**21.05.2025 Video\_Transcription**

[Chris Dornan] (0:24 - 0:33)

All right. Hello, guys. Hello.

Hello. Welcome. Welcome.

Hi, Danielle. Hi. Sorry, what's your name?

I've just got ice.

[Attendee 3] (0:33 - 0:35)

Oh, Francine. I'm a rename it. Hello.

[Chris Dornan] (0:37 - 0:37)

How are you? You well?

[Attendee 3] (0:38 - 0:39)

Okay. Yes, thanks.

[Chris Dornan] (0:41 - 0:49)

How are you, Danielle? You well? You're muted.

[Attendee 3] (0:49 - 0:53)

Oh, sorry. Yeah, I'm very well. Thank you.

[Chris Dornan] (0:53 - 1:16)

Awesome. Great to see you here. Great to see you here.

So, guys, we'll just give it a few minutes. We'll let everybody come and join. We've got a few more coming in.

Here's Clark coming in. Hi, Clark. Welcome.

Welcome. And then we will look to get kicked off. So, we'll just give you guys a few minutes.

So, are you guys on the program at the minute? Danielle, your mic's off. You're on the program at the minute?

[Attendee 3] (1:18 - 1:18)

I am, yes.

[Chris Dornan] (1:18 - 1:20)

Amazing. How are you finding it?

[Attendee 3] (1:21 - 1:29)

Yeah, just so much content. But yeah, really inspiring. So, yes, we've made some big changes.

So, it's good.

[Chris Dornan] (1:30 - 1:44)

Amazing. Great to hear. Great to hear.

Clark, how are you, sir? You well? Yeah, sorry.

I'm fighting. Just get in here.

[Attendee 1] (1:44 - 1:44)

Yeah.

[Chris Dornan] (1:45 - 1:57)

Oh, good. Oh, good. How are you?

You well? I'm well, yeah. I've just been sorting out seagulls.

Awesome. Good stuff. Hi, John.

How are you, mate? You well?

[Attendee 1] (1:59 - 2:00)

Yes, mate. Thank you.

[Chris Dornan] (2:01 - 28:04)

Yeah, I'm good. Good. Excellent.

Excellent. So, guys, I just want to give this a few minutes and then we'll get kicked off. So, hopefully this is useful and hopefully it's really relevant to what you guys have been focusing on.

So, over the last couple of months, thinking about, you know, how we're creating our teams, the procedures we're putting in place and how we can really create a culture and really inspire us. All right, Nicholas, how are you doing? Yeah, good.

Thanks, buddy. Cheers. Sorry to interrupt.

Yeah, it's not at all, mate. Not at all. Just got a few people still coming in.

So, I was just giving the guys a bit of an idea roughly what we're going to be covering off today. But I guess for you guys that showed up on time, we'll not waste too much time. This has been recorded so that everybody who comes and joins will be able to, you know, catch up on anything that they might have missed as they're coming in.

But so, guys, I've got some slides. I thought it might be useful just to take you through. I'll do a bit of an introduction to me for you guys who haven't met me yet.

And so, you know, a little bit about our businesses and so where I'm getting the context for what I'm going to share with you today. We'll go through some of the slides I've got. And feel free if you have got any questions specifically relating to what I'm talking about, chuck your hand up.

You know how to do the reactions down at the bottom. I'll be able to see some of you guys. I won't be able to see all of you.

So, if you have got anything that you want to jump in to elaborate on what I'm talking about, you might have experience of things that you've been able to implement into your business over and above what I'm talking about that might be relevant to the key topics. Please feel free to share. To be able to try and stay on time, we'll try and get through my slides.

And if you've got questions that you want to just make a note of, we'll do a Q&A at the end of the call where we'll just answer any questions that you guys have got. We'll have a bit more of an open Q&A format. Hopefully, I'll be able to answer the questions that you've got.

And if not, I'm sure other people that are in the room will have experience of working on different elements. And collectively, we will try and make sure that you leave today with as much value as possible and you've had all your questions answered. So, I think in the essence of getting this going, because I know we've got quite a few, I've got 20, just over 20 slides.

So, I think let's get this kicked off and anyone that's joining can join with the recording. So, bear with me two seconds and I will share my screen. Get into presenter mode and let's kick this off.

All right, guys. So, hopefully that all sounds okay from how we're going to run this session. So, just to give you a bit of an intro to me, my name is Chris Dornan.

I have been with Property Entrepreneur now for third year. So, joined, yeah, three years ago, gone through this and we essentially run three businesses, both myself and Sen, my business partner. And the main trading entity we have got is Adaro Service Accommodation.

We've been running that since 2016. When we joined PE, that was our main focus was really systemising that business and taking it through the different stages of, we were already very much in the warm stage and we were really looking to move that business into perform. And so, really elaborating on some of the things that we're going to talk about today, we've been able to really systemise that business to go from Sen and I working in it full time, big, big hours every week to actually being able to empower our team to largely run that business for us to the point where we are very much leading the vision and helping inspire and empower our team to be able to do what they do to a better level than we probably ever did. We also have Adaro Property Investments, that is our portfolio company. That's where we do a lot of our developments and it's our portfolio company.

So, I'll touch on some of what we do there later. And then we've got a coaching and mentoring business where we help property investors understand where they are on the wealth hierarchy and where they are on their journey, align property strategy to their financial goals and really help support them with a really measurable accountability process week on week, month on month to help them achieve their goals. So, they're the key three businesses we have guys.

They're the three things that I'm relating to as we go through the conversation today. The main one really is Adaro Service Accommodation. That is where we've been able to really take the blueprints that you guys are learning about on the blueprint and that we learn about on advanced and really implement these things to really scale and grow that business.

So, key focus of today guys is really thinking about high performance management, the key topics you've been covering off in your sessions live at the Belfry. And so, the key things that really fit into that model are we're going to look at KPIs and scorecards. We're going to look at what are the key things that we're measuring and that we're tracking weekly, monthly, quarterly and yearly to sort of gamify the business, make sure that everybody knows what they're supposed to be doing and really get to get your teams firing and all cylinders working together.

So, we'll look at how we track some of that stuff. We're going to look at ops manuals, the importance of setting these up as early as possible, giving a couple of tips on what we've done and how we've set these up and what we do with the team to try and really engage them on the individual elements of the business that they run. We're going to touch on SCS, which some of you may be familiar with, some of maybe not quite so familiar.

So, we're talking about what is SCS. Essentially, it's a structured accountability system that we use to get the team all working in line with each other. We're going to have a little look at onboarding and culture, things like PDPs, how we're setting the company up, how we're making sure that everybody coming into the business has got a really clear understanding of what they need, making sure they have everything that they need to be able to do their job.

Really trying to think about, you know, what can we add into the company culture that supports growth, creates team building and really helps us build meaningful companies that we can all enjoy running, that support our goals, company goals, but also the individuals within our organisations. So, hopefully that sounds okay, guys. We'll give you a few tips on each of these things as we go through.

But the first thing we want to talk about today really are KPIs and how to define them. Does everyone know what a KPI is? Key Performance Indicators.

Yep. Key Performance Indicators. Exactly, Mike.

Thank you. So, if you haven't thought about KPIs in the past, the key thing we're looking to really draw out is what are the key goals, the measurable targets and the milestones that we as a company, as a group, are aiming for. Now, whether you're a one-man band or you've got a team of 20 people, these are the key things that make sure that each person in the organisation knows what they are responsible for.

And then ultimately we're looking to put together documents and systems that allows us to track these key milestones. So, we're not talking about daily to-do stuff, we're talking about the key elements of the business that give us performance metrics so we can know if we're progressing, if things aren't quite meeting target, and it allows us to really, you know, just gamify things. Look at the things we need to improve, look at the things we might need to put in our winter hit lists, for example, for next year, and making sure that everybody is on track and that things don't get the opportunity to slip through the net.

And then what we're using to really track and measure this. Things that we've learned, things that we've implemented into our business, some of the stuff you'll have heard about, you may have read about, I've got a book suggestion where we sort of built the basis of this from, and then we've utilised the things that we're learning on PE to really scale it up and level up how we're reviewing this, how we're tracking it, and how we get everybody engaged with really focusing on tracking their key elements. So, first things first then, to understand how to set a KPI, we really need to know who in our company is responsible for what. Now, if you're starting out and you've got a new business, you are largely going to wear pretty much every hat in your business, which can be quite a stressful time, but it's also a great way to understand what are the key things that you have had to do to be able to generate early levels of success within the business.

But ultimately we're looking to see who are all the people that we need to have on our team. We ultimately need to play to our strengths, so it's really important to be able to hire the right people for the right role, and ultimately you want to be doing this as early as you possibly can. So, while we're wearing every hat in the business initially, ideally we want to be creating an org chart, and this is something that goes into your business plan.

It allows you to really see how spread are you potentially within your business, or how spread are some of your team members within that business. Do you need to bring in additional hires? What specific key roles will each of these people be responsible for at the different levels?

Okay, so starting with almost like a leadership hierarchy, as you can see in this slide, but then really breaking that into more of like a spider diagram and an organizational chart that you can write down the key roles, key KPIs that you feel will be relevant for each task and each element within your business, and each key role within your business. So, what can these look like? This is just an example of one of ours.

So, we tend to use to be able to set KPIs and then create scorecards to track and manage them. We use our AGMs, so the every year we'll set and we'll work out at the end of the financial year what are our targets for the year ahead, what did we track and review, how well did the previous year go, and we use this review process to think about what our goals and what our targets need to be for the year ahead, what the milestones are going to be, and this is the way we engage everybody in the conversation.

So, Sen and I don't set these out necessarily. These bring everybody within the organization together so we can discuss the roles that they're responsible for, things that they've found have worked in the past, things where they see they could possibly improve, and we use these sort of collectively to try and set out what are the targets. And you can see here, so we're using an example of our serviced accommodation business here where we've got, we set as a KPI for the overall company for our operations and marketing to have a booking ratio of 60% of our bookings come from direct marketing, 40% come from online travel agents.

Now, as you can see here, we don't always hit that mark, but what we can do here is, as we're going through the months, we can see, okay, well, if we had four OTA bookings a month, how many did we end up having? Mike, sorry, I'm just going to mute you guys. Guys, if you're coming in, if you don't mind just muting yourselves just now, and then as you've got questions and whatnot, feel free to just jump in and unmute, and if there's anything you want to contribute, just jump in and say so, but just so there's no feedback.

So, look, you can see here that the key thing we're looking at is what are the different focuses we have, what are the different goals within the business related to the different departments, and you can see here in this particular sheet, we've got Ops Manager, Ops and Property Manager, and we just literally go through the different departments within the business, what things are we looking to implement over the year ahead for each department, and who's going to be responsible for delivering those targets, and we'll come on to who's responsible for delivering them in a second in the next sheet, but this is the way we track and measure how successful or not have we been with the different elements of the goals we're setting.

You can see here we've got occupancy, non-council properties, we do a lot of emergency housing, but we can see from our contractor and tourism side of things, what are our occupancy levels, and we've got a target of 75% plus, and then we can just track we can see very quickly how we've done across the board, and we'll use our channel managers and the different software products we've got to help us track and measure that data. So hopefully that's making sense in regards to how we sort of gamify and keep track of scorecards and specifically to measure the data and measure the key indicators that allow us to feel like we're making progress and that we're staying on track with our goals.

The next thing we're looking to do is really take those KPIs, which are our main performance metrics, and then break them down into daily, weekly, monthly tasks. Craig just approved your father note taker, so you can summarize this. Good stuff, good to see you utilizing that AI, really useful.

So guys, some of you will be learning about this just now, hopefully on the program, but using a function called My House. Some people will use scorecards or they will use things like Asana and Trello to track things. We've used a bit of a combined approach over the years, so there's no right or wrong answer to what you might use.

The key thing is trying to keep it as simple as possible. So just, oh sorry guys, I'm getting a little bit of feedback. If you don't mind muting yourselves when you come in.

Thanks Craig, I think it was yours. Cool, cool. So when it comes to actually tracking and measuring the day-to-day operational things that each person on your team needs to be responsible for, using a thing called My House, which is a spreadsheet you'll be learning about, you might be using already.

This is where we can all make sure that as we're having our weekly catch-up calls with our team, we're looking at maybe it's monthly reviews we're doing with our team, it's very clear every single person within the business is responsible for highlighting when they're going to carry out certain tasks, what tasks are relevant to their role, and then when we're looking at when we're doing our weekly sync meetings, which I'll come on to in a second, very quickly we can take a snapshot of My House.

Or maybe if you've got personal assistants or executive assistants, maybe they manage your team and so their job is to take the data from My House and plug it into what's called a director's dashboard, some of you might be familiar with, so that when it comes to doing your weekly reviews, you're taking a snapshot of is everybody managing to get through their tasks? If they're not, then you can have a conversation around, okay, is this person maybe too overloaded? Have they got too many things on their plate?

Is there anyone else on the team that might be able to take some of the load until whoever's responsible for a certain task can get up to speed, get their systems in place, and really get control of their output? Maybe it's that you need to divide your team, you need to, you know, bring on extra people, but this is a great way of just being able to keep track of these things every week, every month. All right, the other one I mentioned there is SANA, Trello, or Monday.

Having come from construction background before getting into property, this was something that I used regularly as a task management software. It allows you to sync things with timelines. So if you're working on certain projects and you've got critical paths, this can aid in syncing with your timelines so that everybody can see at what stage of the project they're responsible for what.

And when you are having your weekly calls or your monthly calls, however often you choose to do them, you're checking in, you can keep a list of for every specific area and tasks that need to be completed within a certain role, what are the subtasks? Who's responsible for what? When does the specific task need to be met or completed to allow the next team member or the next task within the KPI to be progressed?

So you can just see how some of these start to flow together. So like I say, there's loads of these, you could use whatever is relevant to you, whatever you've got experience with in the past, but these are all different ways you can do it. Now I would suggest when it comes to these different types of platforms, play about with them.

If you haven't used them in the past, I always worked with Asana, so then when it came to getting familiar with MyHouse, that was a new process and actually it's quite a bit simpler. Understand your wealth dynamics profile is quite an important thing to do. I'm a dynamo, so a creator mechanic, so at that top left of the profile, but the dyno in me and the blaze in me tends to overcomplicate everything.

I like to know what I'm doing and I've got an idea of what I want it to look like, but when it actually comes to putting these things in place, you probably want to have someone that's more of a steel personality that can really build this out. If you don't have that in place already, you don't have those people within your business, then just think about what are the, you know, keep it as simple as possible. You know, whether it's MyHouse, whether it's Asana, is try and think what are the sort of basic principles, what are the key things you want to track and measure, and then how can you keep it as simple as possible so at a snapshot you can go in and you can see, right, we wanted to get four, in our example, four non-council bookings this month.

How many have we had? What percentage of our bookings came through OTAs versus through direct marketing? And you can very quickly track and measure that stuff, but figure out which one's right for you.

A lot of these things have got in-house tutorials, you can get a lot of information on YouTube. When it comes to the MyHouse, I've seen a few different versions of MyHouse, so you need to play about with it to see what's right for you, but ultimately it's keep it simple, keep the key things related to each different role, and then, you know, empower your team to be able to fill that out. You'll have an idea of the things you want tracked and measured, so you can start these documents.

As you get into really thinking about bringing people into your business, one of the great things about, you know, having one person for each role is that they can then elaborate on the process that you put in place. Quite often, when they're getting into the nitty-gritty of it, whether they bring experience from their past roles, or it's something that they're just getting familiar with now, and they're doing for the first time with you, as they progress that role and start working on these things, they will find things to systemize, things to improve on how they deliver their responsibilities, so you can empower your team to really build this out for you once you've built the template and you've got the process started. All right? Cool.

So, ultimately what we're doing here, guys, is really thinking about, you know, creating a culture where people take responsibility for their roles, and ultimately we want to try and make sure that we're aligning the company goals with values and goals that each person on our team have got, and by doing that, you really get a lot of buy-in to the business. People realize that, you know, they're not just showing up to work for you, they're really, the things that they're doing within your business is going to allow them to reach their personal goals, and if you haven't learned about PDPs yet, PDP stands for Personal Development Plan. Now, this is a really important thing to put into your business as early as possible, because what it does as a company owner, a business owner, it demonstrates that you really are interested and want to know about what's important to your team, and when you're thinking about what the company is ultimately trying to achieve, thinking about things like performance-based pay and performance-based bonuses, by understanding what's important to your team, you can structure that accordingly. You know, it might be that some people want financial bonuses, others might want, say, additional holiday days within the company, some people might want to have more flexible working hours, so by taking time to really understand what's important to each person on your team, and create a personalized development plan that allows them to see the vision for what the future could be, so by delivering their certain elements of the business, they can see a very clear progression plan from starting right through to, you know, hopefully multiple years in the future, they can see there's a future with your company, and that you are trying to create a culture that supports growth across the board, not just for the business, but for them individually, and so you can be quite targeted with that. Now, it's important to really put this in place, I would say early on, you know, when you're bringing on new hires, you want to be doing what's called a phased contract, which is a similar version of a PDP, but it's just what their progression is during the probationary period, and then as you come to the end of that, you're looking to really move that more into a PDP, where you can think, okay, well, over the next year, what's important to you, okay, you're inviting them to share with you what's important to them, what their personal goals are, what their aspirations are, and then you're getting into talking about, okay, well, what's the company goals, what's the company vision, and how can you align everything together, and using this is a way that you can try and draw out KPIs. Now, you'll have an idea as a company owner what KPIs you want to meet, but it gives the other person a chance to think, okay, well, what could the KPIs that they might be able to bring to the table be, you know, and by, you know, empowering them with that level of almost anonymity to try and come to you with suggestions, you know, you're all working together to the same end goal, and then you can start to relate performance-based KPIs to kind of bonus structures that might fall in place to help them meet their targets, and, you know, whatever their personal aspirations and goals would be, you can align the KPIs with what their goals would be so that everyone's on the same page. Does that make sense? Yeah?

Cool. Next up is thinking about using structured templates. So, simplify your life, like I say, keep it simple.

Running a business, we need to simplify as much as we possibly can, so use consistent formats, use set quarterly reviews, you know, thinking about whether it's monthly, quarterly, annually, you want to have check-in points that you book in a diary well in advance, you share the invite with the individual team members, so that everybody knows that this is prioritized, you know, because it's very easy when we get busy, you start getting too much momentum within the company, that these things can slip.

I had a company prior to learning about this stuff and didn't prioritize things, and while the company, you know, it was doing all right, it could have done a lot better, and, you know, it just brings a level of professionalism to the table when you're really establishing your team. And we talked about bonuses, you know, really connect the performance-based indicators to rewards, bonuses, you know, whatever that looks like for you. Cool.

So, guys, just thought I'd share, like, what can this look like? This is one of the things that we use, this was for our ops manager, and these are just looking at some of the key things that she was going to focus on, that we discussed openly. Some of this stuff is points that have been raised during our AGMs and our QGMs as an overall business objective, but they're related specifically to that particular team member and their role in the business.

And so, you can see here, our ops manager is called Grace, and every business needs a Grace, she's a very steely profile, and her attention to detail is on another level. So, when you're thinking about operational roles within your business, you really want to be thinking about people that have got that steel energy, they've got that attention to detail, you know, they really pick up on the minute detail, if it's an operational role. If it's a sales role, you're maybe thinking of more a blazy type personality, somebody that's happy getting out and actually speaking to people.

And we can come on to that in a second, and you know, where the different personality types fit together. But by understanding Grace's personality type and her wealth dynamics profile, we were very much able to think, okay, well, what within this role is relevant to Grace, and what within this role might be more suited to our property manager, which is more on the ground, is out meeting people, is dealing with the day-to-day practical element of the business. And so, when you're looking at this, you can see, okay, using a traffic light system, what's red, what's amber, what's maybe green, and you can see if more attention needs to be placed, focusing on a certain element, if something else is really well.

But this is just a way that when you are doing your quarterly reviews with each team member, you've got all the basis written down, you're looking at the area of the business that you're focusing on, what are the key areas that you want, that you're looking for results in, what is the specific target, how you've got on, red, amber, green, traffic light system, any specific notes that need to be thought about, any actions that need to be drawn out, and you can use this to get feedback from your team member if they're working on a certain task, but there's something that maybe you as the business owner needs to put in place, or they need further support on, you can start to really draw actions out of this. So, this helps you as the leader of the company, as well as helping the people on the ground that are responsible for individual tasks.

Okay. Ultimately, what gets measured gets managed, and this is a way that you can really track, are we very clearly articulating the key things that are going to help the business move forward, or do we need to add more in, are there any other things that we haven't covered, and it just inspires creative thinking. Go for it, John, you want to jump in?

[Attendee 1] (28:04 - 28:21)

Yeah, just a question, was Grace your first employee, and did she do everything, and then as you built the team up, you kind of stripped responsibilities on to other team members who sat below her whilst elevating her with her capabilities, is that what you did, was she your?

[Chris Dornan] (28:22 - 30:34)

Yeah, great question. Grace actually wasn't in that specific business, she wasn't our first employee, we had a lady called Louise who was an absolute legend as well, but to your very point there, Louise originally took a lot off our plates. So, Sen and I, we were finding properties, we were establishing the demand, and we were kind of doing the business development side of things, but Louise was largely looking after all of the operational side of things.

We still dipped in and helped her, we were still responsible for helping deliver some of the operations, but that role evolved over time, and what we found was that ultimately the role was too big for one person. So, we got to a point when we moved more into emergency housing with the council, there was quite a few unique nuances that came along with that guest profile, and so Louise having a massive heart that she did, was probably going a little bit too much over and above for the guests. She was helping people write CVs, taking calls at 11 o'clock at night, etc.

So, what we decided, we needed to bring somebody in who, one, had a bit of social care experience, so this again, understanding people's strengths and weaknesses, we knew that because we were more moving into that space of providing emergency housing for the council, we thought somebody with a social care background might be quite a useful person to have in the team, and so Grace, that was one of our criterias for recruiting, was Grace had a social care background, so she was also very good at systemisation, she'd run a business for herself before. So, what we did, Louise ended up getting to the point of sort of hitting a burnout, essentially, and so she resigned, and when we hired Grace, we split the role in two. So, we did separate it out, so there was two people, the property manager ultimately reported to Grace, as well as but it meant that Grace has been able to progress, and we've been able to bring the right people in below her, but again, coming on to her PPP plan, she's been able to see what are the key things that's going to allow her to move through the team, and we would ultimately see, long term, we would like to bring Grace in as maybe an MD of the business.

[Attendee 1] (30:35 - 30:46)

You've answered my second question, which was how did Louise handle, or how did you handle a situation essentially taking responsibilities off her and passing to Grace, but it sounds like she resigned, so you didn't have that problem?

[Chris Dornan] (30:46 - 34:03)

No, we didn't have that problem, but we did have a new problem, we needed to recruit, and we needed to recruit someone fast, because obviously we've had quite quick growth in the period of time that we had Louise. We brought her on, I think we had 11 properties at that point, we scaled that to sort of mid-20s fairly quickly, and so, yeah, we had to replace Louise very quickly. She stayed with us, we ended on very good terms, we're still in touch now, but she just ultimately needed to retract, because she felt she was too involved and too invested in, I think she'd been through that background, she'd come through that sort of system herself, so she really resonated with the people we were providing accommodation for, and so, yeah, we needed somebody that could put boundaries in place, that didn't let people take advantage of a good nature, and that would allow us really to professionalise the business more, you know, like, not that we don't want to help people, but obviously we need to have boundaries in place that protects the team. So, yeah, that was the progression. So, that's a little, just an idea, guys, of what we use, that's what one of our PDPs looks like, the different elements that we are looking to track, and how we review this on a quarterly basis.

So, ultimately, what we're trying to achieve with this is creating rhythms, it's creating weekly rituals, or monthly rituals, and almost habits that we hold ourselves accountable to, but that we can implement across the board with our team, and, you know, ultimately, when you're breaking things down, I know we've got monthly missing here, but we've got yearly, we're doing our annual review of what's worked well the year before, what were our targets, did we reach them, if we didn't, what could we change this year, what needs to go on our winter hit list, to make sure that we can put systems in place, and we can put all the measures in place that allows us to reach our targets, and have a better chance of reaching those targets the following year.

We use our AGM to create our KPIs for the different elements of the business, and then allocate them to who's responsible for them. We ultimately use our big goals to break down, and then create those KPIs, and then we give our year a theme. So, you know, as you do with your year off, we do the same with our business, and we have different themes for the different areas of the business as well.

We're then using our quarterly reviews to, you know, set out 90-day sprints, so one of the easiest ways to try and achieve small wins throughout the year is break your big goal down into quarterly targets, and then monthly, and then down into weekly and daily for your to-dos, and using 12-week deadlines to hold everyone accountable, which we can come to again in a second, and then we just review progress every quarter.

So we've created a culture of feedback reviews, feedback reviews, and we just repeat this process in our weekly sync calls, and the SCS calls, but also in our quarterly reviews, our QGMs, and in our AGMs. If you don't do those things already, guys, they're really, really useful. We didn't for a long time, and actually we found it has been a great way of engaging everybody in the process, because everybody's taking ownership of what the annual targets are for the business. Sen and I will have an idea of what we want to try and achieve, but we'll largely let everybody else steer the ship on what areas of the business they would like to see growth in that's relevant to what they do.

Danielle, go for it.

[Attendee 3] (34:07 - 34:30)

This sounds like an awful lot of work. How do you get to the point where, you know, you can, you're continuously still working in or on the business, managing, you know, reviewing all of these people? That's, it sounds like, you know, you're just creating more work for yourself.

[Chris Dornan] (34:31 - 35:50)

Okay, yeah, I mean, ultimately, it sounds like that, but what you're looking to do, really, when you're empowering your team to do this stuff, they are taking responsibility for these different things, and as the business owner, you know what the key metric results are. Dan talks about it in his podcast, I can't remember the exact one, but it's, you're driving by the dashboard, you know, so you, as the owner of the company, create what's called a director's dashboard, and all you're doing there is, right, so operations, what was your target this month? Have you reached that target?

And you're using, if you've got, say, ultimately, you want to get to the point of having an executive assistant, if you've covered that in the program yet, but having, whether it's a personal assistant or an executive assistant, but somebody that you can essentially get to gather all the data, check in, has everyone done all their MyHouse? Has everyone met their targets? And ultimately, you're engaging them, that's one of their KPIs, is to track and measure the results from each person within the business.

Initially, you need to set it up and start small, so focus on one element. So while we're covering a lot here in this call today, just choose one area of your business, that you want to put a procedure in place, and even if it's just you, what would that procedure look like? And I'll come on to, you know, how you can start to outsource some of that stuff in a second.

[Attendee 3] (35:52 - 36:08)

So I've got two VAs at the moment, and I'm taking on an EA now, so I would be doing the sort of the overall reviews of the business and of her task, and then she'd be helping to manage the rest of the team.

[Chris Dornan] (36:09 - 37:52)

Yeah, potentially, if it's a virtual assistant that you've engaged in that capacity, yeah, you need to train them up on the things that you want to see as the key metrics. What's the important things to you, so that you can get a snapshot of your business very, very quickly. Now, initially, you might manage each person, depends how big your team is, but as quickly as possible, you want to get to the point where you just have a direct report.

Now, whether that be a project manager, whether it be an executive assistant, but it's somebody that you can have a sort of maybe slightly deeper level relationship with, they know the things that are important to you as the business owner, and they know who's responsible for what, and during your SCS calls, you're initially creating the culture of this, you're initially setting the bar, right, and you need to lead by example to show that you're doing the things that you're responsible for, and it's an evolving process. This stuff doesn't happen overnight, it'll take a little bit to put in place, but you're ultimately looking to train each person to take over certain elements that you, as you started the company, have been responsible for, and you gradually just build on that to the point where it might be someone that you already have on your team that you can engage as your project manager or as your direct report, and the key thing is that they are responsible for checking in and making sure that everyone's filled out to my house, they're then filling out your director's dashboard, and so you can very quickly go in and see if anything's lagging, maybe you need to just check in with that person directly to find out, you know, can you give them any additional support, have they got everything they need, or, you know, what might be going on with that particular task or with them personally that might be sort of restricting them from being able to deliver the result.

[Attendee 3] (37:54 - 37:55)

Got it, thank you.

[Chris Dornan] (37:56 - 37:57)

Cool, John?

[Attendee 1] (37:59 - 38:32)

Yeah, my question, which I think you partially answered, Chris, was how long did this take? So if we assume it was you and Sen, and then maybe I think Louise it was, you'd have had some metrics because there's three of you, but how long was it before you got to a point where you literally couldn't manage anything, couldn't measure anything else, you kind of were covering everything, you know, was that a year, was it two years, was it five years, did it depend on when you brought people in, just to give us an idea of, because you're right, some things you can track from day one, but if it's a really small team you've got to be a little bit careful you don't do too much, so finding the balance in the time.

[Chris Dornan] (38:33 - 59:20)

Of course, yeah, yeah, that is really, really important. So, I mean, give you an idea, we've had that company for nine years now, coming on 10 years, but we didn't start properly implementing this stuff until, I mean, we started putting some of these things in place back in 2000 and probably 17, 18, we moved into the contractor space in 17, and we, you know, even back then we were listening to the Blueprint podcast, so we were taking as much as we could from the podcast and just from things we knew from running other businesses in the past, but nowhere near to this level. This is all stuff that, you know, a lot of this has come from being on PE, learning about these systems in the last three years, but also a book that we read years ago called Buy Back Your Time by Dan Martell, you might have heard of that, that was a game-changing book. There's a few different books that we've listened to or read over the years, one was Clockwork by Mike Michalowicz, and we read that very early on, and another was Who, Not How, so when you're thinking about, you know, when, if you are early on with your business, thinking about what your goals are going to be and what you're trying to achieve, instead of thinking, right, how exactly am I going to do this, thinking you're wearing all the hats within the business, as early as possible, you want to be thinking, who can I get to do this, who can I bring into my team, you know, as the business can support paying for the investment in that team member, but it's just gradually over time. So John, specifically to your question, we brought Louise in after, what were we, started in 2016, we brought Louise in towards the end of 2017, we then brought Grace into play in 2021, and really where this has properly come to life for us since, has been since 2021.

A lot of the basis were in place already, I'm going to come to some of that in a second, but a lot of the basics were in place, but we've really evolved things like my house scorecards. We had tracking systems and we used to do weekly meetings with Louise, we didn't know about SCS, but we had our own version of that really early on, and it was just about setting up the week, really what's the key priorities, this is something Sen and I always did, and then we got going with Louise, so we'd have weekly meetings, we'd discuss any challenges within the business, any wins that we potentially had, and we were looking, okay what's the targets for next week, and so we just created these systems as we've gone, and the more and more we've learned about this stuff, we just implement one thing at a time, one thing at a time. You're learning about so much content on the program right now, you're not going to be able to implement everything at the same time, so it's just choosing the key things that's going to allow you to move from operator to owner within the company, and it does take time.

You might be able to do it within a year, a couple of years, but it might take you two, three, four years potentially. It's good when you're thinking about your KPIs and your milestones, quite often they can inform when would be the trigger point that you bring in an operations manager, when would be the trigger point that you bring in a property manager, or you outsource your sourcing to a virtual assistant, you know, and that's where a business plan comes in really handy, because you can think about what is the one year, three year, five year vision for the company, who's going to help you deliver that, what resources you might need, and then taking that, combining that with the information that you're getting from PE, is the things that really helps you just get the company running on rails.

Right, so it might take, it might take a number of years John, it's not necessarily going to be something you can put into place, but you have got the information. We didn't know about this stuff when we started the business. Had we known about it, we would have had it in place from day one, because there's a good book called Built to Sell, and full of book recommendations here guys, apologies, by John Warillo, but what he talks about is you're thinking about your business as a product sitting on a shelf.

What does it look like? What does it feel like? How involved are you?

What's the time commitment that you have to put in? You know, what does your team look like? And when you're thinking about it from that perspective, you're able to reverse engineer the things that you need to put in place, and when you might put those things in place, and then these tools that we're talking about are the things that can just help you manage that process along the way.

I'm just coming on to something that might answer your question as well, John and Danielle, in, you know, as and when you start to bring these things in place. So just jump on to the next task, the next slide, but just to wrap this one up is really, you know, thinking about your annual objectives, you're breaking that down, you're bringing your team into play to think about what specifically relevant to their role and responsibilities do they feel would be a game changer and a level up for their element of the business, and you're using that to formulate some of the PDP stuff.

You're using that to formulate what you cover off in your weekly calls, all right, and then they break that down into the my house, and then going into your daily, it's repetitive tasks, you know, the support that you're offering your team down at that level is, you know, Slack or WhatsApp, that's your check-in side of things, you know, that's where you have your ongoing daily communications with everybody, and you might have different chats for different team members or different businesses, but it's just working out what is the thing, where's the communication levels, where do you find is the easiest path of least resistance to have clear and open communications. I'm going to speed it up a little bit because I'm conscious of time here.

Ops manuals, this is really, really important, we were told right at the very beginning, start your ops manual as early as possible, and why these matter, why it's important to get these set up as early as possible is, one, thinking about consistency, you're creating standard operating procedures within your business. These are things that whether it be you, your business partners, or anyone on your team, everybody is working to the same process, so that whoever is responsible for each task knows exactly what they need to do, and you've got a set procedure, so there's no variances, nothing gets missed, it's just there, it's nice and easy. It really ultimately is creating efficiency within your business, so when you've got new team members coming in, instead of you having to sit and hold their hand and take them through every element of every task, you've already got an ops manual written out, so Danielle, if you're early on in your business, you're starting things up, as you do a task, record it, write a 10-step process for it, record a loom video if it's something on your screen that you can talk through exactly how you're doing it, and ultimately what you're doing here is setting up best practice, you're talking through what best practice is, and you're able to just record things so that anyone coming into the business, you can say watch this, click on this link, here's a document you need to follow, once you've had a read through, come back with any questions that you might have, but it just speeds up that whole onboarding process, it reduces risk, because everybody can see you've got a very clear standard operating procedure for each task, so whoever comes into the business knows exactly what they need to do for each task, and it reduces the risk of errors, and then ultimately, I've touched on it already, but training, it really sets a good foundation for anybody coming into the business. So what does an operation manual look like? We quite simply create lots of different documents and put them into a Google Drive folder, you know, some people use Dropbox, some people use Google Drive, but essentially, every time you do something new within your business, you should be tracking it, and recording it, writing down a process for it, or recording a save it into something where everybody on the team has got access, maybe you put it into folders, it might be operations, sales, marketing, finance, wherever it might be, but anybody involved in your company, including just yourselves, has got information just there if you ever need to freshen up on something, or you need to, you know, just really just cinch check something, every time you have a challenge within your company, you can add a new process for how you deal with it.

Touch the loom videos, you can just have a bank, a database of different short snippets that you can use to explain how you do the different tasks, and sometimes for more visual people, that's a better way to do it than a Word document. We've definitely found, we had a blaze came into our business, and no offence to any blazes out there, I'm quite blazing my profile as well, but while there was a step-by-step process for absolutely everything within the business, we found that we were getting questions constantly, because they weren't taking time to read all the written documentation, sometimes a video is a quicker way to describe and explain the process, so everyone has different ways of learning, and everyone has different ways of computing information, so it's quite important to have both things, and in Buy Back Your Time, Dan Martell talks about creating playbooks, these are playbooks that just gives people step-by-step process guides. All right, other little just hacks that you can use for creating Ops manuals is utilise AI tools where you can. You know, someone's got, Craig, I think you've got Fathom recording this, so it'll give you a summarised transcript of what we talked about here, and any key actions you need to take away.

ChatGPT, if you're creating a new Ops manual, and you don't really know where to start with it, try asking ChatGPT, please create a operations manual, or a standard operating procedure for sourcing rent-to-rent accommodation in the HMO space, or for running a design agency, whatever it might be that you're doing, think about what prompts could you potentially give something like ChatGPT, and see what it comes up with, and then how you can relate that to your business, and you can elaborate on it.

Okay, let's get into SCS, guys, this is something that was a real game changer for us, it is something that I have had pushback within the construction space when I tried putting things like this in place, but it is really a key procedure that everybody should have in their business, set up, check in, sign off, what are the processes, as you all know what everybody's responsible for, everyone knows what their KPIs are, so what can you do on a weekly basis to start the week with a quick check-in call, maybe it's a Zoom call, we call it a sync call, using things like WhatsApp or Slack throughout the week to really just check in and make sure everyone's got what they need, and everyone's able to deliver on their roles, and then sign off.

Every week we have a call where we just review the week's wins, any challenges, how are we tracking against our objectives, and what are the priorities for next week. Keep it simple, but it's just having a measurement in place that every week you've got a call booked in at the start and at the end of the week to top and tail the week, and make sure everyone has got the support they need, and everyone is moving in the right direction. Why use SCS?

So you can see here, guys, we use this to set targets, establish clear goals, and what related milestones are going to be relevant along the way. It gives us a chance to monitor progress consistently to ensure whoever's responsible for delivery has what they need, and has got the support they need. Ultimately, this gives us accountability spikes.

I've heard it during the sessions, but the more we can keep accountability spikes, the more chance that everyone stays on track and things don't slip through the net, or it's not a last-minute rush to deliver a certain target. It just means that every week our attention is being drawn to the key things that's going to help us progress, and then we're ultimately using our AGM and our QGMs just to do this review and evaluation of what's working and what's not. All right, I touched on it already, buy back your time.

You know, this was something we set up, this is a, excuse the questionable photos, but this is one of our sync calls, this is with our portfolio building team. Every Friday, we have a call with them, and we set out what are the priorities for the following week, are there any changes to our sourcing criteria, who's had results from what, and anything we need to discuss as a team to allow us to keep progressing that. But ultimately, guys, choose your format for how you want to track and measure these things.

Some people use Asana, some people just use Word documents, we use a bit both. Generally, we keep everything in a Word document, just keeps it nice and simple. We've got a template that we follow each week.

What are any, if we've got, we've got one of our things is AI level ups this year, so what is the AI tracker in the form of what new tools have people used, what initiatives have they been able to implement. We're in touch on what were the priorities from last week, so each week we're setting out priorities for the following week. The following week, we're reviewing how did we get on with those priorities, how many out of, generally set three max, so how many out of three did we manage to accomplish, what didn't we accomplish, and do we need to discuss any of them in more detail.

And really importantly, we review wins. That's the first thing we start with, and what were the wins from last week. And it's just good to help everyone feel like they're supported and, you know, we are given recognition and praise where due.

Okay, just thought I'd share this one, because it's quite interesting, and this is response, this is, you know, relevant to you personally, but also as your business. So if you've got an idea, there's only 10% chance of achieving it. Consciously dedicating time to pursue the goal, your chances increase to 25%.

I won't read through all of it, but ultimately you see at the end, by establishing regular accountability, and this is where we're using SCS and these weekly sync calls, your chances of success jump up to 95%. So it's just bringing attention to making sure that you're focusing on the key priorities within your business every week to keep that accountability really high. All right, let's see if my thing would move.

It's really important when you're doing this stuff, guys, is to have some fun with it. This is us with our SA team doing escape rooms, so you want to have a little bit of fun, set out the culture. This was us at one of our AGMs, or our QGMs at Christmas, where we are really reviewing what's worked well, what's not.

So we have a combination of these, we do these every week, we get together as a team, and we discuss the document I just shared with you a minute ago. And every now and again, we like to dress set up for a bit of fun. So it's important to have a bit of fun, you know, like get everybody involved, you know, do some team building activities, really, really important to, you know, get that stuff in place to make general delivery fun.

Just want to touch on onboarding. Guys, when you are onboarding new team members, it's really important to set the expectations right from the beginning. You want to have a culture of delivery, a culture of feedback, but you want to really let everybody know that, you know, what is expected both from them, what they can expect from you right from early on.

This is where we're setting up our phased contracts and doing our personal development plans, or seeding those early on. We're using structured processes, the things we've talked about, leading by the example, you know, we are showing up. Ideally, we're leading from the front, and we are showing people that we do this stuff, and we can demonstrate why we've had successes and why these processes work.

And then thinking about onboarding new team members, really important to create a checklist of the things that you might need. So as somebody comes into your business, same as you would for what is the customer end-to-end experience, what is your team's end-to-end experience of working with you? You know, how can you really, you know, set the bar for a high-performance team?

And that starts with the very first experience they have of coming into your company. So be prepared with everything they might need, create a checklist, ensure that their direct reports, who their supervisor might be, or if it's you, that you have set aside or allocated time for that person to be with your new start daily until they're up to speed and confident they can operate independently. Be really clear in what the company's vision and values are.

And, yeah, make sure they've got all their logins, training content, OX manual, they've got the access to everything they possibly need to be able to deliver what they're responsible for. And then, yeah, coming back to the culture side of things, organise a welcome lunch, drinks, a team-building event, something like escape room, that's just a bit of fun, gets everyone together and is a good icebreaker. But, yeah, being really clear and open up front, setting out what does the onboarding process look like for maybe the first month.

You'll have set things that you do every week. There's just a little example on the left there of what week one looked like for a new OX manager coming into our business. So how could you create something like that within yours?

And then, yeah, play to your strengths, because I've touched on this already. Like, it's really important. If you've never done this before, I would highly, highly recommend it, because it's a way that you can understand, not just for you, but for each person that you're recruiting, how do these profiles relate to the certain operational elements within your business?

And so even if you're doing everything at the minute, by doing this yourself, you can understand, well, where do your natural talents and sort of zone of genius lie? And what are you best suited to keep on doing within your business? Sometimes it might be recruiting someone at a higher level than you that is responsible for business development, potentially, if you're not very good at that, or you don't like speaking to people, whatever it might be, and just everyone play to their strengths.

So I would suggest that whenever you're hiring someone new, you get them to do this, and then you can make sure that their personality type aligns with the operational activities that they're going to be responsible for. Ultimately, guys, if you can try and use a set and forget format for all of this, it's really helpful. Now, take the word forget with a pinch of salt, because we're not forgetting anything.

What we're ultimately looking to do with this is put in place things that stops us having to constantly think about it. We've got reminders set up. We've empowered our team members to be controlling a certain element or to track a certain element that they're responsible for.

And it's about creating these KPIs. Ultimately, it all comes back to the KPIs, and really getting everybody on board with growth and delivery. But this can be a good way to do it.

This was one of my personal ones from last year, but you could really apply this to the different elements of your business. So same process, same sort of concept, but what is the key thing that you need to focus on? You see here we've got some of the professional ones.

What's the key sort of target? What's the objective? What is the specific target in the KPI?

And then is it something you need to invest in? Something you need to pay for? Is it a subscription you need?

Is it something you need to schedule and it's just booked in and there's reminders? Or is it something that you're fully delegating? So you've discussed and agreed the process and the result, and then you've delegated it to your team.

So that's a really useful thing to think about putting in place. All right, guys, we're pleased to know that's the end of your death by PowerPoint. And hopefully you got some information there.

I guess some of my top tips really are creating a culture of support and feedback. Make sure from early, early on that people know that all feedback is good feedback. Quite often in our businesses, we actually become the bottleneck.

And so by people feeling that if you're getting in the way and slowing a process down, it's okay to come and tell you that. We need to create a culture where we really are a team and we're operating as a team. So all feedback is good feedback.

Guess a couple of things for you as the company owner in regards to creating your culture is do remember birthdays and work anniversaries, wedding anniversaries, potentially within the team. All the little things that makes it more personal and just shows people that you really care about them and what's important to them. Share successes with the team.

Shiv talks about creating a culture of success Fridays or win the week Friday. We do win the week Friday with our mastermind group, where we're actually specifically focusing on drawing out the wins for the week and sharing that with the team and really giving praise and recognition. That goes a long way.

Simple things. Quite often people recognise and welcome praise and recognition of doing a good job more so sometimes than financial reward. So be aware of that.

Don't shy away from challenging conversations. Keep it professional and make sure you're following the blueprint for that. But challenging conversations ultimately are the things that make sure that things don't slip through the net or things don't get put to the side because we don't want to upset anybody.

Ultimately all feedback is good feedback and having challenging conversations when required allows us to progress as a company. Create rhythm to your weeks so that everyone's calendars align to review and reset using that SCS format. Really, really important.

And engage everybody in your team in really setting the company annual goals and objectives and then bringing everybody into play for setting their own KPIs. So that covers everything I wanted to cover with you guys. I know there's been some good questions in there already but let's like to open the floor for you guys now to sort of review if there's anything you want to discuss in more detail there.

Any specific questions that have come off the back of that. And yeah let's open the floor and get some Q&A.

[Attendee 3] (59:21 - 59:29)

I would just like to say Chris that was really amazing to see all that learning applied to your business in practice so thank you very much for that. It's really, really helpful.

[Chris Dornan] (59:30 - 59:32)

Thank you, appreciate that. Glad you found it useful.

[Attendee 1] (59:33 - 59:51)

Yeah it was good to see the checklists Chris, you know the sheets and things. Appreciate that you've personalised that for yourself but just help bring it to life a bit more you know rather than just talking about it. It's good to see you know what you were measuring, some of the measurements, didn't always hit your target and things like that.

So that was really helpful, thank you. Oh you're welcome.

[Chris Dornan] (59:52 - 1:01:05)

Ultimately with these things everyone tracks and measures things slightly different. You know all I wanted to do today that you guys wanted me to share was some of the things that we've implemented that we found at work. As you're going through this remember you're not going to be able to implement all of these things at once.

So it's just you know when you're thinking about what's the progression plan within your business you know which of these things are relevant and when. Some of them won't be relevant to you yet, some of them you might find all of them irrelevant saying you need to think about okay well let's just make a list of them, break it down. Danielle sorry to your point of like how do you manage all this without it becoming really overbearing and overwhelming is just break it down.

What is the one or two key things, the stuff that you learn about in the programme, like what are the key things that's going to help you right now and if you can implement one, two things you know a quarter you know or even if it's a couple of things a year you know if you put in a longer term you know we don't have to achieve everything tomorrow you know like by extending the timeline on how we're actually growing and not scaling too quickly it can can really help you just break it down and you know think about what will be the right time to bring in these different things. All right Nicholas.

[Attendee 2] (1:01:08 - 1:01:13)

Hey there that was brilliant Chris, you're phenomenal, well ahead of the game really.

[Chris Dornan] (1:01:13 - 1:01:14)

Very good.

[Attendee 2] (1:01:15 - 1:01:35)

I do have a question for you so I'm in the process of bringing on different partners like more of a partnership model but I'm aware that I need to kind of systemise it so I guess I'm looking for a tip of like how you might tweak this slightly when it's more partners rather than boss.

[Chris Dornan] (1:01:36 - 1:03:39)

Okay so yeah I mean when it comes to partnerships it's the same principle really with the PDP model if you like it's you know really taking down what would be the things that you can put into place that helps your partners achieve their goals as well as you achieving yours you know if you think what you're looking to get from the partnership but also put yourself in the position of your partner what you know what makes it a win-win for them and being able to understand what their aspirations and their goals are and how this partnership can support what they're trying to achieve as well as feed into what you're trying to achieve it's about just identifying those things and then putting in you know discussing and agreeing with them you know what does good look like from that perspective so it's kind of the same principles really you know like we've got a partnership in place for our mastermind group for example and we knew that the the partnership agreement the win-win was for people that wanted something more in depth than online coaching and online courses they wanted to have a more in-depth full day group mastermind session where they're in a room similar to the board and similar to the masterminds but it's very structured and focused on everybody in that room gets time together for a whole day and so they're able to go much much deeper on the strategies that they're focused on they're able to benefit from the collective intelligence of the group now that was an offering that this company didn't have but that we knew had worked in the past for them so we were able to create that model and so for anyone that had gone through the first 12 to 15 months they'd learned enough and they'd got some results now they were ready to scale up what was the next level and so because they didn't offer that we were able to create this offering that they allowed us to market to their audience and it made sure that people had a funnel so they could do their initial training and they could move on to the next stage and we just we have a 70-30 split with the revenue that we generate from that so they still get something it's still keeping it within the kind of community if you like but it's offering the people that already within their community the next level of support

[Attendee 2] (1:03:39 - 1:04:04)

that they might need and just create yeah that it's yeah that's that's um it's smart and it makes sense doesn't it because you've just got it's needs needs based so um and then okay so you just you just give them an overview they know who's been funneled through them so you're just like it's quite clear as well isn't it you know it's not too complicated no no like

[Chris Dornan] (1:04:04 - 1:05:11)

everything you do try and keep it as simple as possible uh you know like you know talking about partnerships there you know using the example of what we did with East Lothian Council for example so we've got emergency housing with our local council the idea really understanding what is their pain point you know if you're thinking about your general customer avatar you know talking about that a bit recently you know when you're thinking about who's your customer avatar what do they need what's their what's their aspirations what's their pain points where they experience friction and how can you how can your company reduce that friction and offer a solution that helps them achieve their goal same thing with the partnership you know how can your company become an extension to their business and how can you each support each other to work to the same common goal you might you'll obviously have different goals but the partnership ultimately creates a synergetic win-win so what is that and thinking about how you can support them is as important as how they can support you so i would just like take time to just just bullet point the you know where you see the win-win being uh and then use that almost to structure the conversation when you're initially having that call with them to just try and draw out information about what's

[Attendee 2] (1:05:11 - 1:05:31)

important to them okay no that's that's good i think um yeah some of the partnerships i'm looking at a high level and some of them are um i am almost in an employer employer role so i suppose it's kind of like yeah a bit a bit of a mix of both isn't it yeah but it it's essentially you

[Chris Dornan] (1:05:31 - 1:05:59)

know any any kind of partnership is just looking what is the win-win for each person how can you structure it what are each of you trying to get out of it and it's just it's like setting up a joint venture agreement you know what are the key roles and responsibility you each bring to the table so it's very clear who's responsible for what yeah and and then you know if it is a partnership with key measurements and key you know key points that you're tracking then you just set what set what they are and just like have your regular check-in points you know you run scs with your

[Attendee 2] (1:05:59 - 1:06:07)

partners yeah i bet they love you as well because it's all like there isn't it on display and you're like you're on it and they're like oh look it's chris again look there's a bit more information

[Chris Dornan] (1:06:09 - 1:06:40)

that's great you can do that but yeah so just just think about what you know what's the win-win for each of you bullet point it keep it simple as possible uh and you know you know just take that time to understand what you know how the relationship can be really synergetic that's brilliant thank you chris well all right welcome any other questions guys well we've just gone over the time by sort of five minutes but if you've got any other questions i've got a few more minutes i can uh dedicate to making sure that you've got everything you need and if i have one question

[Attendee 4] (1:06:40 - 1:06:56)

on the kpis um is there anything you can is there anything that is shareable at all on that just so we can get into the format and look at it in a bit more detail yes there probably could i would need

[Chris Dornan] (1:06:56 - 1:07:06)

to just uh i could share the format that we use uh i just need to take time to blank out some of the personal information and then share a share a sort of template document i'm happy to put that

[Attendee 4] (1:07:06 - 1:07:24)

into the resource center um yeah that would be amazing thank you no i'd love to speak with you separately about the ta housing for local councils as well uh chris um don't worry show you some of the bits that i'm doing as well so i might reach out to you separately just have a natter on

[Chris Dornan] (1:07:24 - 1:08:19)

that with you yeah do that yeah socials you've got my number just give me give me a call they're happy to talk that through with you no problem at all awesome good stuff good stuff any more for any more no thanks thank you awesome you're welcome guys so that um if there's no other questions guys i'll let you get back to your day hopefully you found that useful and if there is anything specific like templates that we've talked about there today if you just just let the let the team know and they can make a list of what you guys have requested and i'm happy to share anything that we've got if it helps you uh just get these things started sometimes that can be the hardest thing can it all right amazing guys listen great to see you thank you for joining me uh it's been great to be able to share that with you guys and i look forward to hopefully catching up with you all soon thanks chris take care guys all the best bye bye