**28.05.2025-video\_Transcription**

[Josh Keegan] (0:11 - 0:28)

9 David Blumenach, I didn't realise you had so many. I'm trying to find chat, it's so full and part time, yeah. Okay, cool.

Thank you, our two VAs, new VA incoming. Hey Tina, this is a good one for you. Hi.

Oh yeah, how many people have you got in your business? How many people do you look after?

[Tina] (0:30 - 0:30)

13.

[Josh Keegan] (0:30 - 0:33)

13, nice. Nice, that's nice.

[Tina] (0:33 - 0:36)

Well, I don't know if I look after them, but they're there.

[Josh Keegan] (0:36 - 1:01)

I imagine you probably look after them too much, getting to know you. Right, cool. So, and then a bit of a temperature check.

Who thinks at the moment that they do a really good job of like looking after the culture in their business? People love working with them and it's going really well. Danielle, no.

David, thumbs up. Go on Tina, what did you do? You did like a do or something.

[Tina] (1:02 - 1:09)

I'm always trying to do too much and then I think actually they always want to work here. So I must be doing something okay.

[Josh Keegan] (1:09 - 4:00)

Good. Well, that's like a good attitude to have, nice. Cool.

Well, what we're going to do today is we're going to basically talk about the Culture Club and how you can basically level up and create a world class culture in your business. And I think that the biggest sentiment and, you know, we just got back from the Blueprint last week and, you know, taking another 30, 40 people around the methodology. And like the biggest sentiment for all of them is like, if you want to go fast, go alone.

If you want to go far, go together. And without a doubt, the most stressful and difficult part of scaling a business. And remember, we're scaling a business, not a job.

That's the key. So, you know, doing a job is fine. You can control yourself.

You know, you can do your early mornings, your late nights and get stuff done. That's one skill set. And it's not easy.

But then the flip side of that is scaling a business. And that's where you actually have to get your team to actually want to do this work for you, with you, however you want to actually define it and say it. So it's definitely one of the most challenging things.

I always remember like back in my kind of first business in particular, you know, I was stressed. I was only ever stressed, like really stressed in like sleepless. Look at that.

I was only ever really stressed in like two kind of frames or two issues that were going on. One of them was cash. You know, when there's cash issues in the business like that, it's very, very stressful.

And I don't enjoy that at all. The second is team. And we have an underperforming team member or a team that just feels like hard work.

And you try to get them to do what you need them to do. But it's just exhausting. And we want to basically kind of get past that and not be in that boat moving forward.

We want to be in a place where our team, you know, they turn up, they enjoy it. They, you know, they want to work with the business. They want to impress your clients.

They want to offer amazing service. And in order to do that, we need to create something that's more than just a job for them. So more than just something they turn up and do, but something that they enjoy doing, they want to do.

And I thought, how do I give you guys the most value by building off from our culture club session? Because there's the risk is you kind of think, oh, I need to be a great leader. I mean, this bit of great culture in my business needs to build a great culture in my team.

So you start doing stuff like you start going to buying them presents, giving them thank you cards, like celebrating them in the WhatsApp group every day or whatever it may be. And that's all great stuff. But it's very easy for you to run out of steam.

So you do that for a week or two, two weeks, a month, and then you just get busy and then it all just falls apart. So for what I like, the 10 things I could give you that are just very quick, very easy to do. They're very much in line with the methodology.

They don't take a lot of extra effort, but they have like a huge result. They have a huge return for you in the way the team will respond to you, the way they work for you, the way they think about the business. So I'm going to take you through 10 top tips.

And these are things you can do easily. And these are all things you should have in place. I'd say after this, after this session.

Does that sound good?

[Attendee] (4:01 - 4:01)

Yeah.

[Josh Keegan] (4:01 - 10:22)

Any questions before we dive in? All good. Get started.

Nice. So the first top tip is a weekly team meeting. So obviously we all want to get away from meetings.

I do anyway. Personally, the less meetings in my diary, the better. But one of the meetings I always have in is non-negotiable, is a weekly team meeting.

And this is really important as your team starts to scale and grow. If you've got two VAs, three team members at the moment, I think that's a really good time to actually start getting this in place. Now, what's really important is we don't want to do a meeting for meetings sake.

But at the start of every single team meeting, we basically have the same agenda for every meeting. And I'll share that with you now. So we have this very, very simple agenda.

We have it in the diary for half an hour every single, every single week. And the agenda looks like this. So if you share my screen, you should be able to see my calendar.

So this is our agenda. Basically, you see here. So we will start with first, we have an objective to ensure everyone is on the same page and informed around any interdepartmental issues or decisions and celebrate successes.

So that's the aim of the game. Basically, make sure everyone's on the same page. We will start with a world class win.

So that's an amazing way to start, because basically every single time at the start of the meeting, it's like, what was the actual win? Like, you know, what have you done well last week? And we celebrate that.

And we spend the first five, 10 minutes discussing that. Then we have updates from the different department heads about what's going on with sales, what's going on with marketing, what's going on with credit control, any project updates. And then we have the company announcements and discussion points.

And that's why I kind of use the leverage myself, because sometimes I need to say things to the entire team. Like, we need to do the win tier list, the AGMs next week, whatever it may be. But what you want to do is basically get this in the diary.

And this is where you want to spend most of your time. Win of the week, what's gone well, congratulations. When someone gives you their win, you know, you really want to celebrate that.

Yeah, that's amazing, actually, because you did this, isn't it? So you increased the podcast by 500 downloads last week because you did XYZ. Oh, that's amazing that you did that for our client.

And you want to get these wins in place and really take some time to do that. It's a really great opportunity. So number one is get a team meeting in place.

If you don't have it, get it in. And for someone like Tina, who's got more people that are on the ground, you don't even have to sit down. It's just a huddle, you know, get people crowded around, you know, for the first five minutes for every service, whatever it may be.

The next is dream team WhatsApp group. So I'd always encourage you guys to have a WhatsApp group with your team. If you don't have it, get it set up sooner rather than later.

I'll just show you mine in a moment. But what you want to do with this is you want to you generally find that actually there's not much that goes on in there. And you might find that you're pushing people to kind of get stuff started.

But having a WhatsApp group, which is just basically for nice little comms, a bit of fun, etc. is really valuable. And the way I've really got the team engaged is start using it for opinions.

So like literally today, I'll show you today. Posted this. So we've got some new artwork coming out for the podcast.

And as I rather than me trying to decide this myself, I said, which one, which one do you like? And I've asked them all to vote. So everyone's voted which one their preferences and their favorites.

And it's just little, little things that you should try and get involved for. I asked them if they'd donate to the get up and get back page, etc. And you just see like they'll use it for general comms and stuff.

But I've started to really use it for this kind of stuff. And then every now and again, you get a message like here. So this is Amanda.

Just wanted to give a huge, big shout out to Annika who's hit the ground running. Zora can make a huge difference in what we're doing for our clients. A big thank you.

And it's like, that's my team member doing that. I'm not asked to put that in there. You know, I was actually away at Profit Entrepreneur when all this happened.

You got loads of love, hearts and likes. And it's just an amazing thing to do. So this is a really great place to actually start building a bit of momentum.

Easy to do. Start sharing a few bits in there once a week, whatever. And it's just it's just an absolute game changer.

My top tip to get engagement, I'd say, would be to share, get their opinion. People love having a say in the opinion on stuff. So that's number two, is set up a WhatsApp group.

Number three is making sure you've got all your annual and quarterly meetings in the diary. So QGMs, AGMs. Who's already got these in the diary for the year ahead? No one?

You are in year one. So it's OK. Not everyone.

Is everyone in year one? No, Mark and Miriam aren't, but their camera's on. But yeah, getting these in your diary is really important and have them already booked in.

So you have your AGM at the start of your year in April and you have your QGMs throughout the rest of the year. It's only a small thing. Like it's a bit of time.

It's an hour. It's 90 minutes, whatever it may be. You might have to produce a bit of a slide deck, but don't, you know, you don't have to get this perfect.

You just have to go in with the intention of like, you know, really signing off a previous quarter, celebrating the success of that quarter and then setting the framework of what's going to happen in the next quarter. That's all you're really going in there to actually, to actually work and actually do. And so it's really important to understand that's all you're trying to do.

At a basic level, all you're really doing is talking about the property-owned-to-learn methodology. You say, right, in autumn we do strategy day. We do strategies, we have strategy sessions.

It's really about working about where we want to get to, you know, what happened last quarter, you know, what went well, what went badly. And it's just really informing the team. In winter, right, it's winter hit list.

It's what we need to do, it's why it's important. So that's what you're really doing at the starting point. At a basic level, as you get more advanced, you want to get your team to actually present.

This might be a way off for some of you, but it's very powerful to then get your team to actually say, right, you now own the marketing department, you share with us how you've done against your KPIs. You own the finance department, you share with us how we've done against your KPIs. It's an absolute game changer because people get really brought in and involved.

So getting your quarterly and annual meetings in is a very simple thing to do. Don't overthink it. Just get them in and make them happen and you can improve each time.

By the way, if anyone has any questions throughout, give me a shout and I'm more than happy to help and support. The next is icebreakers. So talk about these on stage.

Icebreakers, just start a meeting with an icebreaker. Go on, John. I'll do your question before I move on.

[John] (10:22 - 10:30)

Yeah, no, sorry. Just a question about your team group. Why do you use WhatsApp and not Slack?

Is there any particular reason?

[Josh Keegan] (10:31 - 10:39)

We don't use Slack for no reason apart from we've just never used it. So if you like Slack, use Slack. The main thing is whatever is going to get people engaged.

[John] (10:40 - 10:40)

Yeah, OK.

[Josh Keegan] (10:41 - 12:31)

It doesn't really matter. I mean, in the end, this whole point of culture is you can create the systems and the framework wherever you want. It's just, you know, it's yours.

You can do it however you like. Next one is icebreakers. So I think at the start of every meeting you have, have some sort of icebreaker where every single person talks.

So, you know, this is for group meetings primarily, but in my team meeting, you know, that's win of the week. So everyone shares their win of the week at the start of the week. You know, at the start of the week, really, really important, really powerful.

At the quarterly meetings, generally I'll do some sort of silly icebreaker, whatever it may be. Something that's going to get people laughing, going to have a good time and have a bit of fun. You're telling your joke, Josh.

Yeah, the joke. I tell my joke at the start, whatever it may be. But it's like whatever you want, you can do that at the start.

Make it fun. And the aim of the game is to get everyone laughing. If everyone's laughing at the start, everyone's going to be really engaged with it.

Number five is birthdays and anniversaries. So very simple. Get a list of your team's birthdays and their kind of company anniversaries.

Just write it all down. I use Asana for this, whatever it may be. And we've just got a policy that we do.

I think it's a £50 Amazon voucher on an anniversary. And I think it's a smaller voucher on a birthday. But we're now going to introduce sending cake to them as well, like, you know, just a small thing.

And like that will mean that birthday and anniversary gifts mean more than a pay rise, mean more than, you know, whatever it may be. And they just people just really feel valued. So it's a very simple thing to do.

It's easy to do, but it adds a lot of value to your team. And on anniversaries, for example, we don't send a card. We literally just do like a graphic in the WhatsApp group.

Simple. It says congratulations, you know, amazing, you know, well done, etc. Very, very easy.

[Amanda] (12:34 - 12:42)

Josh, sorry to interrupt, but what about when they're VAs? What do you do for their birthdays? Like you said, you send a cake.

[Josh Keegan] (12:45 - 18:14)

Well, whatever you like. Like I said, with VAs for Christmas, when we used to have the VAs in the previous business, we used to say like we were going for Christmas dinner or whatever. We'd say, look, we'll give you 30 quid, take your families out for Christmas dinner or something.

Just get creative with it. So you can do digital card. You can still, I think Amazon vouchers still work for VAs.

You probably just do something slightly less. Yeah, whatever. Ask Richard Evans what he does.

I'm sure he's got a solution for all his VAs in the Philippines. It's more just make sure that you acknowledge it and you recognise it. Even if you sent, even if you didn't buy them the thing, but you were just the first one on the day of their anniversary to put a message in the WhatsApp group, say congratulations, been an absolute pleasure working with you for the last year.

Thank you so much for everything. You know, here's to many more years to come with emojis and whatever. That's a very powerful thing to do.

So you don't actually need to spend any money on this stuff. It's just, it's just, it's just acknowledging and recognising it. Next one is a bit of a kind of two birds, one stone thing, which is win of the week.

So I think I shared with you guys on stage. Just show you again. So basically, as you know, one of the most important management framework we tend to teach is SES.

So set up, check in and sign off. So set up on the Monday, check in on Wednesday, sign off on Friday. I'll be honest, I don't enjoy doing that.

Like I don't, I get nothing out of saying to you, right, so what are you going to do this week? Okay. Okay.

I'm going to check in on Wednesday. Okay. I'm going to check, check it.

I don't want to do any of that stuff. I don't really enjoy that, but I do appreciate it. It's a requirement to do.

So I created a win of the week WhatsApp group, which is basically what I showed you on stage. So what I'm going to show you again is this, which is top 10 win of the week. So basically you can see everyone's literally posting, myself included, what, you know, what they're, that's my top 10, you know, how it's all going.

And then we basically post on a Monday and a Friday to see how it's gone. And then we have a scoreboard which gets posted every, every week as well. So you can see how people actually perform and against what they said they're going to do and how it's actually worked and how it's actually happened in practice.

And then people like Amanda and X haven't put as it yet. So they've been chasing, you know, got updated, really powerful, easy. And it's like part of that SES framework and automates it quite, quite significantly for you.

So I'd highly recommend getting that in place. It's very, very powerful, very easy to do. And it's quite cool as well.

You get visibility of what people are planning to do. So sometimes I think, I wonder if Amanda's thought about this, which we discussed last week. And then I'll see on the top 10, sort the budgets for this client or whatever it may be.

She's got it. She's logged it. She's doing it.

Very, very powerful way of moving stuff forward. Next, we have one to ones. So once again, don't underestimate the importance of a one to one, particularly when you're just starting and you have fewer team members.

So, you know, every team member should have a one to one. It's 30 minutes, 15 to 30 minutes. And generally you'd have that on a Monday or a Tuesday, depending on what works well for you in the business.

I generally start, I always start with my companies on a Monday, eventually get to a place where I feel more comfortable that they don't need quite as much management. And I move to a Tuesday so I can have Monday as a free business development day. That's my preference and what I prefer.

But I think with those one to ones, the agenda should always be scorecard, discussion points and then top 10 or top three for the week ahead. Scorecard, discussion points, top three. But what's really important is when you start those one to ones, you just have a bit of time to, you know, just take a breath and go.

How are you doing? What's going on? How are your kids?

How are things going? Oh, it's really great you did that last week. Don't underestimate the value of that three to five minute conversation at the start of the one to one before you get started.

It means a lot. It builds a culture, builds rapport, builds a relationship. Make sure they fully understand it's not just about work.

And it's like, once again, it's part of that culture. It's really important. To an extent, if I turn it to one to one of my team, we went on, I went, right, let's do it.

They'd be a bit confused by it. They're used to it. They like that, that interaction, that conversation.

It means it's less of a, more of a relationship rather than, you know, a mechanical transaction. Number eight is of the culture club's top tips is to celebrate a success. And what you could do is set a reminder in your Asana or on your calendar just to every single week, try and pick a success and publicly celebrate it.

Remember, we want to praise in public. So you want to really praise people in public. And I'd say really don't underestimate the value of saying well done.

It can be a small thing. You want it to be genuine. So don't force yourself to do it if you've literally got nothing.

But take a moment to actually praise people for what they've done and what they've actually achieved in a WhatsApp group or, you know, visibly on Asana on, you know, whatever platform you choose. Number nine is live to serve. So what you want to do is it's very common that, you know, we prioritise our clients, prioritise our leads, prioritise our, you know, customers, whatever it may be, our tenants, whoever it may be, over everybody else.

But you want to shift that mindset to just treating your team as if they're like a really high paying client, like your most important client you have. So when they send you, oh, can you review this? Can you do this for me?

You want to just jump on it. You want to be all over it, give them great feedback, you know, really treat them as if they're a client that's paying you, rather than you paying them thousands of pounds a month, they're paying you thousands of pounds a month. You want to treat it like that.

Anyone know why that's so important and why we do that?

[Amanda] (18:18 - 18:55)

Just to make people feel valued. Because then, you know, because of the fallout of that, it makes them feel part of the team. It improves your relationship with them so that if there's ever an issue, they're more likely to come to you and discuss that rather than try to cover it up or whatever.

So, yeah, and just for transparency as well, because then it encourages other people who want to be the person who's publicly thanked next time as well. So you're encouraging better behaviour in them and better performance without having to, it's like the carrot rather than the stick.

[Josh Keegan] (18:57 - 19:00)

Yeah, I think that's really spot on, really, really spot on.

[Attendee] (19:00 - 19:15)

That's been a bit of a golden nugget for me there, Josh, because I think my issue is I set up these team meetings and then if something crops up that I deem more important, or it's the only time of the week that I can schedule in that view in, I cancel the team meeting.

[Attendee] (19:15 - 19:16)

Yeah.

[Attendee] (19:16 - 19:19)

So I think you're right. I think I need to change my mindset on that.

[Josh Keegan] (19:19 - 21:29)

If I have to cancel a team meeting, I'm so apologetic. I'm like, I'm so sorry. Like, really, you know I don't make out about this.

Like, I really don't mean to. I'm so sorry. Like, can we reschedule around you?

I'll meet you whenever works for you, whatever it may be, versus the mindset of, well, they're my team, I pay them so I can do what I want. And I think more than anything as well, it just, it sets, I think, so basically, I think it shows, you're also setting your, what words am I looking for, you are walking the talk. So you want them to be like this for you.

You want them to be like this for your clients. So by you being like them, you're showing that the standard you operate at, it's like you respond quickly, you respond at a high level, you give them detail, you give them feedback, you give them everything they need. So you're actually showing them how you would expect them to behave if you ask them for something, or if a client asks them for something.

So it's really important because you're demonstrating, you're walking the talk, you're demonstrating what you want. And if you want to have an amazing team that serves your clients and that listens and respects you, that speaks respectfully, you've got to show them what that looks like in practice. You know, if you want to, if you're expecting your team to be super organized, respond to clients really quickly, you know, be really thorough, but you give half-assed instructions, you know, it takes you five days to respond to a WhatsApp message or an email that you want your team to do something differently, then, you know, that's, you've got to look at that and go, well, you know, is that actually going to work in practice?

Of course, there's also, like, I'm not saying you have to live like that forever. If you want your team to be quick responders, you've got to respond quickly forever. There comes a time and a point where you can say, look, guys, I'm only going to respond on Tuesday and Thursday mornings.

If you need anything else, you can do this, this and this. But you still always want to say, look, this is my response time. If you ever need anything, just WhatsApp me personally, send me a message, I'll be all over it.

But assuming you don't, this is how I operate. So you can set the expectations, but particularly when you're building that high performance team, you want to show them what high performance looks like and what you can actually expect, which is exhausting, by the way. Like, it's not, it's hard work to do this, but it's definitely, it definitely pays off.

[Tina] (21:29 - 21:31)

Just a quick thing.

[Josh Keegan] (21:31 - 21:32)

Go for it.

[Tina] (21:32 - 22:36)

So I've been feeling a bit guilty about all that stuff about the meetings because I've got the opposite problem. I'm happy to give my time and I want to, but the problem is I've got lots of part time staff as well. So they don't always live very close.

So one of them might only do two days a week. So to try and get everybody together, I've tried it, like, since we needed to do the meetings, the last one we did with PE, now I'm like, I've not done one since. And then I tried to set up a WhatsApp, why don't we do a Zoom call?

And then everyone was a bit like, oh yeah, but when I go home, I've got it. So I've had so many excuses. So it makes me feel like I'm not doing the PE bit.

And I know that it would benefit me, but I'm struggling to get them all to commit to it. So now I've gone to what you just said about grabbing one of them five minutes before their shift and sort of saying, oh, well done, how do you feel things are going? It's the only way I seem to be doing it unless I really, really say, look, guys, I need a meeting like this is, it's got to be discussed.

And that happens like probably I've only done probably maybe one proper one and maybe half of one this year.

[Josh Keegan] (22:37 - 22:38)

Do you have a more like senior team?

[Tina] (22:39 - 23:00)

No, they're all, they're all the same. And even when I go on holiday, I'm very like, which I know you shouldn't be, but I'm easy to get hold of. I'm like, look, I'm either in the car on my driving lesson, or I'm in the restaurant, or I'm on a gig, but you can get me anytime.

Like, I'm very much like that. But I know that's not really the way moving forward that it should be like that. I can't seem to get out of that.

[Josh Keegan] (23:00 - 23:52)

I think you've got to take a view. I think I would say this probably, I'd be surprised if there's not a few people in your team who kind of, you kind of trust a bit more, a bit more, they've been with you a long time, or they have more of an input over decisions. In which case you might decide you do like you decide, right, guys, I want you to be involved in the strategy of this.

I want you to be involved in where we're going. Would you join me for an AGM, QGM, have a quarterly meeting so we can just talk about the future, where it's all going, so you can help me steer. And like the right, the two or three people in your team that have been with you for like 10 years or however long, who take more of a leadership position are probably going to be up for that because they can steer the course of the ship.

I think with the rest of your team, you just got to be careful that you don't, you're not inviting someone that washes the pots to, you know, try and get them on to a QGM because it's just like, it's probably not a good use of your time.

[Tina] (23:52 - 23:55)

Pretty much apart from the chef, they all do the same job.

[Josh Keegan] (23:56 - 24:26)

Perfect. So what you want to do with that is just take, once again, it's just, it's your culture, your way, and you've got to decide the best way of doing it. So, for example, you might decide that actually you have a quarterly meeting or a QGM or an AGM with your kind of more senior team.

And you might just decide these people are going to be my senior team. And what you do with your other team is you say, right, once a quarter, we have a little celebration where everyone comes to the restaurant a couple of hours early. We put drinks on, put some food on.

We think about where the restaurant's going. And it's like, if you can't make it, don't worry. But if you can, brilliant.

[Tina] (24:26 - 24:30)

But I'm worried about the every week thing because that just, I'm never going to achieve that.

[Josh Keegan] (24:30 - 24:50)

It might not be that. It might just be you have a meeting with those senior people every single week. We have literally, before their Wednesday shift, you always have 30 minutes with them to talk about how it's going, what's going on, you know, where it's all at.

And it may not work for your team. You've got to take a view on it. The point is, this works well for kind of back office style businesses.

But you always want to figure out what's the best for you.

[Tina] (24:50 - 25:13)

Yeah, because I'm totally different business. I just feel a bit guilty with the PE things. I think I'm meant to be doing these meetings and I'm not because I generally just can't get everyone together.

And it doesn't seem as, like, I'm not being funny. My meeting, my main thing is, come on, like, upsell, like cake and sandwiches. It's not like you're up selling a million pound property.

Do you know what I mean? I guess it's, you know.

[Josh Keegan] (25:13 - 25:33)

You could have, like, maybe you do Saturday, before the Saturday night shift, you know, everyone that's there. I'm assuming most people will be there on Saturday night, maybe not everyone. But then what happens is before that shift, you say, right, I want everyone to share in the last week a big success they've had and something they've upsold.

[Attendee] (25:34 - 25:34)

Yeah.

[Josh Keegan] (25:34 - 25:35)

You like go round.

[Attendee] (25:35 - 25:35)

Yeah.

[Josh Keegan] (25:36 - 25:44)

Amazing. Guys, congratulations. Well done.

Tonight is a big, big shift. We've got fully booked. Everything's happening.

Right. Let's try and push to make this happen this week.

[Attendee] (25:44 - 25:45)

Yeah.

[Josh Keegan] (25:45 - 25:53)

Like we want to get an extra 500 pounds of upsells. Here's the plan. If you do this tonight, guys, I'll put an extra 20 quid in all your packages or whatever, whatever it may be.

[Tina] (25:53 - 25:53)

Yeah.

[Josh Keegan] (25:53 - 25:54)

Who's up for it? Let's do it.

[Tina] (25:55 - 26:17)

I did that bank holiday Monday, to be honest. And I was like saying, look, we've had a busy day. We've done really well.

Thank you. And it was pretty much like that, really. And so, like, how did you feel it went?

And he was like, oh, even though it was busy, we were, you know, we kept it all under control. Yeah, it was pretty much like that. But I just ain't actually sitting down and having a proper meeting.

That's what I'm not getting. I mean, once every now and again.

[Josh Keegan] (26:18 - 26:21)

So you've got to take this and put it into trying to apply it to your business.

[Tina] (26:21 - 26:21)

Yeah.

[Josh Keegan] (26:21 - 26:27)

What's going to work here? The aim of the game is to create a culture, a high performance culture where people want to be there, where people feel like they're part of something.

[Tina] (26:28 - 26:28)

Yeah.

[Josh Keegan] (26:28 - 26:31)

However, you can do that with your meetings is however you can do that with your meetings.

[Tina] (26:32 - 26:33)

Yeah. OK. Thank you.

[Josh Keegan] (26:34 - 28:25)

Number 10 of these 10 top tips and these 10 quick wins that you put in place to improve the culture of your business, which hopefully you see all of these, these things quite easy to do. Easy not to do as well, but quite easy to do. And this is quite new for me.

And it's like something I've taken on board and started to do is make it about the mission. So make it about the mission. So when you're having conversations with team members, you're talking about, you know, what's what we're thinking, where things go and try to make decisions.

Make it all about the mission. It's like this thing has to exist. You know, we've got to get this done.

This has got to come into existence. We've got to deliver for this client. We've got to we've got to serve these clients.

We've got to give them an amazing experience because we believe in what we're doing. So it's all about a mission. And when you're talking, you think about that bigger picture and that like the goal of where you're trying to get to as a company.

Rather than focus too much on the short term. I was speaking to one of my team members yesterday. And he was like, you know, this is where I've told this client this thing, which has saved them a load of money and they can see the value in this.

I was like, that's amazing. You've done such a great job. And because this has just got to exist.

You know, the vision for the company is like we need to do this with more and more people because the value you're offering is absolutely insane. And it's like proper entrepreneur, which is in the blueprints last week. It's like this whole thing just has to exist.

It's like, you know, we may have a bad day. It may be a difficult event. We may not get the sign up.

So we may not get it may be really hard. The AV could go wrong. We have a power cut in the middle of the session where everyone needs to be and it's going to be hard.

But it's just got to exist. You know, we believe you've got to as a founder believe in so much in what you're doing. And that like trickles through to all the different teams, which is really, really powerful and makes a big difference.

Less about the money, the time. It's more about the mission and the goal and the vision of where you're trying to take stuff. So we need some top tips there.

So 10 things you can put in place to get your coach club up and running. So I've got any questions, any any bits of mentoring they want or any bits of feedback or anything they want to discuss or talk through.

[John] (28:28 - 28:44)

Just a question for me, Josh, obviously, those 10 things and. Clearly, you don't do all 10 at once. Is there a drip feed, some of these things and so you can start today, so you can start next week.

I presume over the next few weeks or so.

[Josh Keegan] (28:45 - 29:25)

I think the majority of them you could get started with. I mean, like I would say put in a weekly team meeting and make sense. I mean, I think you've got one person.

So, you know, you've probably got your one to one in already with them. If you don't put that in. Set up a WhatsApp group.

I mean, that's a bit of a no brainer, I think. Book them in the diary. Icebreakers.

I mean, that could happen straight away. Birthdays, anniversaries is very simple. Yeah, I mean, all of these things are quite easy, quick things to do.

So I'd say I don't think it's a huge amount of time to get it set up. It's probably just make a little list and spending half an hour, four or five minutes just working out how you're putting a few reminders in your diary. And that's probably all you really need to do.

[John] (29:26 - 29:27)

OK, thanks.

[Josh Keegan] (29:28 - 29:28)

Makes sense.

[John] (29:30 - 29:31)

Yeah, thank you.

[Josh Keegan] (29:33 - 29:38)

Any other questions or any points or any feedback or any questions about how you can apply it to yourself?

[John] (29:40 - 29:58)

I've got another question, Josh. Has anybody left your team since this culture came in? You know, it's like there were two, not micromanaged, but, you know, there were two accountable for their work.

And some people thrive on that. It's a great thing. But some people don't like that kind of thing.

Did anybody just. No, I don't like the way it's going.

[Josh Keegan] (29:58 - 30:54)

I'm out. So, no, somebody has left recently, but that's because they're trying to start their own marketing business. And so it's not really to do with culture.

I think one guy who's one of my originals is probably, probably like not. Hasn't mentioned if I get any pressure, he doesn't enjoy it particularly very much compared to everybody else, particularly the winner of the week in accountability. But I think it just it just is what it is.

You know, it's just and every recruiter we bring in. So we just recruited another person, the new marketing manager to replace the one that's leaving. And they'll come in as if this stuff has always been there and they'll just crack on and they'll post.

And what it does, it pulls the people that these the people that are going through the change, then see what they're doing. And then after I've just got bored about it, all of a sudden it works. And then all of a sudden people just want to do it.

And it's just because it's part of the culture. It works really well. Thanks.

[Tina] (30:55 - 31:05)

Josh, just a little thing. I listened to a podcast with Daniel Hill. And just in case anyone hasn't listened to it, it was a 12 languages.

[Attendee] (31:05 - 31:06)

Yeah.

[Tina] (31:06 - 32:44)

Right. So the reason I'm bringing up for this is because all week I've been the funniest thing. So I thought when I first started listening to it, I'm going to have to learn all these different languages.

I'm thinking, like, what the hell is going to go on here? I can't even speak English properly. And then I started listening to this podcast and it was so good.

Like, so now I'm walking up to people and I'm sort of like, you know, like the credit thing where you've got to, like, sort of be, you know, as as interested in these people as you can. So when they said about the languages, unless you've listened to the podcast, you won't quite understand what I'm on about here. But he says, if someone speaks really, really quickly, then you can sort of go inside of them.

You start speaking quickly and you're on the same wavelength as them and trying to get communication with like your agents that you deal with and trying to get on their wavelength and talking about what they enjoy talking about and trying to understand people. And that's a different language that has been so interesting for me this week. And the reason I'm saying that is because with the Karma credit, it's surprising how much I've took notice of people.

And I've actually just by trying to do this different language that my one of my girls has got her dad's funeral today. And I've been like normally I'm really busy and like I am available, but I'm quite busy. And it ends up being I've half listened to a conversation where my brain's somewhere else.

But with this other thing, it really helps my Karma credits because I've actually took on saying hello to people. But I've also gone a bit deeper. And if they're talking slowly, I've been trying to talk slowly.

And I've been it's really like you should listen to that podcast as well to do with a Karma credit because it makes you understand people a lot more as well. And you just naturally do it. It's really weird.

[Josh Keegan] (32:44 - 32:49)

Nice. It's really matching. You basically like someone speaking fast, you speak the same.

[Tina] (32:49 - 32:49)

Yeah.

[Josh Keegan] (32:49 - 32:53)

Someone's got their arms crossed, you do the same. And it helps you build rapport with people really quickly.

[Tina] (32:53 - 32:54)

Yeah.

[Josh Keegan] (32:54 - 32:57)

It's also wealth dynamics, isn't it? And the way the way people are.

[Tina] (32:57 - 33:33)

Yeah. And it makes you think you know more things. Like I've talked to a few agents on the phone this week and I've been dealing with remortgages and stuff.

And I sort of think I think I'm like I used to have this thing that I'm a lot less than other people when I deal with situations. I always found it quite a knocking. I felt if I'm not around somebody.

So I feel like people are more intelligent than me. So when I have conversations now, I'm trying to be on their wavelength. And it makes me feel like I'm actually getting in the conversation when I feel actually I'm quite good at this.

Yeah. It's good. It's good.

Good.

[Josh Keegan] (33:34 - 33:48)

Yeah. Thank you. Thank you.

Nice guys. Well, if anyone ever points, we can go through it. Otherwise, I'll leave you guys there.

Best of luck getting all sorted. Thanks, Josh. No, thanks, team.

All right, team. See you later.

[Attendee] (33:49 - 33:49)

Bye.

[Josh Keegan] (33:50 - 33:51)

Thanks, Josh.