**PEA Session 2\_Transcription**

[Speaker 19] (0:19 - 0:28)

I'm going to be talking about the importance of the human brain. The human brain is a very complex system.

[Speaker 24] (0:28 - 0:28)

It's a very complex system.

[Speaker 19] (0:28 - 0:31)

It's a very complex system.

[Speaker 18] (0:36 - 0:53)

Ladies and gentlemen, property entrepreneurs, please clap your hands and give a huge round of applause and welcome to the stage, Mr Adam Jones.

[Speaker 2] (0:59 - 8:00)

Okie dokie then, let's rock and roll ladies and gentlemen. So, Financial Fortress, obviously Josh just explained the opportunity with Financial Fortress. I thought I'd just, a couple of people spoke to me out of the break and I thought I wanted to add my sentiments on this because for me this really is what it's all about.

I think, I guess, that every single person in this room would like a Financial Fortress so they can live off the steam. If you would like a Financial Fortress where you can live off the steam, please raise your hand. So, I'm giving them out at lunch.

Ok, so, for me this is the reason why I got into business and I think it's one of the reasons why you got into business and what we're all aiming for. It's like an early retirement, financial freedom, financial independence and Josh made a really good point earlier, which is like, we know being an entrepreneur is hard, difficult, challenging, stressful, sleepless nights, no money. We're going all out just to buy properties but we have our head in the woods.

We can't, we're like, we can't see the wood from the trees. We are so close to it that we actually sometimes forget to zoom out and create a proper strategy for this independence that we're working so hard for. And Josh, by his own admission, spent ages just buying properties because that's what he was told to do.

Buy properties, buy properties, get HMOs, get HMOs. He never did this and then it took him two to three years to change his existing portfolio into a Financial Fortress portfolio. And his realisation when I interviewed him on a podcast for this recently was that, I wish I'd actually done this earlier and given it the attention it needed because it would have saved me all that time.

So there's some people that I'm thinking about, I just need to buy a few more deals before I'm ready for this. And it's like, yeah, do you or do you need to make a game plan first and buy the right deals and do it quicker and easier? So this is one of those things where the brain tricks us.

It's like, remember when you were sat here on the blueprint and I was trying to convince you to sign up to Property Entrepreneur, do you remember that? Got you in the headlock and I was like, this is the time, you know? It's because, and some of you would have thought, I'm not ready.

I just need a little bit more money or let me just start my business. Does anyone ever feel like that when they're on the blue? They weren't quite ready.

My point was, it's way better if you're going to learn to be a brain surgeon, it's way better to learn how to be a brain surgeon first before you start operating on people and learn as you go. And it's exactly the same with entrepreneurship and it's exactly the same with building your financial fortress. This is why I'm really passionate about it.

And this is why I think it's at some point, it might not be for everyone now, this is not a sales pitch, it's not a hard push. It should be a no brainer. If it's not for you now, get it in your long game.

Say to myself, I am going to do this, I am going to make this investment, it's just a matter of when. Because for me, this is what allowed me, when I went through that rough time, for those of you that were with us, a number of people here that were with us then during COVID, and I thought I was going to lose my business. I had 63 empty rooms, £65,000 a month just going out the door as a loss.

That's quite a lot of cash. And I thought I was going to lose my company. And it made me focus on what I would have left if I did lose it.

So I went into my financial fortress, I was looking at it, working it all out, what would it actually result in? And I realised I was way closer than I thought I was. I thought I needed seven houses in London to retire, to be happy.

Where I got that seven number from, I don't know. We just plucked it out of the air, like most of us pluck £10,000 a month out of the air and a million quid out of the air. We have these magic numbers that we're basing everything we do in our lives around and we don't give it more than a second's thought.

But what are you going for? £10,000 a month. What are you going for?

I don't know, but it sounds good. So it took me that stress to work out what I needed. And I thought, actually, I'm there.

I should have done this. I'm good. I don't need to.

I can sell this business now. I have enough. I have enough to live.

I've more than covered my living expenses with my financial fortress if I put them all on long leases and all the rest of it. So having this freedom allowed me to sell the business, get a load more money in the bank, and then go and travel the world, do my bucket list, the thing I wanted to do with my life for the last three years. So this is what gave me the freedom to do that.

This is what I'm also very passionate about. And I remember when I was buzzing all around the world and making everyone sick to death and unfollow me on Instagram, Chris Moss said to me, he said, Adam, the best thing about what you're doing is that you're doing this all living off the steam. He said, you haven't just like sold your business and just spending willy-nilly and it's just going out the door and it's not really costing anything, is it?

You're living off the steam. I said, you're absolutely right. And this is where we want to get to, where it's just infinite return on investment and you don't have those money worries.

And I would encourage you all to listen to this podcast on the 15th of March. Please put it on your action list. This is Josh's entry into the Property Entrepreneur Hall of Fame.

So let's give Josh a massive round of applause for this. Well done, Josh. So I thought I was Jack the Lad when I retired at 37.

Then Dan pipped me because he was 35. But Josh has beaten us both. And we are really happy for him.

So this is a really good podcast. It goes about an hour. Josh and I talking about this subject that we're both so passionate about and what it means to him, his family.

He's absolutely smashed it. I mean, I say in the podcast, I think Josh did it the hard way. Josh came from a standing start, 24 years old, no entrepreneurial experience, got thrust into a business because his business partner got sick.

And eight years later, he's literally climbed the mountain. He's at the top of the tree. He's sat there.

He's got the business of his dreams. It doesn't take up much time. It's very lucrative.

He's got the family of his dreams. He's got his dream home. And he's got his financial fortune.

It's like, mate, you have cracked it. By any yardstick, you have completely cracked it. And it's because he obviously followed our blueprints.

He had good mentorship. The guy just does what he says he's going to do. So I'm seriously proud of this guy.

And there's no better person to take you through it. So a couple of people asked me, and someone asked me on Wednesday as well, if I'm not making 100 grand a year, can I still do this? I would say, yeah, probably not.

I think if you're not making 100 grand a year, you're probably not at the point where you're thinking about taking cash out and putting it into assets. So if you're not making 100 grand a year, it's probably not for you yet. Let's focus on getting you to 100 grand a year first.

And then we can look at this. And if you're in a situation where you're like, can I spread the payments? Can I afford this 5 grand up front?

It's probably not for you either. This should be a no-brainer. And it's like money well spent.

Are there any other questions about this before we move on? I know some people in the room did it last year. Did anyone here do it last year?

Just a show of hands. Did anyone here do it last year? Tej, Umesh, Casey.

Would any of you mind sharing how you found the—because you actually went through it, didn't you? You went through the blueprint. I don't want to put you on the spot.

You chucked me the mic. Anyone want to share how it was? Ahmed?

[Speaker 4] (8:02 - 9:02)

First time on here. Coming from a finance background, I thought I had—just like Josh, I thought I'd nailed it. I know the numbers, and my reports give out all the information.

But one thing about the financial fortress was it basically solidifies all your dreams and aspirations on paper, and it shows you how to get there, and it gives you a step-by-step blueprint on how to do it because you think you know how to get there, but you have no idea of how you can strategically get there until you start taking actions. And like Adam said about you get your money back, I think it was the second workshop, we all kind of put our hand up. 70% of us said that we literally got our money back because of the strategies involved, and they're very technical.

So you do need to have about over $100,000. You need to be earning good money for you to then put that into paper. So yeah, I would definitely recommend it.

[Speaker 2] (9:02 - 9:10)

Well, thank you. That's very kind. And so I think you said something really interesting, which is like—and I'm sure lots of people here in this room, you had your own spreadsheets already, yeah?

[Speaker 24] (9:11 - 9:11)

Yeah.

[Speaker 2] (9:11 - 9:17)

You had your own plans. So for those people thinking, I've got my plan, it's all good, I made it, what would you say to them?

[Speaker 4] (9:18 - 10:12)

Hello? We'd all agree that Dan's really astute when it comes to finance and numbers and get the right strategy at the right time. And it's like 10 years of his work put into this financial fortress strategy.

It's not a strategy, it's literally for you to open up the doors to your dreams. And I come from a finance background and I thought I had it nailed, but there was other individuals that literally are making so much revenue. But one thing you really, really realize that it's not about the revenue, it's about how much profit you make.

So you may want to expand X, Y, and Z. But then when you look at the financial fortress, you realize that, you know what, revenue doesn't necessarily equate to profit. So for you to go through that strategy and learn five years down the line and be bankrupt, you can kind of save you and navigate you into a life of what you really want to do with what you did, Adam.

[Speaker 2] (10:12 - 10:18)

Nice. Thanks. That's a really good share.

Thanks, Adam. Thanks for sharing that. Is there anyone else adding to that?

Yeah, Dimash? Thanks.

[Speaker 8] (10:21 - 11:16)

So having lots of HMOs and thinking that my HMOs cover my lifestyle and that I've made it and I don't need to go back to work and I'm just doing stuff for fun, made me realize that actually none of those HMOs add up to the financial fortress income and that they are very noisy. Whilst I don't deal with the noise, they're still noisy, that somebody has to deal with that. I've got a team, but still it's noisy and they don't really equate to living off the steam.

So there's a few strategies that I learned halfway through the program. And one of the biggest things I got from it was I stopped doing noisy refinances that were on a commercial basis for myself because I realized that cash flow is meant. Why am I wasting my time trying to create more cash flow when I just don't need it?

So that was really valuable. Thank you.

[Speaker 2] (11:16 - 13:19)

No worries. Thanks for sharing, chaps. I think it's good.

Obviously, it is a significant amount of money. It's good to understand what you're getting. So that's financial fortress.

So that's the information. It's there. If you want it, there is only going to be a small group.

So you've got the brochures on the table. Come speak to us or Josh afterwards, me or Josh afterwards. And we can help you decide if it's right for you.

Talking about Josh. So we've got one more supper club of the year. It's on the 30th of July.

That's the last one. Every other one is sold out. We've just launched this date.

So if you'd like to join Josh for a supper club, then 30th of July is the date. Scan the QR code, book the date, and it's yours. And then in terms of private dining, so if you look on your name badges, the green stickers are with me.

So you'll be on the large table. And the red stickers are with Josh. So you'll be on the small table.

And you've got an hour and a bit to think about a problem, a question, a challenge, something you'd like to share to that group. Obviously, we've got limited time at lunch. We've got enough time to get around everyone.

So check your name badges now and make sure you come prepared with something. So before we go on to Dan's session, it's our favorite time of the month. This has been going really well.

I was seriously impressed, actually, last month with how many people stood up. So I'm hoping we can beat the record this month. So if you've got something that you would like to share with the community, a success, a challenge, or you'd like some accountability going forward, this is your opportunity to do that.

Or if you just made a commitment to get on a mic every time you saw one, then this is also the opportunity. I'll ask you to get yourselves ready now. Get yourselves psyched up.

I'll ask you to come up in a second. Just before I do, some last month's commitments. So Claire, do you remember your commitment?

You were going to – do you remember? You were looking like, what? You were going to walk 30 minutes every single day.

Claire, how are you getting on with that? Let's give Claire a mic. Doing okay.

We're getting there, okay? We're going to hold you accountable because you did so for the rest of the year. So unfortunately, I'm going to bring this up every single month.

Hugh. Where's Hugh? Hugh, how's life?

[Speaker 21] (13:20 - 13:21)

It's a breeze. It's a breeze.

[Speaker 19] (13:21 - 13:22)

Good man.

[Speaker 21] (13:22 - 13:24)

It's fantastic.

[Speaker 2] (13:28 - 13:50)

You got up at 3 a.m. this morning to get here on time, but it's still a breeze. That's a mindset. So, ladies and gents, if you'd like to commit something, share something with the community, have us help you hold accountable or just celebrate something, please make your way over to the left side of the room now and join me on the mic.

Yes, Rupin. Come on, you can do it. Let's give them a round of applause, guys and girls.

Come on. They're the brave ones.

[Speaker 12] (13:50 - 14:39)

They're the brave ones. Come on. There's plenty of space.

Let's go, Rupin. Off you go, my friend. Good morning, all, or afternoon.

So, Winter Eats List, my first time on Winter Eats List last year, my first year, I was like a cat in headlights. This year, I was the headlights and really took charge of it. One of the big things that we've got two businesses really sort of focused on some of the top topics, but the big one was we got our brochure to print with all our suppliers ready in the first eight weeks of the year, which is brilliant.

So, the one thing I was asking is if anyone in this room knows a room full of property experts that might need this, can you let me know? Or if it's Mother's Day, fellas, on Sunday, there'll be a lovely little present to wrap up for you. Thanks a lot.

[Speaker 21] (14:43 - 14:44)

Let's go, Max.

[Speaker 5] (14:47 - 16:08)

I've got three. I've got Inspiration. So, can you hear me?

So, first was Inspiration. So, we just opened up a new area kind of along the M3 corridor, is what we call it. So, normally that involves me having to put about 150 calls out to different people to tender if they want to create a JV venture with us.

It was actually just me speaking to a person who did a really great job for us and said, look, do you know anyone else who might be interested in setting up a kind of a joint venture set up as part of our business? He recommended his stepdad, and one conversation later, we've got full contracts signed, and now we've got a full area opened up. So, it just shows by asking the questions, you might be able to create new business ventures.

A bit of something that I learned from Stephen Bartlett was that my EA kept getting annoyed with me because I wasn't doing tasks quick enough. That meant that she wasn't able to get things done, like sign-offs, approvals, that kind of thing, especially when I'm on the road all the time. So, what he said and what I've done now is create a max daily to-do on Asana.

So, she basically just pings all the things she needs me to do to sign off for the day. I can then sit down on my computer late at night, work quickly through those, including my regular to-do list. And that means by the morning, she's now got everything signed off that she needs to do in order for the next day, which I found really useful.

And then finally, accountability. So, sorry, it's a bit long. By next month, we'll have a new sales rep on board, hopefully by April, and also an assistant for Margaret as well.

[Speaker 2] (16:09 - 16:14)

Congratulations, Max. Well done. Love it.

Love it. What's going on, Mr. Dolman?

[Speaker 7] (16:15 - 17:20)

What have you got for us this month, eh? Surprises, surprises. No, it's just a shout out to everybody, actually, for this opportunity of Open Mic.

I was here a few months ago and was battling with my stage fright. And you've got a really good opportunity to actually stand in front of all your friends and peers, so people that you like and you trust, to practice your public speaking. And over the last couple of months, a few people have come up to me and asked me about the public speaking and said they really want to do it.

And the common theme that I get from everybody is everyone really wants to do it and wants to better themselves to become a better public speaker, but they're worried about taking that next step. And when you're here, I'm using this platform every month. You're going to hear from me, but take that jump and do it.

And I know it sounds really scary, but just trust in yourself, trust in everyone around you because everyone should encourage you and just give it a go. Because trust me, when you sit back down, you'll be absolutely energized. Love it.

Thanks, Max.

[Speaker 6] (17:21 - 17:21)

Agreed.

[Speaker 21] (17:22 - 17:23)

Thank you. Stacey?

[Speaker 6] (17:28 - 18:43)

Am I allowed to move it? Sorry. Yeah, it's a little bit high, isn't it?

So yeah, it always does this for me. Three things. Thank you, Matt.

Because getting up here is like akin to death for me. Not quite, obviously. I'm going to continue doing it because this is definitely a goal of mine.

Second thing, if you may have heard, I'm doing a 50, 50, 50, which means 50 gifts each day for 50 days before I turn 50. And I'm in the middle of it. I'm actually moving more closer to the end, which actually does mean I'm turning 50 soon.

And I'm having a blast, actually. I'm having so much fun just getting a lot of value out of it. So if you guys haven't seen it, please check out my socials.

That'd be awesome. I did post it a few weeks ago on Circle. And then the last thing was my other challenge goal was to lose 50 pounds before I turn 50.

These last few pounds I'm finding a little bit challenging. So for accountability, please, anybody can reach out to me and just make sure I'm staying on the path and I'm going to meet my goal, which is in 19 days. Okay.

Okay.

[Speaker 13] (18:50 - 19:34)

I keep trying this, but I've come here to basically thank perhaps Julian who sat there because I was sat with lunch with him the last time we were here and together and basically said, well, you've got to get control of yourself. You know, I'm a doctor. I know what I'm talking about.

And if you're not careful, it's going to kill you. And then I heard a quote that runs along the lines of you, you die once you live every day. So I've taken the commitment to sign up to RNT Fitness.

It's done and I'm very frightened, but let's see what happens in the next few months. Congratulations.

[Speaker 11] (19:40 - 20:19)

It's time for me up here. And really it goes back to last year on Advance. I said on one of the little boxes, one of the things holding me back was drinking.

So I had a couple of stop and starts, but since 31st of December, I don't drink anymore. So that accountability tick has helped. And hopefully that provides a bit of inspiration, particularly for those that served in the military for a very long time, becomes part of the culture.

So to break that cycle has been really, really good. Congratulations, Simon.

[Speaker 21] (20:19 - 20:23)

What would you say to that? Good man.

[Speaker 2] (20:24 - 20:26)

Good man. Look at this wonder woman.

[Speaker 9] (20:29 - 21:24)

Hi everyone. I want to say a massive thank you to Supper Club last year and Mastermind this year. So Supper Club last year was myself and Craig developing, trying to develop a mastermind and the podcast that I've spoken about already.

But this year has been all about my passion and my niche, which is all about layouts. My background is interior design. So thank you to Josh for the name.

When I told him about it, he just popped out of his head. It's taken months thinking about this. But also to everyone on Mastermind and Adam, just for being so wonderfully supportive and working through that whole process with me.

So I've got the opportunity. Thank you to Rupin for speaking on PIN, on Chester Online. It's coming in next Thursday.

So if anyone can jump online and give me some feedback afterwards, I'd really, really appreciate it. Thank you.

[Speaker 18] (21:25 - 21:25)

Well done.

[Speaker 2] (21:25 - 21:41)

Level Up Your Layouts is the name of her business, in case you're wondering. What's it called then? Lucas' Layouts.

I said I'd come up with Level Up. You didn't use my name then.

[Speaker 10] (21:43 - 22:39)

Right. Hi, everyone. I just wanted to give you an update on my son, Finn, who should be part of this programme.

But he's been missing for two months now. So he's 20 years old. His communication isn't always great.

So when he said that he was going to Australia and it was a one-way ticket and it was next week, it was a bit of a surprise. He bought a four-wheel drive that was older than he is. And the latest breaking news is that the engine broke.

So he called me last night saying, shit, I'm on this island and the car's broken. So he took it to the garage. And they've said that the head gasket, if anyone knows.

But he's got 700 miles to get to Cairns, and he's going to go for it in the broken car. So it's kind of a gripping, will he make the 700 miles? It's all quite fun, but there we go.

That's what I think. Nice. Thanks for that.

[Speaker 21] (22:39 - 22:41)

Guillem, last but not least.

[Speaker 17] (22:45 - 23:09)

Hello, beautiful people. So I hope you're doing well. Things are going well for us.

So it's a bit of a different theme for you today. So just sitting in this group, and I've never talked about this before, but it's just so you know, we're in the business of acquiring other people in our space. So if you know any software people doing sourcing, stuff like that, we have a good customer base.

We'll be happy to have some introduction. Thank you.

[Speaker 2] (23:09 - 23:55)

Nice. Thanks, Guillem. Good.

There you go, so you can chat soon. Okay, fantastic. Apart from me getting Suzanne's business name wrong, I thought that went really well.

So, awesome. So listen, ladies and gents, that is, that's fantastic. That's probably over 10% of the room that got up on stage.

If you haven't been up on stage and you're sat there thinking, I wish I had next month's The Times, you've got a month to think about what you can do to get on this mic. So that was fantastic. Moving on to something else that was fantastic was our prime time accountability group.

So this was the first time we did this this month and we were doing PDPs. It was a massive success, but I'm not going to say anyone. I'm going to invite our community coach, Shiv Haria, to tell us how it went.

So let's give Shiv a massive round of applause, please, ladies and gents.

[Speaker 19] (23:55 - 24:01)

You don't have to do this, I know you want to. Get a bit of dancing.

[Speaker 3] (24:02 - 25:10)

Okay, no worries. Guys, we had an amazing turnout on our PDP accountability group. Can I get you guys, this is going to be really hard for some of you who were not as vocal.

Can you stand up if you're on the PDP accountability group? Stand up, stand up, stand up. Now what I want you to do is I want you to sit down if you thought it was not useful for you.

I know, I know. Yeah, exactly. I know that not everyone finished it.

PDP is a very, very tough thing to do. It takes a number of weeks to get through. Now I know that not everyone finished it, but here's the question.

Did you get value from the group? Did you get value from being in the accountability, from the training that you get as part of that, not just from me, not just from Adam, but from everyone else in the group? Yeah?

Perfect. Everyone else have a look around. This is what the accountability groups are for.

Therefore, we're going to help you implement the stuff that you're learning in this room right now, and we're going to hold you to account to make sure you get these things done. Does that make sense? Yeah.

Thank you very much, guys. Sit down. I think we should say well done to everyone who signed up.

[Speaker 24] (25:10 - 25:10)

Well done.

[Speaker 3] (25:11 - 27:17)

Perfect. So can I do this? So this month, we're going to do PDP accountability groups for – we're in March right now, right?

We're end of financial year for most people, and this is going to be a big month. There's loads of stuff to get done. All the stuff that we were supposed to be doing in January, February, and March needs to be completed by the end of March so that we can then start off our new financial year with everything in place.

Okay? So there's loads of things to get done, and what we're going to do is an accountability group for landing your game changes by the end of March. So whatever it is that you need to get done, all those big things, if you haven't finished the PDPs, for example, get those on there.

We can get your business plans and things like that all on there as well. We want to get all of those things starting to move in the right direction and get them completed for the end of March. And what we're going to do is we're going to have a post on Monday at 10 o'clock or before Monday at 10 o'clock that's going to list out your game changes.

It's just like you normally do your Sunday sanity. It's going to be your game changes for March. You're going to list them out.

Here's how many there are. You don't have to have 10. I'm aware that some people say, oh, I can't do 10.

I want to do 5. You can do 5. You can do 6.

You can do whatever number you want. It's just whatever you feel comfortable with. And then what we're going to do is on a weekly basis, we're going to track, are you on track or are you behind?

And the way we're going to track that is we're going to have a poll for what percentage of your game changes have you completed. And the whole point is that by the time we get to the end of March, we should have completed all the game changes. Does that make sense?

So by the time we get to the end of March, 100% of the game changes will be completed. You will get a yellow card if you do not respond on the poll. That's how you get a yellow card.

So all you have to do to stay in the game, really simple, just respond to the poll. So, you know, it's very, very easy this month. Last month was quite hard.

There's lots of things to get through. This month is quite easy. You're going to have your game changes.

We're going to help you to achieve those. And if you need any help in terms of how to get there, then we're here for you. Does that make sense?

Perfect. Hands up, please. Who's going to join this one?

This is a nice, easy one. This is not game change. Sorry, it's not PDPs.

Everyone can do this. Everyone can do this because it's all about what is it that I need to get done in March before we start the new financial year. Perfect.

Thank you very much for your hand, sir. Thank you very much, guys. Thanks, Shiv.

Cheers.

[Speaker 2] (27:17 - 27:45)

Thank you. So if you just turn to page 26 in your book deck, if you want to put some music on now, page 26 in your book. Everybody's got to do game changes.

Yes. Everybody's going to achieve something this month. Yes.

Everybody would like some extra accountability. Yes. Join the prime time accountability group.

Page 26 in your workbook. Scan the QR code. You'll go straight into the WhatsApp group, and you'll get a brief over the weekend, and your first action will be on Monday.

[Speaker 14] (28:03 - 28:04)

Page 26.

[Speaker 2] (28:12 - 28:48)

Nothing to do with PDP. It is literally just you're going to commit to the number of game changes you're going to do this month, and then Shiv's going to help you get there. It's group accountability.

You can choose the amount of things you want to do. You set the game, and then we'll hold you accountable. We're all in this together, ladies and gents, so let's get in it, and let's get it done.

And if you're not signing up, why not? Why not?

[Speaker 14] (28:49 - 28:55)

Last month, we had 27 members today. Right now, we have 29. 29 members already.

[Speaker 2] (28:55 - 30:39)

If you don't want to put your head on a parapet and get things done, why not? Why not? Why not?

You might want to change your mind. If you didn't want to do it, now maybe you do want to do it, yeah? Is it because you're going to let yourself off the hook?

Is it because you're not going to do what you said you're going to do? Okay, we'll end it there. Hopefully, you've signed up.

You can put your phones down now, ladies and gents. You can close your laptops because we're going to go on to our next content session. So, as I've said before, this workshop is all about making sure you've got everything you need to pull together your business plan.

The business plan is really written over winter. Yeah, you pull it all together at the AGM with me or in your own time, but the work, the heavy lifting has been done since probably early December, if you know what you're doing. This is what we want.

We want to end winter with our published business plan, like Rupin's beautiful brochure, if I gave that to my mum for Mother's Day or whatever, I think she'd literally wring my neck. But anyway, that's a different conversation. But, yeah, so you want to have a printed business plan.

You want to be able to show it to your team. This is the result of all your hard work over winter, and this is the plan. So another key part of that business plan is knowing what key performance indicators you are going to track because, as entrepreneurs, we don't want to run the business by how we think it's going or our gut feel or by always asking our team for updates and nagging them.

We want to drive by the numbers. We want a dashboard. We want data.

And we want to know that it's exactly what we want to track, so the business is doing exactly what we need it to do. So this is what the next session is all about. And the only last thing to do is to give the biggest welcome of the day to Mr. Daniel Hill, ladies and gents.

[Speaker 1] (30:49 - 34:15)

How are we, ladies and gents? All good? Very inspiring to hear the open mic session.

There's genuinely a vibe this year. Everyone's just driving forward. And obviously in driving yourself forward, we're driving each other forward.

So just keep that momentum going. Get accountable. If you're not in the game-changer group, I don't know why not.

You've got to choose 10 things to do this month, and all you've got to do is complete 100% of them. It can be brushing your teeth. It can be combing your hair.

Whatever it is, choose 10 and then execute it. And then Financial Fortress, for those of you that are considering it and haven't signed up yet, again, it's not a sales pitch. It's just to say it's a guaranteed 10 times return on investments.

If you spend five grand and it doesn't make or save you 50,000 pounds, you get your money back. No questions asked. If that's not a no-brainer opportunity to get to where you want to get to, it worked for me.

Then it worked for Adam. Now it's worked for Josh. Honestly, if you're in that space and you're ready for it, I would highly recommend doing it.

You've got nothing to lose. So today we're going to talk about high-performance management, and I sort of seeded this for you last month. This has been the most demanded, requested, hot topic on the board for the last 6 to 12 months.

Who would like to be able to manage their entire business from one set of data, one dashboard? Absolutely. This is what I'm going to take you through today.

Majority of this is going to be workshops. You're going to get the majority of it done in the room, and I guarantee you it can't be made any more simple. All you need to do is put it into place, and every single bit of your business will be visible on a dashboard so we can get you to that next level.

For those of you that want to work on the business rather than in it, this is probably the missing piece. And for those of you that are already working on the business and want to actually step actively out of it, you can't do that until you can drive by the dashboard. So until you drive by the dashboard, you push with the pedals.

If you think like Fred Flintstone, floor cut out, you're pushing with the pedals. You have to be speaking to your team. You're emotionally connected.

You can feel whether it's going well or not. You're constantly checking in. You don't know whether you're going to hit target or not.

That's pushing with the pedals where we all start. This next level is driving by the dashboard. And what this means in the simplest of senses is you can own businesses that you don't have to operate.

And I've got companies I've invested in. I've got companies that I've bought. I've got companies that I own around the UK that I've never seen.

I've never met the team. But what I look at is the dashboard. And from that dashboard, I can tell you whether we're going to make 100 grand this year or we're going to lose 20 grand because all of the data is there in one place.

So I'm going to take you through this today. And to go back to what we talked about last month when we're talking about high performance. High performance just comes down to two things.

Who can tell me what that is? Absolutely. The first is clear expectations.

And the second? Absolutely. Challenging conversations.

Now, for bonus points, if I tell you that's actually the third, clear expectations is what we need to set. And then challenging conversations is what we need to have. Can anybody tell me, and I'm not expecting anyone to get this, in order to have those clear expectations and then get to a point where you have to have challenging conversations, can anyone tell me what the bit that happens in the middle between setting it and then having the conversations?

[Speaker 3] (34:16 - 34:17)

Feedback metric.

[Speaker 1] (34:17 - 34:19)

Absolutely. Feedback metric.

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

Reviews.

[Speaker 1] (34:21 - 34:27)

Reviews. Perfect. We're getting there.

And if we pull that to the highest level, reviews, metrics, checking in with people.

[Speaker 24] (34:29 - 34:29)

Accountability.

[Speaker 1] (34:29 - 34:32)

Accountability, SCS. What are these things called?

[Speaker 3] (34:32 - 34:33)

Spikes.

[Speaker 1] (34:33 - 36:30)

Spikes. What sort of spikes? 100%.

Accountability spikes. So this is the high performance spelling that you like. This is the high performance accountability framework that you need.

And I'm going to take you through clear expectations, which is the first bit. And then Adam, in the next session, is going to take you through accountability spikes, which is the second bit. So we set it.

We have these accountability spikes. And then next month, we're going to take you through challenging conversations. And for those of you that it makes you feel nervous, when you understand that a well-structured, a well-considered and structured, challenging conversation always has a positive outcome, what you realize is you'll start to get an appetite for them.

You'll feel comfortable with them, and it'll be what drives your business forward. It's that whole concept of hard conversations, easy life. Easy conversations, hard life.

And everyone in the room has probably got a difficult conversation. Who's got a difficult or challenging conversation they need to have with someone in their business or their life or business partner? Exactly.

All of us. So I'm going to take you through clear expectations. And when we think about clear expectations, what makes a clear expectation?

So if the idea is that every single person in your team has absolute clarity of your expectations, which the reality is most businesses, the reason high performers don't perform is they don't know what you want. They don't know what high performance looks like. If we're going to get that explicit, clear expectation, what does that look like?

What does it involve? How do we get there? What does it actually mean?

In fact, if we grab a mic, we'll go around the tables. Don't worry, Sam, I'll get it myself, mate. Shiv's going to kick us off.

How are you taking notes?

[Speaker 3] (36:31 - 36:33)

Like a PDP or something.

[Speaker 1] (36:34 - 36:41)

A PDP, absolutely. Let's go to the next table. Who's going to catch it?

Shayna, you up? There we go.

[Speaker 23] (36:42 - 36:48)

So I was going to say objectives and KPIs in the timeline by which they're going to be done by. Fantastic.

[Speaker 1] (36:49 - 37:08)

Objectives, KPIs, specifically in that space. Remember, tangible targets. Because an objective can be we want to ride the rocket.

And the tangible target would be 100% growth. Next table. Matt.

Matt. Matt, go along. Oh, yeah, the other Matt.

Oh, fantastic.

[Speaker 11] (37:10 - 37:11)

Sorry, my mind's gone completely blind.

[Speaker 1] (37:12 - 37:19)

Do you want me to mention on that table? Are you okay, Tara? Anybody?

Excellent. Crisis averted. Don't give her the mic now.

[Speaker 14] (37:19 - 37:24)

She's becoming assaulted. Job descriptions.

[Speaker 1] (37:25 - 38:12)

Yeah, job descriptions. Job descriptions would be good. Why would a job description maybe be a little bit, it is good, it's clear, but why would it perhaps not be effective in this sense?

Yeah, it's not really. A job description would normally be used for front end, like recruitment, or an accountability chart would be another one, which is actually an internal document. So an accountability chart would be a little matrix of all the people, and it says in five to 10 bullet points what they're accountable for.

And you might think, oh, we don't need that in our business, because everybody knows that. The reality is, and you can get a copy of it on the Vault. It's called Know Your Space.

And it's basically just a PowerPoint sheet you fill it in, and it will show you who does what. And you realize some people in your company don't know who does what. Next one.

[Speaker 14] (38:13 - 38:14)

Clear company values.

[Speaker 1] (38:14 - 38:27)

Yeah, absolutely. So clear company values. If you say one of our values is growth, it's an expectation that we're going to be driving, we're going to be growing, we're going to be developing.

Are we going to move over to the next table? Thank you.

[Speaker 20] (38:29 - 38:29)

Customer satisfaction.

[Speaker 1] (38:31 - 38:36)

So I would say, just elaborate on that a little bit.

[Speaker 20] (38:36 - 38:46)

So you could, with your clients, you can do a questionnaire. What is the satisfaction from your services that have been provided?

[Speaker 1] (38:47 - 39:09)

Yeah, smashing. And when we go on to Directors Dashboard, we can have that as a deliverable or a target. And specifically, the expectation would be we expect each team member to get 10 five-star Google reviews a week.

Or we expect your personal average TripAdvisor rating to be a minimum of 4.7. That would be the clear expectation. We expect it to be here.

[Speaker 11] (39:11 - 39:23)

Rules of feedback. How often people can check up on how they're doing on their KPIs, they've got problems, or how you're going to regularly sort of review.

[Speaker 1] (39:24 - 40:15)

As in sort of the rhythm to it? Absolutely. And that's what Adam's going to do in session three, is those accountability spots.

So we call it, as all this is part of the set and forget blueprint, the aim of the game is that if you put this stuff in place, as well as teaching the board yesterday, all you have to do is turn up. If you set these things in place, all you have to do is turn up. And in the next session, Adam's going to take you through the high-performance management framework, which is basically all of the dates for the year, which goes from having a strategy day presentation or getting excited, to having a strategy day, QGMs, monthly reviews, weekly SCS, daily MyHats.

You set those things in once, you just drop that framework in, and absolutely, everybody knows where they stand. They've got clear expectations when they're going to get reviewed, when they're going to get pay rises, when they're going to be performance managed. Absolutely.

Two tables at the front. Right. Let's try and avoid any more skills.

[Speaker 24] (40:19 - 40:20)

School card.

[Speaker 1] (40:20 - 40:46)

Cool. So, yeah, a school card, which is clear. It says what they're being assessed on and how they're tracking on that.

And the thing there is, what is success? So this is a key thing that I talk to our teams about all the time, is what does success look like? Most people don't know what success looks like for them.

You want to make it explicitly clear, what does success look like? And that's where school boards and KPIs come in. Ted's going to finish us on a high.

[Speaker 22] (40:46 - 40:48)

Well, that's what I was going to say.

[Speaker 1] (40:51 - 49:18)

Deadlines, when things need to be done by. Cool. And there's a great podcast on the Blueprint podcast called Deadlines Get Things Done.

If you haven't listened to that and you find yourself spending your life chasing people to get stuff done, you're not using deadlines effectively. Deadlines Get Things Done Blueprint will give you that framework, and it will make it clear to people how this works. So for a clear expectation, a few points to recap.

The first is it needs to be clear. It's not you need to be growing as an individual. It's your sales need to increase by 10 percent.

It needs to be simple. Like what you'll see when I share this dashboard with you, it's so simple. It doesn't need to be complicated.

It doesn't need to be you get 10 percent of this if it's over 30 percent of X. And then if, you know, if Adam shaves his head next month, you're going to get another bonus. So it just needs to be these sort of like real clear defined expectations.

It needs to be really simple to understand. So when your head of marketing or whoever's doing your marketing or social media, you say, well, what do you expect of me? They need to be able to say like that, well, you want 100,000 followers in the next 24 months.

So really, really clear. It also needs to be easy to remember. You don't want to give somebody a culture club book that's got 10 pages about all the do's and don'ts of your company.

It just wants to be like these are your three objectives. These are your three tangible targets. This is how you're going to be managed.

It's really, really clear. You've probably heard me say this before. If it's valuable in your business.

So it's important. And a team member needs to use it. If it's valuable, it needs to be visible.

Because standing up at a strategy day and getting all excited and doing your beginning of the year presentation is great. But if you get to the second week of January and you can't even tell me what your personal and professional objectives are, it's not going to have the desired effect. So it needs to be visible.

Clear expectations need to be trackable. There's no point saying to your team at the beginning of the year, we want to go from a 20% profit to a 30% profit. And then pulling them in at the end of the year and saying, why didn't we get there?

It needs to be visible. It needs to be trackable. It needs to be on the wall.

It needs to be in the monthly meetings, the quarterly meetings, the one-to-ones, the PDP reviews. And then finally, it needs to be achievable. Targets actually and clear expectations actually have the adverse effects if they're not achievable.

If you set somebody up to fail, even for the highest performer in the world, it's not going to be too long before they get exhausted, they get burnt out, they get disengaged with that. It needs to be achievable. And if you think about the mindset that we talk about when we're looking at, like Josh was talking earlier about forecasting, think about hope for the best, expect the worst.

Hope for the best would be what you set your sales team, which means best case scenario, we're hoping to be about here. Worst case scenario would be the expectations of what you expect in your P&L. So I was chatting to Andy on the way down, and he's looking at a deal.

And he gave me the headline figures. And I said, if that's the best case scenario, I wouldn't do it. If that's the worst case scenario, I'll buy it tomorrow.

So I'm really understanding the difference when you're setting these expectations as to what is actually realistic. You want your team to succeed. That's the outcome.

You want them to succeed. So I'm going to take you through this blueprint. And this is the single thing you need to drive by the dashboard and see every part of your business in one place at any given time.

And also it's part of the set and forget blueprint, which means once you set it up and then use the next session on accountability spikes, you can forget about it. And all you do then is you get it out monthly basis, weekly basis. You look at it and it will show you exactly how the company works.

So in order to do this and build a director's dashboard, there's going to be two things that we need. Now, a director's dashboard is you might be the director. You might also be the person that unblocks the toilets.

You know, that's fine. But what we're talking about here is if you're in that director's seat and you're doing your monthly company review, this is the dashboard we're going to look at at director level. And then the second part is there's a big difference between a dashboard, which I said earlier is clear.

It's simple. It's easy to understand. That's a dashboard.

And when you drive your cars here today, you weren't looking at you weren't flying a Boeing 747 with 5000 gauges you need to look at. You were probably looking at the speed. Because you're entrepreneurs, you're probably looking at fuel gauge to see if you're going to run out before you get there or if you're going to be going to be late or in the hard shoulder.

A director's dashboard is very clear. It's very simple. It has the minimum amount of information on to enable you to drive the car.

A database is very different. A database would be all the data that happens with the car. You know, you can look at the washer fluid.

You can look at the engine, the oil levels, the tire pressure. Of course, in order to service that car and MOT that car and have it running effectively, there's a whole database of information that is required to run the car. But as the driver, all you care about is, is there enough fuel?

And am I going to break the speed limit? And am I going to get to Belfry on time? You know, there's the three sort of dashboards you're looking at.

So when we talk about director's dashboard, why do you think I've included? What's this an image of? Perfect.

Top of a mountain. Why do you think when we talk about director's dashboard, why do you think I'm talking about the top of a mountain? You see everything.

100 percent. It's the end result. And again, I talk about this with my team is they'll say we're going on this project or we're recruiting this new person.

I'll say, well, ultimately, what is the top of the mountain? What does the top of the mountain look like? So if you're going to recruit a salesperson, what do you think the top of the map?

They're going to have loads of data and oil checks and tire pressures. If you're looking at a salesperson, there'll be loads of stuff you want to track. If you're trying to define what's the top of a mountain for a salesperson in your business, what might that be?

Yes, sales made revenue. Absolutely. What about somebody in finance?

If you said only like what is, let's say, in finance, what would you say the top of the mountain is in finance? OK, perfect. So what we're looking at here is actually you might have multiple tops of the mountain.

So outstanding debt might be one. And that would actually become part of credit control. So you've got a big department like sales or marketing or finance.

You might say, right, well, for finance, what's the top of the mountain to us? Well, we want to make sure that the well, choose that one. The money's coming in credit control.

So what's that credit control department or team member? What's the top of the mountain? It would be what is the percent of running credit control in the business?

When we look at director's database and we take the same roles and we think, well, there's going to be all this other data that as a director, you probably need to have access to. And your team definitely need to know. But it doesn't need to be on your desk.

When we're thinking about sales, what other data might you have for sales? That's not the top of the mountain and wouldn't go on the dashboard, but it is required to keep the car going and it is part of the sales team, but it'll be hidden away in a database. Aakash?

Yes. So if you've had marketing and sales together, you might have leads. What else might we have?

Margins. Yes. If they've got control over their pricing, a minimum margin they need to make.

Absolutely. Conversion rates. What conversion rate again?

The top of the mountain is only how many sales are they making? But the data that goes behind it is how many leads did they have? How many calls did they make?

How many people showed up to those calls? How many sales did they convert? They might have made 10 sales, which was their target.

But if it took them 15 calls to make it, that's very different to 150. And you still need that data. But ultimately, at the dashboard level, you only really care about the sales actually made.

So I'm going to take you through this. So if you want to get your laptops out, this is the director's dashboard blueprint. And this is all about set and forget.

We're going to set it, put it in place, and then you can literally forget about it. And every month without fail, you'll be able to drive your business for the dashboard.

[Speaker 14] (49:24 - 49:41)

You will find this file in the vault. Is that correct? In the vault?

Under today's workshop? Fantastic. Under workshop six in the vault.

So I'll give you a minute or so to load that up.

[Speaker 1] (49:52 - 49:58)

Well, this is a lot more reassuring than last month. All the screens I can see have got it on already. So spot on.

[Speaker 14] (49:58 - 49:58)

Well done.

[Speaker 1] (50:07 - 1:07:36)

While they're just loading them up, if you don't mind flicking over to my laptop, please. OK, so what we've got here is a director's dashboard and a director's database. What I'm going to do is I'm going to take you through it.

We're actually going to build yours in the room now. So if we start with the first tab and if you just look at the screen, I'll walk you through it. So this is a great quote here by Albert Einstein.

It says, focus only on what counts, not what can be counted. And what you're going to find is as you start to get into this, you're going to get carried away by, if I say to you, you need three, you'll convince yourself that that means five. And before you know, this director's dashboard has grown arms and legs and it's 25 pages long.

And it's, you know, you've completely missed the point. Just because it can be counted, it doesn't mean that it counts. So what we want to do is really focus for the director's dashboard on the top of the mountain.

So the first tab says add new scoreboard. So what we're going to do, that's your master tab. And each time you add a new scoreboard, which I'm going to show you how to do, you copy it from that tab.

So what we're going to do is we're going to duplicate it, duplicate that tab and then rename it. And this is going to be DH director's dashboard. And then what we're going to do is we're going to build out a selection of scoreboards for our business.

So if you think about what parts of the business, so we're doing it by part of the business, what parts of the business do you think you might want to have a scoreboard for? It's important for you to keep an eye on it. What do you think?

Sales? Excellent. So let's say we're going to do one for sales.

In fact, let's start with marketing. So it's sort of, it's ahead of, let's start with marketing. So you think, yeah, marketing makes a lot of sense.

I think, well, what is, so success is, when we're thinking about the top of the mountain for marketing, what might be the top of the mountain for a marketing department, for your marketing team? Followers, maybe? Warm leads, maybe?

Conversions? It would depend on your business. In most cases, it will be the volume of leads and the quality of leads for marketing.

Because really, what do you want? You want a certain amount of good quality leads. If you had loads of leads, but they were rubbish, that's a little bit pointless.

And if, so why might, bless you, why might you, these are really good questions. Why might you not include conversions in marketing? Absolutely.

Because if it's a sale, that's sales. So actually marketing's role, if you think about how the, bless you, if you think about how the funnel works, marketing role starts at lead generation and stops at sales. However, what happens within the market, when we are talking about conversion rates that you would track, what conversions might you track within the marketing phase that would be, would apply?

Yeah, so Google Click, absolutely. What's the click-through rate? What's the cost per lead?

Cold leads to warm leads. Where would you get a conversion in that as a percentage? Yeah.

Okay, yeah. So a balance of like what split do you want? Scorecard conversion.

So as in like people who click on it and then actually complete it? Absolutely. You'd be looking at the funnel and you think, where does the funnel come down?

And if it's before sales, then it would be a conversion rate you would track. So for example, a really good example that most of you have either used as a business or as a participant would be webinars. So it's like, what are the key stats in a webinar?

Well, there's three. One is how many people register? And if a marketing department was driven by that, it would be, it would nowhere near be as effective as it could be.

What conversion rate comes after registrations? Absolutely. How many people actually turned up?

And the industry average depends where you are in the space I work. It tends to be, it's always averaged about 50 percent. Post-COVID it dropped to about 30.

We tend to be about 50 to 60 percent because our team will actively promote to registrations just to get them to attend the actual webinar. So it's like the marketing department is responsible for that. And then from the attendees, how many do they sell?

And it's quite rare you would have a marketing person on the webinar. So the top of the mountain there would be webinar attendees, not how many, how many people register. So success for you, if you think about your marketing department, what would that be for you?

And if I think about what it would be for me, it would be, if you think about, for example, webinar, it would be, it would be qualified leads. And then if we think for the marketing department, so again, this is where you start getting into the mechanics of business. And it's very easy to think, you know, you've got leads coming through, you're just picking up the phone and closing.

You really need this data. And that's really what I'm interested in when I'm looking at companies is how many leads do we get? What's the cost per acquisition?

What's the conversion rate? Which channels are working well? It's very mechanical when you get up to this sort of like director level.

All you want to look at is where are you starting? So if you're currently, if you know that just ticking over, you get 10 leads a week for Ruben's Kitchens. You know, he knows he's without even trying, he gets 10 leads through the website.

People inquire, they book a sales call. He's starting at 10. But actually, you know, he's gone out and he's invested in building a nice brochure.

Mother's Day might not be the big success that he's hoping for. He's going to set this end target and he might say, well, do you know what? And what we're doing here is this scoreboard needs to be finished by the end of this month.

So it needs to be one of your game changers. Get it finished by the end of March. And then the new financial year, spring and summer is set and it will run from there.

So if he says, well, do you know what? We're going to go big in the spring. It should sort of settle down, begin the summer.

And we're going to say by the end, we want to be generating 20 leads per month over that period. And then what he does, who do you think might be a good person to work? If you think about when we set the strategy for our companies, we invite our team to get involved.

Two reasons. We want them to feel that we want to get the value from them. We want to understand what they want.

We want to build it around that. Equally, we want them to feel ownership and feel brought into it and feel like they've played a part in it. When you're setting the targets, you want to do the same.

You don't want somebody to lowball it, but equally, you don't want to set them up to fail. You want to have your team involved because if you set your target, if you set targets for a team member and they don't achieve it, what's the first thing they're going to say? It was unachievable.

You set me up to fail. Well, if you want to get the traction and the buy-in and the success of this, you can completely disarm that argument straight away by saying to somebody, what do you think is going to be a realistic target for this? And you work with the team, you talk to them.

Again, your job as a director is to navigate the conversation. And you want to get them in that middle ground where it's a push and it's going to require effort and you're not leaving stuff on the table. But equally, you're not setting them up for failure because you get halfway through and it'll be a disaster.

And then what you do is say, right, well, over the period, how's that going to work? And then you've got to be clear expectations. You've got to be realistic.

If I say, well, you've got to go from 10 to 20 leads, that's 10 over six months. And if you were to increase by two a month, that would be great. The reality is we're talking about a target that starts in three weeks.

So you'd probably taper it up and say, well, it's going to take a little while to get momentum. Maybe we're up to 11 by there. We've refined it.

We've made it better. We're getting up to 14 here. And then by here, we should be absolutely running with it.

And we should then be increasing it by, I'm sort of spitballing weekly targets there. But this is actually director's dashboard, just to be clear, is monthly. So, you know, you could add probably four X loads.

But you want to sort of taper up. It's very rare that growth in marketing capacity is straight line and linear. If it is for you, then fantastic.

You've nailed it. In most cases, it takes a load of work. You feel like you're clutching straws.

It gets going and then it finally gets its momentum. And this would be, say, qualified leads. So the marketing department are focused on qualified leads that download from the website, go through whatever qualification process they've got, and then gets to wherever, maybe booking a sales call.

And they might think, well, actually, their job doesn't really start there. They've got to get the leads, but then they've also got to get them to show up. So it's the qualified leads they get, and then it's the show rate of how many people they get on the calls.

And then you can have a whole team. You can have a whole agency. You can have a dedicated marketing person who's on 40, 50, 100 grand a year, just driven by those two KPIs.

You say, well, the show rate needs to be a minimum of 75%. And then you'd run your, again, you'd run your conversion across there. And that would be the marketing department.

So I'm going to stick some music on now. You don't have to do marketing. What would be the four obvious, when we think about scoreboards, what would be the first four obvious scoreboards for you to choose from?

Marketing, sales, operations. Absolutely, finance. It's quite likely you need one scoreboard for those.

They're your quick low-hanging fruit. Start with those. Start with one of those.

Stick some music on. Pop your hand up if you need help, and I or one of the team will come round. And start to think about one of these.

What's the top of the mountain? And then I'm going to ask for some examples. So the aim of the game here, the board, you might notice the front row of today's workshop is dominated by board members.

The board have been waiting for this for a long time. And my definition of success today was to make it so simple that Adam can understand it. And having just walked around the tables, people are already asking me how to add a second scoreboard.

So hopefully you're getting it. Just to sense-check it, who has just done one for a part of their business that they want to share on the mic? OK, John, your hand went up and came down.

Change of mind, did you? Or swatting a fly, get a mic for John, please.

[Speaker 15] (1:07:39 - 1:08:07)

We've got the online art business. And we bought that last year, massively tried to grow that. And a lot of that is about social media and just getting stuff out there.

So I've got a VA who's been kind of backtracking the previous data from previous six, 12 months on a number of Instagram followers, all that kind of stuff. So now building, giving out the scorecard to go forwards. So it's all in there.

It's not in some random spreadsheet. So we can track that going forwards.

[Speaker 1] (1:08:07 - 1:08:16)

And from the top of the mountain for the arts business, what would that look like? When you're thinking about putting your scoreboard together here, what's that look like?

[Speaker 15] (1:08:16 - 1:08:23)

So there's a number of followers on various social media channels, but then there are click-throughs from them into the website, which then follows on to sales.

[Speaker 1] (1:08:23 - 1:08:25)

Smash them. Perfect. Well played.

[Speaker 2] (1:08:25 - 1:08:29)

What's the bit below key focus there? What's that? If you want to add another bit, what's that?

Have you done that yet?

[Speaker 1] (1:08:29 - 1:09:03)

Yeah, it's a really good question. That's actually what I just got asked. So this is the dashboard we're building out for you guys.

You're only going to ever have one. There's only one director's dashboard and that's all you need. And it's for the whole business.

What we do is when you want to add a second scorecard, so you can either go to, in fact, go to here and put, if you highlight add scoreboard by that, copy it and then paste it on below.

[Speaker 14] (1:09:03 - 1:09:10)

It gives you your second scoreboard. So you've done marketing. Nice.

[Speaker 1] (1:09:11 - 1:10:37)

Then you add sales. And although I'm sort of banging the drum that really it wants to be three maximum and some of these scoreboards, although some of them will, in fact, I was just having a conversation about one at the back. And we're saying that whole business could actually be done on two KPIs.

But it's not going to work for many businesses, but they can literally just have a director's dashboard of two KPIs. And the business would then, as long as they kept an eye on those two, would perform really well. Some of these, say marketing, you might only have one or two.

Some of them you might have more. And if you want to add another key focus area, you just create a bit of space below. What you can do is, if you want to add a key focus area, literally just copy it, go to your dashboard and say, actually, do you know what?

I've just bought a new marketing assistant and we really need to be tracking how many, whatever, conversion from registrations to attendance. You can just drop.

[Speaker 2] (1:10:49 - 1:10:52)

Are you saying only three for each team then, Max?

[Speaker 1] (1:10:53 - 1:11:19)

Ideally. The thing about director's dashboard, if you can't explain to a whole team or department in three KPIs what success looks like, it's probably too many. So as a director, you could have 15, say, three for each team for the five areas.

Exactly. Absolutely. So basically, you just copy this and drop it in.

[Speaker 2] (1:11:19 - 1:11:26)

And ideally, these numbers would link from their own individual scorecards. Absolutely. They'd auto-populate.

[Speaker 1] (1:11:26 - 1:12:59)

And this is a really good disclaimer, and this is where you can get seduced or caught up in this. Some of you might remember five years ago, when I started buying companies with Multilab, I had a dashboard for every office and a director's dashboard for the group. And it was so big, I actually moved on to some tech called Simple KPI.

And for those of you that are sitting there saying, you know what, there's tech that can do this. I can take this spreadsheet and I can integrate it to this system and that and this. I gave the board an example yesterday of how, of course, you can do all that stuff.

And if that's what you do on a daily basis and you know how to work it and you've got an EA who's fantastic, go for it. But I did all of that and had a whole ops department running it. And I still came back to a spreadsheet because it just needs to be simple.

It doesn't need to be integrated. It just needs to be simple. And if you wanted to use some tech, I mean, there's probably newer ones now, but there's loads of tech out there that can pull these databases together.

I would have this one dashboard here. And we talk about ones that would likely have more. Well, if you had a letting agency, you might have for letting agencies, you might have marketing, sales, operations, finance, acquisitions, etc.

Whereas for me, I might have property management where there's agents involved, there's EAs, there's PAs. But because I'm so far removed from that, I really don't. All I want to know is, say, occupancy rate is really important to me.

[Speaker 14] (1:13:08 - 1:13:11)

Credit control. Is there any arrears?

[Speaker 1] (1:13:13 - 1:22:48)

And compliance. So I would have a scoreboard. So I've got a full-time property portfolio manager who works for me.

You've seen their PDP previously. That's a full-time job with three people and five agencies involved. As a director and an owner, all I really care about is occupancy, credit control and compliance.

So that's how you add your individual scoreboards. And to give you an idea, and this is something Adam and I, again, will be working with in real time with you guys. We'll be finishing ours start to finish next week.

This is where we're sort of starting with that. So I did marketing. What's actually important to me?

Well, I need my audience to consistently grow. So we currently track between 5% and 10% a month, depending if it's a good or an average month. So I've targeted it at 5%.

Hope for the best, expect the worst. We're doing good work. It should grow by 5%.

And then what I do is, Emma, at the top, it will say who populates it. I was chatting to Richie, and the first thing he said to me is, this is the dashboard we currently use. My EA populates this.

When I talk about set and forget, it doesn't mean set it and then block out an hour a week to go and fill out the data, because you'll never do it. Set means create it, delegate it, put the accountability spikes in place, and get it delivered to you whenever it is. In this case, it would be populated the first working day of the month.

So it's got the data for the whole month, and it would be published on the second working day, because there's normally some data that needs confirming or delays. And then to me, this is set. What am I tracking?

I'll then do a loom video. I'll explain to, in my case, Emma, where she's going to get all the data from. Next week, we'll get this complete.

But for marketing, so we've got a new marketing exec starting. On face value, I think, well, what do I actually care about? Audience growth, Instagram's our primary platform at the moment, and then webinar attendees.

There are two primary ones that we used last year, and then whatever we come up with this year. Sales. And when I'm looking on a monthly basis how we're looking on sales, we've got three events this year, three Blueprint events.

I really want to know how many have been sold for PEB each month. What's the target? And then what the EA does is colors it in.

So they were targeted at 9,858 followers on Instagram. This month, we got to 9965. Excellent.

Exceeded it. Hit target. It's green.

Great month. Got a little bit happy. Got a bit lazy.

Got a bit sloppy. Lost the quick early gain. We're now at 10,230.

It's not the end of the world, but it's not green. It's an amber. Webinar attendees.

It should be on 850. Really bad month. Something went wrong.

Slow start, whatever. And then you can track it cumulatively. And at the end, you've got where you want to get to, and then the percentage of what's been achieved to date.

And again, this spreadsheet is meant to be simple. It's all manual. Because what you'll find, some are percentages, some are revenue-based, some are conversion-based, some are cumulative, some are monthly.

You just train your EA to populate this for you on what performance looks like. So currently, if we're going to get to 12,500 by the end of September, or here, PEB sales, we know we need to sell 185 places for the PEB events. Well, based on where we are in May, this is obviously, I'll put these in just to illustrate it for you.

We're at 44. We're tracking a little bit behind target, but we are 26% of the way there for the year. So it's great.

Marketing, sales, operations, finance. And then because it's my dashboard, I would then probably at the bottom have property management, portfolio management, which would be my portfolio. And this is what your dashboard will look like.

And then we're going to go back into the workshop for you to build this out in a moment. And I'll take any questions before we do. When we're talking about what a database might look like, a director looks at these figures on a monthly basis.

It's one year. It's 12 months. It's 12 reports.

Look at it monthly. It only gets updated monthly. Bless you.

But the accountability spots are not monthly, they're weekly. And your team are not turning up once a month to see if they're doing a good job. You're going to be having weekly SCSs.

You're going to have weekly KPI reports. You're going to have weekly webinars, finance actions. You're going to have daily my house tasks that need to be tracked.

And this is where the database comes in. So dashboard is the fuel and the speed. Database is the tire pressure, the oil level, the washer fluids, all the things you need to keep it going.

And this is similar to a dashboard, but it's a database. And again, it's not populated by you. Emma does mine.

And it's not populated every month. It's populated every week. So if a director's dashboard goes to you every month, who do you think these databases might go to?

Absolutely, yeah, heads of departments, team members. So on here, the things I would have on here would be, if you think about an operations team. So what do I want to know about operations?

I want to know that on a monthly basis, internally, we have a thing called an SLA, which is a service level agreement. And if you email the office, our service level agreement internally, which up until now you may not have been aware of, is that if an email comes in before X PM and it's 2 PM in the day, it has to be answered the same day. If it comes in after 2 PM, it has to be answered before 10 AM the next day.

And that means that every single person who emails our office, at absolute worst case, will be 24 hours. In most cases, it's the same day. And it's only next day if it's late in the day.

And if it is the next day, it's in the morning. Now, that's world class communication service. I don't want to be going through people's inboxes.

I don't want Bianca to have to pick through team members' Gmails to see if they're meeting that. So we use an app. So the app is called TTR, which is time to reply.

And it tracks everybody's inbox. It tracks the ops team. It tracks my team, my portfolio management team, anyone who's client-facing.

It tracks their inboxes. And it says how many emails came in and then how many of those emails were replied within the service level agreement. That's it.

And all I'm looking for is a percentage. For time to reply, that's the top of the mountain. Now, if I wanted to go into that, I could pick through the database.

How many emails came in? What was the average tracking time? What was the longest time?

What was the lowest time? Which month spiked? Which month dropped?

But as a director, I'm not interested. I just want on the director's dashboard how many for the month were within that. And I can't remember the last time it wasn't 100%.

But the only reason it's not 100% is because every Tuesday, that KPI report from time to reply gets published to all the team to say, this is how many emails you had. This is what percentage you were. And for the first few weeks, there's ambers.

There's reds. There's people who are figuring out the software, people who haven't been operating to that standard. After a series of weeks turn into months, that's just the standard.

And I do still look at the report. It comes out every Tuesday. I see it.

But I don't even have any concerns about it because for months, it has been 100%. And that's because the team get published every Tuesday. And if on here, director's dashboard, so this is monthly databases weekly.

If on here, I have something like Instagram followers in marketing, I want to get to 12,500 by the end of the summer. For me, the top of the mountain, all I care about is what is that follower number. Whereas behind the scenes, the studio, the design team, the copywriters, the copy editors, the artwork team have their own dashboard.

Which is how many views did you get per video? How many comments did we get on lead generation posts? How many posts went out per week?

How many reposted reels went onto stories? All of that is trapped behind the scenes. And that's what they're assessed on.

And that's published weekly in a dashboard. And they're managed by that. But as a director on a monthly basis, all I care about is are we hitting the top of the mountain?

You need both. For most of you, you'll be involved in both. And you'll probably see both.

You'll see weekly and monthly. But really, monthly is where you're aiming for. And if you have a bad week, that's fine.

Just don't let a bad week turn into a bad month. If you have a bad month, don't let a bad month turn into a bad year. And the aim of the game here is to set it, delegate it, and then forget it.

So I'm going to take a couple of questions. And we're going to go into a workshop. And you're going to build this out for yourselves.

I wouldn't worry too much at the minute about the database. I would just start with the director's dashboard. And if you leave with that done today, then you can go and put it into place from next week.

And that's where your database will come in. So a quick few questions. If we can get a mic for Gareth at the front, please.

Then we'll go over to John.

[Speaker 2] (1:22:48 - 1:22:52)

These questions for the benefit of everyone. Okay. Because we'll be super quick then, yeah?

[Speaker 16] (1:22:54 - 1:22:59)

Yeah. I've got a Latin agency. Our marketing at the moment is just call calling.

[Speaker 24] (1:22:59 - 1:22:59)

Okay.

[Speaker 16] (1:23:00 - 1:23:07)

So I just want to set this up. So it takes 150 calls, call calls, to get one landlord on board.

[Speaker 24] (1:23:08 - 1:23:08)

Yeah.

[Speaker 16] (1:23:08 - 1:23:14)

So just, I know it's a simple question. How do they set that up on their sales?

[Speaker 1] (1:23:15 - 1:23:40)

Yeah, so perfect. So I just had a similar conversation with Max. And it would probably be leads, conversion rank, and closers.

Because then what you'll do is you'll start to see how good your sales team are. And you'll have, if one person is making 150 calls to get one, and one's making 80 calls to get one, and that's consistent, you can find out that one's doing better than the other, and you can try and repurpose whatever's working.

[Speaker 16] (1:23:41 - 1:23:52)

That would be also because some of them take an area, so they take a postcode within their area. So that would influence the conversion, because some areas are better than others?

[Speaker 1] (1:23:53 - 1:24:32)

Yeah, and, of course, you'd have to take a view on that. Okay. But what you might find as well is if some areas are better than others, well, yeah, no, it's a very valid point.

And without confusing it, that would be a good example of where it could be a director's dashboard. You know, if a real key part of Garrett's focus, part of his 70% this year is to drive more landlords, you would probably be tracking that as a key success. As an agency owner, you might actually only care about how many new landlords are onboarded, which you look at monthly, but then in the database, your team are managed weekly on how many calls did you make, how many turned, how many converted.

One more question, then we're going to go to workshops. One from John.

[Speaker 22] (1:24:32 - 1:24:40)

Yeah, Dan, red and green will get on your dashboard. Why do you use Amber? Is that because you want to be nice to people?

Because the target's the target, you either hit it or you don't.

[Speaker 1] (1:24:40 - 1:25:01)

Yeah, of course, I get that. How close does it have to be to be Amber? What's the range?

Well, it depends what your tolerance is. If it's compliance, I wouldn't take 1%. 1% could put you in prison.

Whereas if it was like Instagram followers, it depends. Somewhere between four, again, it depends. I like red or green to be honest.

[Speaker 2] (1:25:02 - 1:25:05)

Yeah, when it's a target, it's either here or it's missed.

[Speaker 1] (1:25:05 - 1:39:16)

Yeah, it is, yeah. If you don't have any friends, then why not? But you've got to, yeah, of course, of course, yeah.

It is, on the board, we've got to think that's a no. And it means someone goes, did you do your game change? Someone's like, I did it.

And everyone just goes, well, that's a no. And then we just move on. So yeah, there's red and green.

Right, we're going to go into primetime workshop now. And ideally, if you can get this build out over the next 10 minutes, just sort of working on that headline so you can get it 70% of the way there, of what do you want to see on a monthly basis in your business, then next week you can put it as one of your game changes, get it finished. And from the 1st of April, you'll be able to manage the whole business from one dashboard.

Some music on, please. Can we go back to the slides, please? Lovely, thank you.

So ladies and gents, hopefully that's given you enough to get the wheels in motion. Who, having learned about it now, been given it and started to populate it, who has confidence in going away and completing it? Fantastic.

Adam's hands are up, so I still need to work harder. Yes. Oh, yes.

So Mark's question was, if you had various businesses, would you have them all on one dashboard or would you have separate? It completely depends. So when I had Multilink UK, that was 10 different companies, but one dashboard because they're all sort of related.

Whereas if I look at my portfolio now, I wouldn't have, in my case, I wouldn't have my portfolio and my development company, which is run by Jen and Emma. I wouldn't have that. And Rebecca, I wouldn't have that on-profit entrepreneur, which is run by Bianca and Adam.

I would keep them separate. So it completely depends. Remember, the main thing with this is you set it and forget it.

And when we talked at the beginning of the year, I've been talking to the board a lot about this recently. To build a business, you need to build a business. If you're building a house, you would create one brick, lay it perfectly, and then forget about it and crack on with the rest of the bricks and the plumbing and the sealing and the electrics.

You want to do it once, do it right, and then just forget about it. So you want to get it populated, delegate it to your team. It will take a couple of weeks or months to iron out the creases.

That's fine. But it's that process of getting it in place so it runs and then you genuinely do forget about it. You've got six months on there to get it established, get it working well, get the team used to it.

And it really will be the thing that drives your team forward because they know what success looks like and give you the confidence and clarity that you can start stepping back because you've got a data and statistical viewpoint rather than an emotional and sensory viewpoint. Cool. We're going to go for a break in a minute.

I'm just going to hand over to Adam to round things off. And best of luck with your Best Balls of the Month.

[Speaker 2] (1:39:18 - 1:42:06)

Thank you. So, yeah, Dan beat me to the punch there with the analogy, which is this is simple, but who's finding it hard? Yeah, because what you're doing is you're running your business out of your head and you're putting it into a plan which allows you to give it to someone else.

So this is like real high value, high brainpower energy. It's like some people say, I don't know. It's like, well, I don't know either.

I'm sorry, I don't know the answer to your business. It's like you've got to figure out what you do and what you can track so that you don't have to do it anymore. So this is the whole thing about front loading a project, like designing the house before you build it.

Dan's analogy was absolutely perfect. So before we go to lunch and we review how everyone's doing in their accreditation scorecard, what are the three things that we require for high performance management? What's the first thing we require?

Shout out, pop quiz. Clear expectations. Thank you, Rupin.

Love it. What does success look like? If you don't communicate this, they have no chance of achieving it.

So this is why you've got to figure out now, what do I actually want? Some of you are still there scratching your heads. I don't actually know how many leads I want.

Well, if you don't, your head of sales definitely doesn't. So clear expectations. What's next?

Pop quiz. Accountability spikes, which I'm going to take you through in the next session. And last, challenging conversations.

Having the management and leadership skill to be able to hold someone to account without them storming out of the door. Like being able to have that difficult conversation and making it better for everybody as a result afterwards. That's what it's all about.

So we're going to pick this up again after lunch. In the meantime, I just wanted to give everyone a little update about how we're getting on with our PEA, our Advanced Members Only Accreditation. So congratulations to absolutely the vast majority of you in the green.

If you are in the amber, then obviously you know you're on our watch list. So you need to just make sure. So for people who are wondering what this is, Sunday sanity, attendance at workshops, being at the end of year presentations or the strategy presentations, and contributing in our community six times or being on get up and give back.

So these are the scores on the doors. So as a little reminder, everyone, this is in the app as well. So if you're not sure where you're at and you can't see your name on there because it is quite small, then check in on the app.

Have we had a good morning? Good stuff. Okay, private dining room at my table, big table, green stickers, small table, Josh's table, red stickers.

Back in here, please. It's 2.25. We're kicking off at 2.30. Round of applause for Dan's session. And everybody, thank you.