all of these places previously were all basically one of the four of us. Me, my wife, my business partner and his wife when we first started.

And then we said, actually, we can start to replace these people one by one. But everyone's business would be a bit different. We do know one thing, although everyone's business is different.

We do know that we're going to need MSOP, right? Marketing, sales, operations, finance. Those would be like your heads of departments.

And then it's like who sits underneath them.

[Attendee 3] (42:46 - 43:00)

So in my situation, then, when I have a bookkeeper that's outsourced and so people who services I have as a key part of the business, but I don't employ them, so they're not in-house.

[Attendee 11] (43:00 - 43:00)

Yeah.

[Attendee 3] (43:01 - 43:19)

Are you suggesting I mean, should I be including people like that in? I mean, I have a discussion with my tax accountant really about how to develop the business and so on. But I don't really.

Should I be including other people as well in the plans?

[Shiv Haria] (43:20 - 44:33)

Yeah, I think so. So in my plan over here, you'd have seen the last two people on the marketing team. One is called Chris and one is called Charlie.

Chris and Charlie are both third party contractors. Chris has his own marketing agency and Charlie has his own LinkedIn outreach agency. They're both contractors, but the way that I run my companies is I want everyone to feel like they're a part of it.

So I've invited both of them to come up to our team get together. They'll get free lunch and that and they get to meet the team and be part of the team. Now, is it going to be a hindrance to Chris or Charlie to come to the team?

And is it going to be a hindrance to me to have them there? No, of course not. If anything, it's going to help them understand what the business is about, who's in the team.

At the very least, we'll take loads of pictures and make us look like we've got an amazing, massive team. But it's not going to hinder them to come. So I've invited them to come.

Now, what I haven't done here is I haven't whilst I've got my project managers in here, I haven't got, you know, trades people and build teams and electricians and whatever. So you've got to draw the line somewhere. In the past, have I done that?

Well, when I was a one man band, I used to invite the trades, the builders to come along. But they didn't really care. They're just there for the free food.

[Attendee 3] (44:35 - 44:41)

Yeah. Yeah, but I guess if I've got a builder who comes to all my viewings with me and he's been a really key part.

[Attendee 11] (44:41 - 44:41)

Yeah.

[Attendee 3] (44:41 - 44:47)

Since he's grown. So someone like him doesn't occur to me to. Yeah.

Thanks a million.

[Shiv Haria] (44:48 - 47:15)

That person, you know, you've probably got bookkeepers and maybe that person can come along as well. It's imagine that these people once they're you're trying to get them to buy into what you're doing and to take you seriously. And when you show them that I've got an entire plan here about what we're doing, what our targets are.

How many people how many people do you think have a plan like this? Who run businesses? Let me tell you, the answer is absolutely no one.

Like literally nobody has a plan. This is how people run their businesses. They start off and they start to try and make some money.

And then they get to a place where they're like, oh, I've got some money. And then they're like, oh, shit, I need to deliver the service. And then they go, we need to hire people to deliver the service.

And everything is reactive, constantly being reactive. And what we're trying to do is say, no, we don't want that anymore. We want to create a business, not a job.

But the way to create a business is to say, let's plan everything out now so that we can then leave it up to the team to get on with everything for the rest of the year. So you'll see that my hardest job will be January, February and March, which will be basically all of the stuff that we've done at Property Entrepreneur. So this is creating the everything that needs to go into the business plan.

So what's the finance strategy? What's the sales and marketing strategy? What's the delivery strategy?

What are the plans? What are the targets? What are the PDPs going to look like?

What are the pay reviews then? What's the budget? Put all of that together, January, February and March.

And then in April, 1st of April, hand it over to the team and say, there's your job. Crack on. And then all I have to do is manage it.

Clear expectations. High performance management is clear expectations. So I've given them clear expectations.

Number two, measurement and having the regular meetings so you can understand how they're getting on. And number three is having the conversations to, you know, where they're not achieving their targets. So number two now, once my EA comes back from holiday, is to say, let's get all of the SESs, the monthly and the quarterly meetings into the diary for everyone.

So it's already in the diary. So they know when they're going to be measured. Make sure there's a clear agenda for each of those meetings.

And then all I need to do is show up and have the conversation. That's it. Then it becomes a business rather than a job.

Yeah. So, again, the reason why we're having the AGM is to empower our team members. And Katrina, like you said, once you get your builder there, he'll be like, oh, I understand what we're trying to do here.

And he'll be empowered to make decisions because he understands what you're trying to do, which direction you're going in.

[Attendee 3] (47:16 - 47:17)

That's great. Thank you so much.

[Shiv Haria] (47:18 - 47:18)

No problem.

[Attendee 10] (47:23 - 47:24)

Evadne. Evadne, don't worry.

[Shiv Haria] (47:25 - 47:26)

Evadne, sorry.

[Attendee 10] (47:26 - 47:39)

I've always, I don't have a team. I've just started with EA, which is a challenge for me on its own. How do you do all this when you're like, what's it called, a solopreneur, whatever it is, your own.

Solopreneur.

[Shiv Haria] (47:40 - 49:25)

It's still the same process, but you remember this process is as much for you as it is for the team. Yes, we're trying to get the team on board, but I'm trying to get my ducks. In order to do this, I've got to get my ducks in a row.

In order to present this slide deck, I've got to know exactly what I'm going to be saying. So I would still say do the same process. That's why we say to everyone like you should be writing a business plan, even if it's just you, because that business plan, that process of writing the business plan gets all of your ducks in a row.

But like I said, you may be the kind of person like me who's like, great, I've got a business plan, but I'm not going to read all those words all the time. But the slide deck, I'll probably take two or three of these slides and review those constantly. Does that make sense?

So the answer is still do the process, still create the slide deck. Yeah. And you say scary.

Yeah, good. I'm glad that you brought this up. Guys who are on this call, here's what you need to know.

It's no coincidence that Property Entrepreneur doesn't just end after the first year. It doesn't go first year. Thanks very much.

See you later. Not like Simon's that she's mastermind. Property Entrepreneur carries on again and again and again every single year.

I've been on the board now for eight or nine years or something like that. Every single year I've been in the same process. And I'm telling you, it gets easier and easier and easier and easier because you know what you're doing.

The first time you try to create this slide deck, you're like, Jesus Christ. The second time, guess what? You've already got a slide deck.

You're just editing it, aren't you? So everything, the whole of Property Entrepreneur is progressive. It becomes so much easier after you've done the first year because you've already done all that stuff.

Craig, I'll come to you in a second. Christine's got her hand up. Christine.

[Attendee 5] (49:27 - 49:38)

And I just wanted to know what happens after the AGM. Do you then summarise what has been discussed or is there a process here or it's all verbal?

[Shiv Haria] (49:40 - 50:14)

What happens after the AGM? Oh, well, so during the winter period, we remember we've already been through, spoken to each of our team members, perhaps created PDPs for everyone so they know exactly what's required of them, created the, the reason why measurement is part of this is create the dashboards, create the scorecards, all of that kind of stuff. Essentially, one of the things that we're going to do, or my EA is going to do when she gets back from holiday, is schedule all the meetings in the diary.

So that's the weekly SDSs, the Mother's Day meetings and the quarterly meetings. So get all those scheduled in and then it's just a case of execution.

[Attendee 5] (50:16 - 50:23)

So you don't sort of give them afterwards, OK, you know, summary for you, for the team, for whatever?

[Shiv Haria] (50:23 - 50:26)

Like what? I give them a copy of the business plan.

[Attendee 5] (50:26 - 50:28)

You do. OK. Yeah, yeah, yeah.

[Shiv Haria] (50:28 - 51:09)

Yeah. Some of you will know already, like, you know, obviously, if you look at the business plan template, it says in there like cash flow forecast and budget and stuff. Maybe you want to cut some of those, redact some of those bits before you give it to your team.

But yeah, I absolutely give the team a copy. All the team gets a copy of the business plan. OK.

And not only that, so they get a copy of the business plan and then obviously the QGMs, we then get the business plan out again. In fact, what we do is we take this slide deck, this AGM slide deck and we update the AGM slide deck and we say, here's what the targets were. Where are we now?

Here's what the activities were. Why are we getting all those activities? Here's what we're going to do to measure it.

How are we getting it? So we use this on a quarterly basis, not just an AGM slide deck, it's a QGM slide deck as well.

[Attendee 5] (51:10 - 51:11)

OK, got it. Yeah.

[Shiv Haria] (51:12 - 51:15)

Thank you. No problem. Craig, you had a question?

[Attendee 2] (51:19 - 51:46)

So my team at CF comprises of seniors, juniors, EAs and tech consultants outside of the business. How do you just, there are some tasks that our juniors are empowered to lead on and do. So does it matter who's writing up what in your view on this?

Because you're always referring to heads of departments, basically.

[Shiv Haria] (51:47 - 51:50)

Yeah. So you're saying who's writing up the slide deck?

[Attendee 2] (51:53 - 52:03)

Yeah. Yes, exactly. If you've got different levels of people doing different things, heading up different things, does it matter?

[Shiv Haria] (52:03 - 52:39)

Yeah. It's about where you want the line of accountability to lie. So just to be clear, we get our heads of departments to get the content.

I need them to bring the content for the slide deck. How they create the slide deck, I don't care whether they ask their kids to do it first. They just need to create the content for the slide deck.

So they need to give me the answers to what are the targets? How are we going to measure them? What are the activities?

That's what they need to do, the brain work. We then get our marketing executive to go through the slide deck and neaten it all up and make sure that it flows well and the animation's there and the titles are there and all that kind of stuff.

[Attendee 2] (52:40 - 52:56)

Are you giving them the questions to answer? Or are they coming up with the – who identifies what the targets not should be, but what levels of detail that you want people to go into within this plan?

[Shiv Haria] (52:57 - 53:30)

Let's answer that first bit, which is what the targets should be. This is a top-down and a bottom-up approach. So, for example, looking from last year, I would go, for example, the marketing team, here's what I want the targets.

Here's what I think the targets should be. Remember, we've just exited one marketing manager. We've got a new guy in anyway.

So that's part of the reason why I'm also getting more involved. But, I mean, ultimately, what do I want? I want to get 100 sales in.

So I want 100 sales. He needs to tell me what are the number of hot leads, warm leads, cold leads do we need in order to get this 100 sales in?

[Attendee 2] (53:30 - 53:37)

You let them define the KPIs and the targets is what you're saying.

[Shiv Haria] (53:38 - 54:45)

What I would probably do is, like I said, the definition of the targets is probably a thing that we do hand-in-hand with each other. I will have some idea before we go into it. So, for example, the numbers – it's no coincidence, guys, that the numbers that these guys have come up with are the same numbers that I had when we first started in my head.

So, for example, 5,000 cold leads. I had 4,800 in my head. They've come up with 500.

Because I know what the conversion rates are. I've looked back at the numbers. This is what I think they are.

So we work with those together. The bit that is on them is the activities. What activities are you going to do to achieve these targets?

That's on them. And they've got to come up with it. Now, of course, Craig, you may have a situation where, let's say, for example, you have a marketing executive rather than a marketing manager, like a junior person, they might be like, well, here are some of the activities.

You might have to coach them through that. Well, in that case, if you look at my org chart, I'm the marketing manager. That's the marketing executive.

So I'm going to work in conjunction with them to do it. But it should be the head of department that will come up with this information. And if you don't have a head of department, then you are the head of department.

[Attendee 2] (54:46 - 55:11)

Very good. And then what's the context for doing this in April if your calendar year? I know we've sort of touched on this before, but how would you set the context for this?

If the clock's been ticking since January on your yearly target and your yearly. How would you, what would you do if you sat in that room and sort of opened it? Or yeah, as you said to Richard, go on.

[Shiv Haria] (55:12 - 55:20)

Well, I'll come on to the real answer in a second. But as I said to Richard, you just need to change your calendar, mate. You said come back to the tax year rather than the calendar year.

[Attendee 1] (55:21 - 55:24)

I've actually got an extra month's breathing space if I was doing it my way.

[Attendee 2] (55:25 - 55:32)

You do. How would you do it now? You like that answer.

I didn't particularly because it's been the same 15 years. Yeah.

[Shiv Haria] (55:32 - 55:35)

Just because you've been doing something one way doesn't mean that you should continue doing it the other way.

[Attendee 2] (55:35 - 55:38)

No, no, no. I thought you might say that. I thought you might say that.

[Shiv Haria] (55:38 - 56:27)

But then, you know, the tax year, the personal tax year starts on the 6th of April or whatever it is, isn't it? So that's weird as well. What would be your rationale for doing this midway through the year?

I guess the only thing that I could say is we started the year. We haven't got a fully fledged plan or at the very least, I wanted to bring them on to the same page. So I'm bringing them on.

You know, we were one quarter in. I want to bring everyone to the same page. And then we have this this plan.

And then probably what you can do, Craig, once now that you've done this, you know, once this is like your practice run is when you get to October, you can now start preparing, you know, basically October becomes your January, February, March, doesn't it? October, November, December. So then you can have your AGM in January.

Or the end of December. Probably January.

[Attendee 2] (56:28 - 56:40)

So it's lastly, it's made me a bit nervous that you spent the last three months doing this. When we haven't started this yet or we're just sort of getting a tiny bit familiar with it.

[Shiv Haria] (56:42 - 58:47)

No, no, no. You guys have spent time doing this. If you think about what you've been doing in the workshops, you have been doing some of this stuff.

Now, bear in mind that some of you will be on the advanced, some of you will be on the programme. And so if you're on the programme, you've covered like the first level of it. And then you've got to layer it, layer it, layer it.

And like I said, honestly, and I'll be honest with you, I've been doing this for eight years. It's probably about a couple of years in that I was like, oh, I understand what we're doing now. So it takes time.

I guess they're teaching it better now than when I was there. You guys will probably get through it a lot quicker. But the point is your first year, I say to everyone, there's all this new stuff that's getting chomped at you and you're always behind.

You're always behind. You're like, I'm never, ever feel like I've done what I'm supposed to be doing. Because you don't know what's coming up.

But your second year, you know exactly what's coming up. You know in your second year that October, November, December, we're going to do the strategy. January, February, March, winter hit list and plans for the year ahead.

April, May, June, releases, recruitment, marketing campaigns, all that kind of stuff. So you'll know that next year. But yeah, so basically for this year, if you're on programme, do the best that you can.

And as I say to everyone all the time, everything that you learn from Property Entrepreneur, you have to make it work for you. Like maybe the business plan template that they've given you doesn't work for your business for whatever reason. Do it a different way.

Do it in a slide deck if that doesn't work for you. You've got to make these things work for you. Because the fact is, Property Entrepreneur is trying to teach all the property businesses.

Well, a development business might be very different from a sourcing business. One of the things that Dan said was when we're trying to get new sales and we do them all in the summer season. Well, sure, that's fine.

But if you're a developer, it's going to be a bit difficult for you to get all of your developments done in the summer season or go and get all your leads. They come through when they come through, don't they sometimes? So you've got to make these things work for you.

Cool. Any more questions, guys?

[Attendee 1] (58:48 - 59:48)

I'll just say, I'll just echo a bit of what you said, because I've been doing this for seven years, not quite as long as you, Shiv. And it does become a whole lot easier. And so with me also, I tried to implement it as much as I could the first year.

And then the second year, I thought, bloody hell, that was hard. I'm going to stop doing some stuff. And then the third year, I thought to myself, actually, I'll stop doing some stuff that was really useful.

So, you know, it does take time. And now, just on your point, Craig, about how you involve your team as your business grows and your team builds. And part of that empowerment is really asking your team to contribute.

And, you know, I don't make any decisions on anything on my own. I consult my senior leadership team and we come to a group decision and they consult their team leaders and their team leaders consult their team. So always empower people by asking them to contribute.

[Shiv Haria] (59:50 - 1:01:05)

Yeah, really good, really good advice there. And I think, remember, guys, like what we're trying to do here is we're trying to build our businesses. You may not know the answers to some of these questions yet, but go through the process and you'll find the answers.

May not even be this year, but go through the process and you'll find the answers. One of the things that we've been trying to do for ages, you know, it's about culture, culture, culture in the company. And for ages, we've not really known what our culture is.

We just kind of like, oh, we'll just copy what Dan and Adam do because, you know, it seems to be working for them. But eventually you start to sort of shape your own culture a little bit. Once you start having, you know, more than two people in the team, you start to then shape your culture.

And, for example, I'll give an example. When we do our AGMs, we have wine glasses at our AGMs because people drink wine whilst they're having an AGM. That's our culture.

And the new marketing manager said, oh, so we do it, you know, have teas and coffees instead of being more professional. And the operations manager who has been here for years said, no, that's not our culture. Our culture is having wine glasses whilst we do work, not having coffee whilst we do work.

What time do you say you start? 12 o'clock. Anything after midday is allowed.

Yeah. Cool, guys. So that made sense for all of you.

[Attendee 7] (1:01:05 - 1:01:06)

Yeah, really good.

[Shiv Haria] (1:01:06 - 1:01:42)

So we're just trying to bring everyone on board. We are basically trying to convert the business plan into some sort of presentation. And some of you, you know, some of you won't be presenting with slide dates, some of you will just be presenting from the business plan.

That's OK as well. You don't need to turn it into a slide deck. I like a slide deck because I know that everyone's visual because I'm a big team.

I want them to look at the visuals. I don't want them to be reading the business plan whilst I'm talking through it. If you are going to give your business plans out, quick note, give your business plan out after you've done the AGM, after you've talked through it, because otherwise they'll just spend their time reading the business plan whilst you're talking through it.

You don't want them to be doing that.

[Attendee 2] (1:01:43 - 1:01:49)

Does that make sense? It does, Shiv. Is there a is there a template at all to follow for the business plan?

[Shiv Haria] (1:01:50 - 1:01:59)

For the business plan, there is, yes. People are nodding on the group. So some other people have got it.

Danielle, you've got you've got a template somewhere in the vault.

[Attendee 8] (1:02:00 - 1:02:16)

It's in the WhatsApp group. If you go into your desktop version and then go into property entrepreneur community on the right hand side, you'll see all the files and all the uploads. There's the personal cash flow management.

There's the business plan. There's the winter hit list. All of those are on there.

[Attendee 5] (1:02:17 - 1:02:18)

Oh, yeah. That's where I'm going wrong.

[Attendee 8] (1:02:20 - 1:02:27)

They're a lot easier to find if you go into Facebook on the desktop version, log in through your browser rather than on the app.

[Attendee 5] (1:02:28 - 1:02:29)

Fab. Thank you.

[Shiv Haria] (1:02:31 - 1:03:04)

So like I said, guys, if you are getting overwhelmed with all the stuff on property entrepreneur, don't worry. It is completely normal. One hundred percent.

Genuinely. And Richard will tell you the same thing. It took me at least two years to find my feet on everything.

But during those two years, we were doing some of the stuff. It wasn't that you weren't doing anything. You start doing it.

The first year you might do it 30 percent. Then the next year you do it 60 percent. And the next year.

Great. You've now managed to get it all sorted. And that 30 percent still has its value.

But it does take time to build up. Cool. Let me just see if there's any more questions.

[Attendee 1] (1:03:05 - 1:03:09)

I've got to go, guys. So thanks very much. Perfect.

Richard.

[Shiv Haria] (1:03:09 - 1:03:13)

Yes. What is the name of the chart or chart? Is that what you're asking?

[Attendee 10] (1:03:14 - 1:03:16)

I've got it. Yeah. Perfect.

[Shiv Haria] (1:03:17 - 1:03:40)

OK. Let's take a quick picture, guys, before we go. Right.

We go. One, two, three. Smile.

In fact, if you're not showing your face, you want to show your face. You've got three seconds to come on video. Right.

One, two, three. Amazing. Perfect.

Thanks, guys.

[Attendee 4] (1:03:40 - 1:04:12)

I hope that was useful. Yes. It's more of a comment.

I'm glad you said that, Richard. I'm glad you said that about not getting everything. At that Supper Club, it was Rachel.

And I just said, listen, I feel like I'm blowing it here. I'm doing good in some areas. In other areas, I've just even fallen behind.

So I'm just exactly what you said. So I'm glad you said it. And some things were more pertinent.

I was working to doing everything. And I thought, man, I'm dropping the ball some places and other places.

[Attendee 11] (1:04:12 - 1:04:12)

Yes.

[Attendee 4] (1:04:13 - 1:04:24)

Great benefits. So, yeah, I can imagine when I'm starting to get an understanding where people say, look, it's my second time around the track. It's my third.

And I'm trying to see why it takes time. So thanks for saying that.

[Shiv Haria] (1:04:25 - 1:05:25)

You remember someone said it's like a spiral staircase. It goes like this. Right.

So you don't you feel like you're just going round and round, but you're not. You're going around and you're you're going up every single time. So you're learning a bit more every single time.

The first time we covered like PDPs, I was like, oh, yeah, I think I get it. But I didn't really get it. And the second time, every time you cover it, you add a bit more.

You add a bit more. You add a bit more. You're like, oh, right.

I get it now. I get it. And obviously, you're never going to get there, if that makes sense.

It's like you're just going to create a better and better company. Yeah. Yeah.

Cheers, mate. Perfect. Right, guys.

Hope that's helpful. Remember what I said. Even if it's just one of you doing this, like it's just what you if there's only you present it to your partner, present it to your parents, present to somebody, because the getting this thing together, the business plan and the slide deck together is going to really help you to be on the same page before you start the year.

Right, guys, I'll see you guys later. Have a good one. Take care.

[Attendee 11] (1:05:25 - 1:05:26)

Thank you. Bye bye.

[Shiv Haria] (1:05:26 - 1:05:27)

Bye bye.