**PEA Session 3\_Transcription**

[Speaker 18] (0:34 - 0:39)

It's Friday, man, it's Saturday, Sunday, what?

[Speaker 4] (1:09 - 2:12)

It's Friday, man, it's Saturday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday

[Speaker 11] (6:14 - 6:21)

Let's get down, let's get down to business Give you one more night, one more night to get this...

[Speaker 4] (7:02 - 7:17)

I want to be that guy, I want to kiss your eyes, I want to drink that smile, I want to feel like high, like my soul's on fire, I want to stay up all day and all night, yeah,

[Speaker 6] (7:17 - 7:47)

yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah,

[Speaker 4] (7:49 - 8:24)

yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah i want to drink that smile i want to feel like i love my soul's on fire i want to stay the whole day and all night

[Speaker 6] (8:24 - 8:46)

yeah you got me singing like i love it when you feel like that and when your love tells me you need to share it oh baby girl i want to dance to the sound of your tracks and when they say goodbye it's my rhythm we'll bring it right back and we'll say i love it when you feel like that and when your love tells me you need to share it

[Speaker 1] (8:48 - 8:52)

ladies and gents that's your two and a half minute warning two and a half minutes

[Speaker 11] (8:55 - 9:09)

let's get down let's get down to business give you one more night we've had a million nights just like this so let's get down let's get down to business

[Speaker 1] (9:20 - 9:26)

ladies and gents that's your two minute warning can you make your way into the room please two minutes two minutes

[Speaker 22] (9:39 - 9:41)

um

[Speaker 1] (10:14 - 10:29)

ladies and gents this is your one minute warning that means one minute 60 seconds till we're back on stage if you're getting your teas and copies please make your way into the room if you're in there and please finish up the conversations take your seats we're live on stage 60 seconds 60 seconds

[Speaker 8] (10:57 - 11:26)

it's

[Speaker 12] (11:31 - 11:40)

clap your hands, and give a huge round of applause, and welcome to the stage, Mr. Adam

[Speaker 17] (11:41 - 11:42)

Jones.

[Speaker 1] (11:48 - 12:20)

Lovely, lovely. Welcome back, ladies and gents. Are we having a good day?

Yeah. Are we having a good day? Yeah.

Absolutely good. Afternoon session, you've had some birthday cake, loaded, ready to rock for the last part of this. We are going to be going on to the last part of the high performance framework this afternoon.

Just to make sure everyone's essential, if you're on your phone, this is the time to put it down. But before we do, we're going to have a quick update from Mr. Dan Norman about this year's progress on get up and give back. So let's give Dan Norman, please, a massive round of applause.

[Speaker 3] (12:25 - 19:45)

Thank you very much. Beautiful. So a little bit different today.

Dan gave me a bit of feedback from the last couple of presentations and said, Dan, I think we get the message about the whole cancer thing. You know, it's so front and centre. So let's look at what the benefits of this are, rather than the sadness and the upset and the concern.

So we're going to be a bit more uplifting today. We're going to show you the good stuff, right? You've had the hell, let's now give you the heaven.

Must give a huge amount of respect to Josh and to, again, our headline sponsors in Property Filter and Ultimate FD. So what other get up, give back golden rules? What are we actually here to produce as part of get up, give back?

The first thing, and no one can say it better than this, is to improve mental and physical health. And the best example of this is Gandhi, when he said, you can be the change that you want to see in the world. And the concept I'd love to introduce you is something called help is high or give is gain, which is basically by doing good, we spread good.

We make everyone feel better. We make ourselves feel better. If you haven't yet listened to it, Arnie's new book, well, I think Arnie's own new book, Be Useful, Chapter 7, is all about this.

It's about the oxytocin and the endorphins are given off when we do good deeds. It's similar to sex or working out, two things I am not qualified to speak about in any way. However, we can be useful.

We can be useful. We can spread this good message. And finally, who else is five packets of mince pies still over what they should be?

Because I sure as hell am. I'm about three kilos over. I've got to have a reason to do it.

If you want to be honest as well, please chuck your hands up. There's no better way of doing this than getting it back because it's a community thing. It's accountability.

Second is raise awareness of the cause. I've adequately illustrated what it is. You all know this.

The amount of personal conversations, the amount of personal challenges that are in this room alone, and our friends and our team and so forth, don't need any further going into. Well, by raising awareness, we raise our profile. Nick Abbott, I loved what he did here by giving back last year and being part of the team who were volunteering because that absolutely escalated someone who was a very quiet, lovely guy to get some major social movements.

So he escalated himself. And of course, raising cash. I just want to share with you very briefly, there's a chap who's had to give back early because he's in Oman.

And over there, it hits 48 degrees in April, May, and June. So today, he has already smashed his targets a bit, but we've all got started. Steve Calgill from the programme.

Absolutely fabulous. Brilliant news. There's a big bonus.

This is basically networking and steroids, okay? Whether you're going up Snowdon, whether you're going up the National Three Peaks, whether you're doing the Yorkshire Three Peaks, or any of the other challenges, you are part of a community. You're part of a group who are all striving to achieve an aim.

And there's no better place for this, I think, than the grand finale. Because this year, it's the fifth birthday, it's Black Tie. If you want to support your business, what better way of doing it than bringing some of the clients or customers to a Black Tie event and showing this fabulous, beautiful, good-looking environment and community?

There's no better way. The slight challenge, though, is that we're already 80% sold out. There's 24 tickets left.

I've had Guillaume his ticket in the hat say, look, I want to bring a bunch of clients down, or suppliers, or team members. Steve saying, I want to, Dan wants to. So, if you want to be involved in this, please, please, please, the time is now.

Get your tickets booked immediately, all right, for the get-up, get-back grand finale. This is the first Black Tie event we've done, isn't it? Aside from the couple of people who wore a Black Tie last night at your wonderful event.

It's supersized. It's great. These are states, these are people having fun at a Black Tie event.

Yeah, we haven't done it yet, but we will be, and it'll be just like this. Look at those people having fun, okay? Hang on, this is serious stuff.

Go on, wind it back in. So, today we are releasing the assets, and what do we mean by assets? There's two parts to assets.

There's not only the actual, the static imagery, there will be reels, there'll be a whole range of activities behind get-up, get-back that you can use. You just post it to your social media manager, your VA, your PA, or yourself. We're not going to leave it just there, though, because we also provide a full promo and fundraising plan.

So, you can literally delegate it out, or it's just paying by numbers, whichever one you like. We actually commenced a promotion plan in April. The reason for this is, what are the two things that we've learned over the last 10 years from marketing?

Number one, people have an incredibly low attention span. It's seconds at best. We also know that they need to see things repeatedly.

So, why not leverage everyone else in this community? Because if we all do the same promo at the same time, we're going to print Facebook, LinkedIn, Twitbook, whatever, orange. You can leverage everyone else's, so everyone will see everything that's going on.

The five-week challenge beginning in May, if you have not yet booked, if you're doing the half marathon or the 10K or any of the hiking challenges, if you've not booked them in or ride London for that matter, because we've got some brave souls doing that on their bikes, if you've not booked them in, get it done now, because if not, you will miss a place. TikTok, time is a cricket. And of course, the green finale, formal event.

I'll be posting this in the Circle app. We've actually got our own section now in the community section under get up, get back. So, there's no reasons why we can't hit these days.

I must say, we're only going to release little bits of the promo assets at a time, because last year we had some people who messed up the countdown. They got the seven the wrong way with the one and so forth. So, just make sure we'll be drip feeding that.

But it is a formalized promo plan. We're trying to make this as simple and as regulated as possible, just so everyone gets the advantage of everyone else's momentum. Makes sense, right?

The content is all in the back of the, sorry, not in the back, partway through this workbook, which I should have prepped earlier, so Adam doesn't shout at me. It's a big orange page, all right? It's not hard to do.

There's four QR codes. Number one is the, someone shout out, but basically this is all part of the, oh, thank you very much. Crowdfund the setup.

Yes, that's the first action we need to do. Thank you very much, which is here. Complete your personal crowdfunder link.

We can't raise money unless you have that crowdfunding link in play. That is the first box. The second one is to download your promo plan.

The third one is to download your assets. And of course, you can sweep these off to your social media manager or VA. So that's everything.

The final QR code is to book your ticket, if you haven't already yet, to our black tie event. We're all looking forward to you guys looking fantastic. If you need anything, that's us.

Dan at get up, get back. Rosanna at get up, get back. That's my WhatsApp number.

Do drop us a line. If you need any information, I'll post that in the group as well. Ladies and gents, let's get it done.

[Speaker 12] (19:45 - 19:53)

Thank you so much. Thank you, Dan.

[Speaker 1] (19:55 - 20:05)

So welcome. Do you want to just get who else wants Dan's WhatsApp number? Sorry, you're hanging around for something.

[Speaker 2] (20:06 - 20:07)

Oh, right. Sorry.

[Speaker 3] (20:19 - 20:39)

Good question. Sure. So in the previous workbooks, there have been sign up codes for commitment forms.

That's how you sign up to any one of the challenges. Alternatively, we will be putting brochures on the tables for everyone who hasn't yet had that information.

[Speaker 1] (20:39 - 20:51)

What about in our app, Bianca? Do we have anything in our app on the left because there is a get up and get back section? And is there a QR code or a link to sign up in there?

[Speaker 3] (20:53 - 20:56)

Yes, I'm pretty sure if not, if not, there is a link.

[Speaker 1] (20:58 - 21:12)

Matt, you signed up. Matt's doing all of the challenges all at once. Can we get a mic for Chelsea?

[Speaker 3] (21:14 - 21:21)

Off the top of my head, I don't know, but I will. I'll post that as well. No dramas at all.

[Speaker 1] (21:23 - 21:31)

Steve, have you got a question? Are you going to throw him under the bus?

[Speaker 20] (21:36 - 21:37)

I'm bigger than you.

[Speaker 3] (21:41 - 21:45)

We're going to be here at four o'clock, so any questions, I'm going to grab Rosanna and myself. Thank you very, very much.

[Speaker 17] (21:47 - 21:52)

I love it.

[Speaker 1] (21:52 - 25:36)

I know you want my job, but you can't have it yet. All right. Good.

All right. Ready for session three? Good stuff.

Okay. Fantastic. All right.

So, I have said this now three times. This is the fourth time. And what I'm trying to really drive home is that all of this heavy lifting, hard work, brain-intensive stuff that we're doing means that we're going to have a really easy summer, because it's all going to go in our business plan.

All this stuff is going to go in our business plan. And there's another really key part to high-performance management that's going to go in our business plan, not just our numbers, not just our KPIs and our director's dashboard, but actually some really key dates. Some key dates that are going to allow us to have some accountability spikes to make sure the team actually keep delivering.

And we don't just... What do most entrepreneurs do? All right.

Most of us. We'll have an AGM in April. We'll say, team, I've got all these great ideas.

We've got all these targets. It's going to be amazing. Everyone gets all excited.

And then 12 months go by and you don't look at the targets. No one gets... No one remembers even what they were, because everyone just got way too busy.

Does that sound familiar? Good intentions for execution. So what we need to do is lock these in and do the thinking now so we can set and forget, like literally to the point where we're going to set the key dates for your accountability spikes and put them in the diary as part of the homework and publish them in our business plan.

So we can't get out of it. We need this more than our team need it. We need to put ourselves out there so that we literally cannot change online and go, I'm too busy.

I'm not going to do the review this month. Or, you know what, a QGM. Guys, do we need a QGM?

We don't need... We know what we're doing, don't we? Yeah, we know what we're doing.

Let's just keep rolling. That is like literally like that's death to a business. So we're going to do the work now.

We're going to do it in the room. And by the end of this session, you're going to have your key dates ready to roll in your diaries. So obviously, we've spoken about high performance management and we want to keep reminding you about it so you can literally rattle it off.

So three things, clear expectations absolutely comes from you, out of your head, onto a bit of paper, having someone understand it to the point where they know it inside out, back to front. The accountability spikes make sure we hold them to account. So they know they're going to get held to account.

There's going to be times where we're going to check in on them, which means they will do the job because they don't want to fail, especially if they're not a high performer. And then this ability to have a challenging conversation where it doesn't go to plan because not every employee is going to hit the target every single time. It's just not the reality.

And you've got to have the confidence and the skill, which is a blueprint of how to hold these challenging conversations. In fact, we spoke about it at lunch and some very well-established entrepreneurs said, you know, I really struggle with this. Actually, probably two of the entrepreneurs at lunch both haven't been having challenging conversations, which has directly affected their business.

So this is like a real key part to the jigsaw. So we'll talk to you through this next month. So looking forward to that.

But now we're going to do this accountability space. This is what this last session is all about. And it's really how we hold people to account.

So question pop quiz. What are accountability spikes? What are they?

What is an accountability spike? What is it? What do I mean by it?

What am I? What do I mean? Explain it to someone who's never heard the word before.

Anyone? Yes. OK, we've got some hands up.

Thank you, Lauren. Suzanne, Wonder Woman, lucrative layouts. God, you'll be fired.

[Speaker 13] (25:39 - 25:53)

So it's basically when you do a bit of a review and checking with someone, you find that the activity goes back up again and then it levels back down again. And you have to keep doing that to get the levels to stay.

[Speaker 1] (25:53 - 25:59)

Yeah, I like that a lot. Very good. Nice one, Suzanne.

That's a good round of applause. Very nice. Richie, you've got some extra context you want to add?

[Speaker 16] (26:01 - 26:11)

You delegate and trust people to do the job. But if you never check on them, at some point, even the most highly motivated people are going to stop doing it because you never check on them. Absolutely.

Bang on as well.

[Speaker 1] (26:12 - 28:42)

You trust but verify. This came up at lunch as well. They could be like me, the model employee.

But if you don't check on me, at some point, I'm going to get lazy. I'm going to miss it. If no one's watching, everyone eventually slips.

That's just the nature of it. So both of those answers are exactly right. It's our way of making sure that we can keep performance up by knowing when people are going to get checked in.

That's what an accountability spike is. Why do we need accountability spikes? Well, I guess, Richie, kind of answered this question already, which is everyone needs to know they're going to get checked.

That is just a simple fact of life. Everybody needs to know that they are going to get measured, that they are going to get checked. But it's not just a trust thing.

It's not like, Adam sent me that target. And you know what? He's never going to check.

So maybe I don't need to worry about it anymore. And when do we use them? So last question, when do we use accounts?

When do we use them as property entrepreneurs? When do we use accountability spikes? Someone say?

SCS. Yeah, SCS. Exactly.

So weekly. When else do we use them? Monthly.

Monthly reviews. Exactly. Quarterly.

And? Annually. It's not a trick question, guys.

It's not a trick question. Is this that easy? Yeah, it is.

But it might be daily. It might be daily when they start, and then it goes to weekly, monthly, quarterly, annually. Absolutely.

And the more accountability spikes, the better, would you not say? Okay. Do you remember the example of Ofsted at school and the accountability spikes?

Does everyone know who Ofsted are? Everyone's been to school, most of us. Do you remember Ofsted coming in?

What happened? How much notice did Ofsted give for an inspection? It's zero now.

It's 24 hours now. Chelsea's our teacher, so we'll take that. Back in the day, I think it was like 48 hours for me.

So Chelsea, what happens? Have you been in a school when there's been an Ofsted inspection? So what happens when the headmaster or headmistress get the mic?

What happens in those 24 hours?

[Speaker 20] (28:43 - 28:49)

Everyone does their job. What does that mean? I mean, literally, what happens?

[Speaker 7] (28:54 - 29:31)

Usually the headteacher will find out 24 hours before, and then the staff will usually find out at the end of the day before, so at 4pm, for example, and then they come in at 8am the next day. What do you do as a teacher? You just make sure everything is tidy, everything, you've got like your Ofsted folder, everything's, all the questions are answered.

You tell the kids that they behave or bad things will happen to them. And then the headteacher says that to you too, so everyone kind of keeps everything in line. That's education.

[Speaker 17] (29:34 - 29:35)

I love that, I love that.

[Speaker 1] (29:36 - 34:11)

Fair play. Well, thank you for that very honest appraisal. I mean, that was kind of what I thought it was like, because I remember being at school and we had an Ofsted inspection, and it was like, well, you're not far off with that, to be honest.

But I really was a teacher's worst nightmare, to be honest, like, yeah. But yes, like my teachers, I mean, my teachers would, you're right, everything got tidied, everything got changed. We've got lesson plans.

We never had lesson plans, but we've got a lesson plan printed out. It was like, what is this? And it was like, just roll with it, just roll with it, kids.

But that's the point. And I guess if you're looking at, let's come away a little bit away from the speaker. So if you're looking at, so how often are Ofsted inspections now, Chelsea?

Four years. Oh, goodness me. Nice.

Well, now you're in a private school, so it's all good, right? Yes. Okay, cool.

So say you've got a four-year timeline, and this is performance at the top. So really what's kind of happening is here is that you've got maybe the school's performing sort of average, perhaps, and then they get this notice of an Ofsted inspection. And what happens, obviously, as Chelsea says, everyone fills in their folders, tells everyone behaves, you know, that there's lesson plans happening.

You get a big accountability spike, and probably that's the best days teaching those kids will ever get in their lives, right, is that day. And then what happens for the rest of the time is that ultimately standards just start to slip, they slip back down to probably where it was before, okay? And that's over that four-year cycle.

So if you're lucky, between year nine and upper sixth, you get one good day's teaching from people, yeah? So that's your kind of typical accountability spike, okay? But it can be very different than that, can't it?

Like if we just say this is year one here, and we're in our businesses now, let's just say we have an annual accountability spike. So rather than just once a year, it went like this, and then it dropped down and went like this, went down and went like this, you know, straight away, all of a sudden, I'm creating more accountability, an annual inspection, I've got more accountability spikes. If we do what we do, what I'm going to show you in our businesses, and we say, right, actually, this is one year, we're not happy with that, like one spike a year isn't really good enough.

We say this is one year now, this is a one-year timeline. Yes, we're going to do, we're going to kick off with an AGM. So everybody's going to up their game for the AGM.

And then we're going to do a QGM every three months. So we've got three months, and then we're going to have another QGM, and then another three months, another QGM, another three months, another QGM, and that's my year, and then it's going to come up again for my next AGM. What's my average?

It's now up here, isn't it? Because I'm holding people to account on a three-monthly basis. If you want to go even further, and you do monthly reviews, you start off with the AGM, it drops down, it doesn't drop down that much, because month one, we've got another accountability spike, then it drops down a bit more, then month two, got another accountability spike, but then month three, we're there for the AGM.

What's my average level of performance now? Here. If you do a weekly SCS, you can't see, but these little mountains have now turned into little speed bumps, and our level of performance is now up here.

This is why we have accountability spikes, because it's our, Dan uses this word, like, hold the wire tight. That's what you mean by hold the wire tight, isn't it, Dan? You love that saying, don't you?

He's like, make sure you hold the wire tight, and that's what this is. Does everyone understand this illustration? Can everyone see it?

Yeah? So, you've invested time, you've hired these team members, you've built the system, you've done all this homework, yes, I'll answer this question in a second, and it's just your job to hold them to account. If you just expect that everyone's going to do a great job without an accountability spike, you're going to just be in an average school.

If you book in these accountability spikes and everyone knows they're coming and you do them, then you're going to raise your level of performance by default. John, did you have a question?

[Speaker 15] (34:16 - 34:28)

Do you get to a point of diminishing returns? The more you do, do you sort of find the average, and then it just starts to slip because it knows when to expect it?

[Speaker 1] (34:28 - 40:08)

No, so I think that you can definitely, nothing should be arbitrary, I think you can definitely have too many KPIs and too many check-ins and it becomes, you know, the whole thing meetings for meetings sake, that's not what we want. But your job is to support your team members to achieve their goals, so really your job as a leader and a manager is whatever they need, whenever they need it, and actually all you're doing is having regular check-ins to stop them going off course. That's all it really is, it's like you don't want to have to do a big course correction, it's easier to do a smaller course correction and it's a regular conversation.

If you only have a review once a year, how awkward is that conversation? It's bloody awkward because you're not used to having those conversations. If you have that conversation every week, it's just professional, you can give feedback, you know, Adam, I'm really busy, you push me too hard, you know, I didn't like actually the way you spoke to me, I'm going to tell me that voice and it was quite sharp, okay, cool.

It's just a feedback loop, it's not, it's like we've created this environment of we're always looking to do better, we're talking about things that could be sensitive to some people that are just normal because it's just part of how we work. It's like, so if you leave it, it becomes this big thing and it's harder to deal with. I think if you do it more regularly, it just becomes the nature of it and also people know they've got space to talk to you.

If they know they're going to have a, SCS is probably a bit more day-to-day, monthly reviews, if they know there's something they want to talk to you about and they know they've got that space, then you've created, you say, look, have you got any feedback for me? You've created a space where they can say, you know what, yeah, I'm actually struggling, you know, like all my mates are paid more and they do the same job, you know, there's a space for that conversation, I think. So, yeah, I hope that answers the question.

So, that's a really good, hopeful illustration as to why we want these in our businesses and it basically puts the onus on everyone else to perform and gets off our desk. So, yeah, this is accountability spikes, obviously, we use as a property entrepreneur, I had a real game changer. When I actually had the confidence to put in my, the fact I was going to do QGMs and monthly reviews at Capital Living, it completely changed the game because once they're in the diary and they're done, then they're going to happen.

Whereas before, as I shared with you earlier, it was almost like, in my head, I was like, I think I'm going to do them, but you know, I may not do them. But the QGM, it depends how busy we are, like, we haven't booked the venue yet, but actually publishing it and doing it was a game changer and that's what I want for all of you because we're all urgent, we're all too busy and we can't get it done. So, this really is one of our secrets of success to setting and forgetting and there's a blueprint for this.

So, I'm going to walk you through now and then I'm going to stop talking and I'm going to put it over to you to actually put these dates in. This is going to be part of your homework, we're going to start in the room, so you can just literally set it up and plan your whole year in terms of your high-performance management. So, if you want to open your workbooks, go to the third section, obviously after lunch, what I've done is I've put these, it's called the key dates calendar and I've put these in there for you, you'll find them around page 32.

I'll just take you through this, it's really simple, but it does take a bit of brain power. So, the first part of it is the parts we've been talking about. So, this is when you were going to have your QGMs. Okay, your QGMs obviously are going to happen every three months. Strategy day, you're actually going to start with your AGM. So, this is going to be the thing that's going kick everything off. So, around the start of April, this is the start of the business year, this is where you're going to show them the business plan printed, if not before, and this is where you're going to say, ladies and gents, welcome to the new business year, these are the targets, people are in these roles and we are off to the races.

This is your start. And then every three months, you're going to have a different QGM. Okay, so you're going to literally get your laptops out, get your diaries out and work out when you can do these.

And you're going to fill them in your workbook or put them straight into your diary. Obviously, it's all written out for you here. Strategy day would be your January QGM.

Has anyone got any questions about this? Very straightforward, we're just going to get you to do it. But I'm going to run through them all and then we'll do the hands up for help and anyone who's stuck, I can come around and answer any questions and make sure we get this done before the end of the day.

The next is whether you're going to do monthly review meetings. So are you going to have a monthly review meeting for a team, for teams, for the company, for individual people? I would suggest that if you're managing someone on an SES basis, it's good to have a monthly review meeting as well because it creates that extra space for the sort of higher level stuff.

Maybe that's when you look at the bigger picture scorecards, like director's dashboard, then maybe you don't need to look at some of that stuff every week, but you do need to look at it every month. So I would recommend having a monthly review meeting and if they're on a PDP, you'd probably do that at the same time. They might not be on a PDP, in which case you just have a monthly review meeting.

You may want to have a monthly review meeting with your team. You might want to have like a sales team, monthly review meeting or a company. When would company monthly review meetings be really good?

What do you think? Sorry? No, no.

When in the year do you think they're good? When is everyone in the company driving towards one project?

[Speaker 16] (40:10 - 40:10)

Year end?

[Speaker 1] (40:10 - 43:43)

No, well, almost, yeah. Winter hit list, exactly. Everybody's got items on their winter hit list, so you could do like monthly review meetings, which would be winter hit list meetings every month through winter.

That gets everybody motivated. People could report their successes, where they're having challenges, and you get the whole team knowing that they're going to have this accountability spike for the winter hit list. So if your winter hit list has been all on your desk this year and you're really annoyed that your team haven't done anything, next year you can put more on it with them and then you can hold a monthly review meeting for winter hit list progress.

And they're all going to come with a certain percentage completed because they don't want to look bad in front of their peers. It's an accountability spike. It's great, it's all a game.

So that's those two things. And then obviously weekly, if you're going to do when in the week are you going to do your SCSs? You've got an opportunity to change them.

It's the new business year, you can rewrite the rules. If Mondays isn't working out for you anymore, move them to Tuesdays. If doing them all on one day is exhausting, have one on Tuesday, one on Wednesday, one on Thursday.

If you want to finish on a Friday and don't have any meetings on a Friday, but currently you've got an SCS, this is the time to change it. And so that's kind of the QGM reviews kind of stuff. Now some of the fun stuff.

So are you going to have, these are optional, are you going to have a summer party, a Christmas party or a New Year's Eve party, which could either be the new business year or obviously the new calendar year? Are you going to give any awards? Are you going to have some socials after the QGM?

Maybe you'd have a social every time, maybe you're only going to have it on certain ones because maybe certain are on Zoom and certain are in person. And are you going to have any awards or social recognition or special things that you can give out during the month? This is for you to go away and think about.

You're going to have a good 25 minutes or so to really get into this. And some other suggestions as well, which are in there is like, what are you doing? Are you doing Monday breakfast?

Are you doing Friday drinks? Are you having like Friday drinks on Zoom, for example? Are you doing the Shiv Harrier classic, it's Friday and it was with successes?

It's a great thing. I think we're going to do it on Property Entrepreneur this year. Celebrate your successes from the week.

Post our chap from Africa in his crazy shirt doing that dance by the side of the car. You know what I'm talking about, don't you? I've literally forgotten the dance, but it's kind of this, isn't it?

It's like Mufasa. Are you going to get some Mufasa energy on a Friday and have people celebrate their successes? Why not?

Create a bit of fun. This is your chance really to design your culture and your high performance management. So yeah.

And what are you going to celebrate? Are you going to celebrate work anniversaries or birthdays or both or neither? It's really up to you to decide.

I'm a big fan of, my view is, I spoke about it with Bianca yesterday. We weren't going to do team birthdays. She completely lied to me, literally to my face.

So we're not going to do team birthdays either. No, it's okay. Yeah, I'll get a massive birthday cake.

It's very sweet. But no, I think work anniversaries are a good one because in my opinion, everyone kind of gets a birthday message from all the people in their life. Hopefully they've got friends, but no one's going to say happy work anniversary or congratulations for doing three years or five years or six years or 10 years or 16 years.

So I think it's quite nice to be honest, to recognise someone's work anniversary, to recognise their service. And I think that's quite cool. So that's an overview of all of the points.

We're going to a prime time session now. Before we do, has anyone got any questions? Yeah, Valerie's got a question.

Thanks Lauren.

[Speaker 4] (43:48 - 43:49)

There is only me.

[Speaker 1] (43:50 - 44:15)

I know, this is what I'm used to. Yes, there is and there isn't. So obviously you've got your new business partners.

So for example, if you booked in some QGM or some monthly reviews with them, I know that you're doing a lot of the heavy lifting. Would you say that would be an accountability spike for you?

[Speaker 9] (44:16 - 44:20)

Yes, absolutely. So just do it on a more minor level.

[Speaker 1] (44:20 - 44:33)

No, you do exactly the same. It's just you don't have 50 people in the room, you just, just you and your two colleagues. Okay.

And what about relationships? Like you're working with these people. You're working with these people.

[Speaker 9] (44:34 - 44:36)

One's the investor, I'm working with one other person.

[Speaker 1] (44:36 - 46:10)

Yeah. So what about, would it not be important to invest in the relationship by having like a social or a Christmas dinner or, you know, because we need to water those plants, right? It's not just functional.

It's not just work. So would it be nice to get something in the diary now? So it's like, you know, maybe you could invite them to the get up and get back grand finale as the summer party.

We're going to do our summer party as the grand finale, for example. So rather than arrange a whole summer party, it's like, let's piggyback off the back of, of all the work that Dan and Ros are doing. Great.

I'm sort of hoping Dan's been invited to his house for Christmas dinner, but we'll see about that. But you know, all of us, no, no, just, just let's come away from PE. Yeah.

But no, but the point is, is like, wouldn't it be nice to get these things? The point is, is that high performance management and culture don't happen by accident, but if we set them up now, then we can set and forget once that summer party, once that barbecue at your house is in the diary in, in, you know, mid June on the summer solstice, you and your colleague and your investor are going to come to your house for a lovely barbecue. And it's, it's in the diary and you know, you're going to have that, that nice connection of, and maybe you decide to do a QGM before, maybe sort of a little sit down and update, and maybe they come to your house or whatever.

And it's like, by doing it now, you make sure it happens and you're putting those accountability spikes for yourself. And let's have a monthly review meeting, you know, I'll give you an update. And this is why this is, it's a great example of why we do it.

Perfect. Thank you. No worries.

Any other questions? Really great question. Oh, yes.

Casey, can you, can you get in there Lauren?

[Speaker 9] (46:10 - 46:38)

Thanks. What if you're starting at ground zero with somebody you've had for a few years and trying to set this kind of stuff up? What if you're starting at ground zero with somebody you've had?

So you've never had the uncomfortable conversation before. And, but they still kind of work well enough for you. And they probably would grow if you asked them to, but how do you step into that?

[Speaker 1] (46:38 - 49:34)

That's a really, really good question. So I think everyone in this room has to face that because what I would call culture change is probably the hardest thing to do in business. I always say, when I gave that example of, it's really good to learn to be a surgeon first before you do brain surgery.

It's really difficult to do brain surgery when you don't know what you're doing. And it's really difficult to change a company culture because you've already started it one way. And so you've got a culture with this employee or colleague and, you know, accidentally, you haven't been intentional about it.

You haven't set up SCSs and monthly reviews and scorecards and all these things. And, and so this is quite challenging. The way we do it is, is, is like gently.

And we start with the strategy and, you know, we set a headline strategy. So hopefully they've been involved in that and you've shared that with them on strategy day. So they kind of know things are going to change or it's fine if you haven't.

So then you would have an AGM and you say, look, I've written a business plan and you send it to them ahead of time. And you go, look, and there's some things in here I want to talk to you about. Hopefully they've been involved in the business plan, like, and they know.

And so you slowly start to, and you say, from this year on the 1st of April, this is, you know, you're going to be running to this target. And they're like, okay. So they know it's coming and then they, and it's slowly, slowly, slowly.

That's how you do it. Yeah. But it's all about, it's got to come from you first.

So you set the clear expectation. That's why a published business plan is great because it's very clear. It's in black and white, like we're going for X growth or we're going to, we're going to change the team or we're hiring new people.

And then they won't be surprised when you hire someone new because they know it was in the business plan. And hopefully they've been involved in that process. This is why you get them involved in strategy day.

This is why they help with the winter hit list. This is why, and it's like a gradual, gradual thing so that you're all pulling in the same direction. But it is difficult when you suddenly give someone a scorecard they never had one.

If they're not a high performer, if they're a high performer and they're bought into the vision, then they'll, they'll run with it. They'll be like, finally, someone can tell me well done. Right.

They're like, I want to do more sales because I want my scorecard to hit the target. Like finally Casey's record, like it's a game, but the, the, the poor people will be like, I don't like the scorecard. I don't see why we have to do it.

It's like, well, this, I think we've answered our own question, you know? So that, so it's like, yeah, it's, it's the change management side and it's, the answer is one brick at a time. Yeah.

One brick at a time. Any other questions? I think we're going to crack straight on now.

So time, time, I'll come to you Akash, that's all right. I'll come to you. Dec, if you want to put some music on, it is time to set your dates, go through it, start with the big juicy ones, AGM strategy day, QGMs, and then work your way down into the other ones and the cultural stuff.

Hands up for help, music on. You've got 20 minutes of head down work. Let's get this done.

Get it in your diaries. Walk away with these things done, ladies and gents.

[Speaker 18] (49:39 - 49:41)

These ones, I get, this is a part of it.

[Speaker 2] (59:22 - 1:00:15)

So, let's just make sure you're all getting focused on getting this done.

[Speaker 10] (1:00:16 - 1:00:42)

You've basically got three choices. You do it now in the room and you never have to worry about it again. You don't do it now in the room and you have to go home and do it, which means actually the third option is it probably won't get done.

So rather than jumping on WhatsApp, emails, things like that, you've got 15 minutes and this is a whole year sorted, or you can chit chat for 15 minutes. It won't get done. And then, you know, we're going to be sitting here next year and you're still asking what they are.

So I'd recommend getting it done.

[Speaker 2] (1:02:33 - 1:13:22)

So, um, um, um, um, um, um, um, um, um, um, um, um, um, um, um, um, um, um, um, um, you're right.

[Speaker 1] (1:13:23 - 1:22:02)

Thank you. I'm not rushing it, I'm just... Can you give me a thumbs up when it's done?

Yeah. Hey Lauren, thank you. Okay, let's just wrap it up there.

Okay, laptops down, closed, phones down, conversations over. Okay, so obviously, you know, Dan gave you a bit of a scolding there. It's like, this stuff is really easy to do, but it's really easy not to do.

You think, you look at it and you go, yeah, I've got that sorted. That's what got you where you are. This has got to go in the diary, forget about it, never have to think about it again.

Like, it's like, this is, in a way, it's a little bit boring, isn't it? It's like, any blazes are looking at it and going, I just don't want to do this. This is like, this is way too much detail for me.

Like, and that's what I was like, and I did preparation for this. Obviously, I did this, and it took me like, it took me a while. It took me a while to get my head around.

I mean, I fly in and out, so it's a bit harder. But I really had to think, well, are we going to do birthdays? Are we going to do anniversaries?

So, if you haven't finished it, you really need to finish it. You do need to finish it as part of your homework. And then it's done.

It's in the diary. You just have to then turn up. You don't have to worry anymore.

Like, all that mental energy, anxiety has gone. So, this is where we want to get you to. When it goes in your business plan, it's done.

Set and forget. Who likes a bonus? Who wants a bonus?

Who would like a bonus? Hands up if you'd like a bonus. Okay, cool.

If you didn't put your hand up, you won't get it. That's absolutely fine. That's absolutely fine.

So, we're going to give you a bonus, and we're actually going to give you this brand new High Performance Management Agenda Pack. So, this is an agenda for every one of your high performance management meetings. Whether it's…

Oh, we've got a bit… Woo! Nice, right?

So, people have always asked us, what do you do? What's the agenda? What do you talk about?

Here we go. We've got weekly. We've got monthly.

We've got quarterly. We've got annual. It's a blueprint.

Yeah? Round of applause. Thank you.

You asked, we delivered. I say we, I mean Dan, and it's all there for you. So, it's there for you on the vault, so you don't have to think about it.

You can follow the process step by step. You can even download them, get your PA to download them, and get her to put those agendas in the diary invites. So, it's already there.

Isn't that amazing? Okay? This is about getting it off your desk.

All you've got to do then is turn up and drive. That's the whole point of this. It's to make it so simple you can just paint by numbers, and your business will do better.

I absolutely promise you that. So, you're welcome. That's in the vault live now.

I've already made the point about set and forget, but I am going to make another point, and this is where everyone needs to be listening, is is there anybody in here who isn't going to have any type of AGM or QGM or SCS this year? Anyone who's not going to do any of this? It's okay if you're not.

Cool. So, everyone's going to – are you going to do – you're not going to do any SCS in the year? Are you not going to do any SCS?

You are going to do SCS. Cool. So, this month, do not come without it done.

Stand up, sit down. I let you off this month. We didn't have one, did we?

I let you off. Next month, I expect everyone to have booked in these key dates in their diary. Is there anyone who can't do that for next month's workshop?

Okay. Fantastic. Good.

So, you want to write that in your action list. Make sure you don't forget it, because I'm going to ask everyone to stand up and sit down if they've done it, and you really don't want to be the lemon standing. Okay?

So, this really is your warning. Primetime accountability groups. So, we have currently got – how many people signed up?

Do we know? Someone gave me some feedback. They said, Adam, in the workbook, it says the primetime accountability group is £500 a month.

Okay? Yes, it is, but not for this year. So, this year, it's on us.

So, this is your opportunity to get involved and get some board-level, mastermind-level mentoring and accountability for free. So, take advantage of it while you can. So, how many people have we got signed up?

Has anyone found out? No? I know we're at about 35.

Shiv's counting. Oh, you have to count them. Too many primetime accountability groups.

Ladies and gents, you've got until Monday morning. Well, 39. Nice effort, ladies and gents.

Well done. 39 people. That's a really good effort.

Okay? It's never too late. If you get to Monday and you get serious FOMO, because we're all having loads of fun in our PTA group, it's never too late.

I'll ask Bianca to post the QR code in the app. So, if you change your mind over the weekend, you can join. Monday morning, obviously, you need to commit.

Shiv will do a great job of leading us through that and making sure we get our game-changers done for next month. A podcast to add to your action list is number 147, deadlines, get things done. So, we've got this big deadline.

End of winter's coming. I think I've made it really clear. We've just got to pull out all the stops and get this stuff done.

We've got this huge thing hanging over our head called a business plan we've got to write. So, we've got this deadline. So, we need to make sure every day we are making it count so that we get to the end of March with this thing delivered.

So, this is a bit of easy listening for the way home. Game of four quarters. Who wants to see how we've done this month?

Yeah? Okay. Let's have a look, shall we?

I haven't seen this either. So, there's only one winner with 10. Is that right?

No. Jan, is this an average? No, March.

Here we go. 10. Craig Shields.

Let's give Craig a big round of applause. Well done, Craig. The only man with 10.

Special shout out to Rupin, Casey, and Roz who all got eight or above. This is in order, no? Oh, this is in overall order.

Aha. So, this is our overall leaderboard for the whole quarter. Fantastic.

Well done, Craig. Where's Umesh gone to? Umesh has relegated to fifth.

Umesh. You've gone from first to fifth, eh? Very good.

Ladies and gents, this is all a game. And games have prizes. So, it's my pleasure to announce that as part of the improvements we're making to Property Entrepreneur Advance this year, we're going to have some new awards.

We're going to have some new awards. One of them will be the top of the game changes leaderboard. Most game changes in a year.

So, Craig is currently in the top spot. So, it's all to play for. We're also going to have the biggest loser, okay?

And it's going to be the person who's managed to reduce their metabolic age the most. Yeah? Over the year.

And we're also going to have an award for people who've completed their financial fortress. So, we're going to give you a real nice recognition when you actually get to that huge milestone of completing your financial fortress. There may be more to come.

If you have any ideas about awards, let us know. I'm going to ask for some feedback in just a second. But this is going to make awards day even more exciting, even more to play for, even more fun.

Do we agree? Happy days. Good stuff.

So, it's all to play for, ladies and gents. Before I round off the day, though, we do have one more special announcement. It really has been his day today.

So, if you'd all join me for the last time to welcome to the stage Mr. Josh Keegan. He's got some very special news to share with us.

[Speaker 21] (1:22:13 - 1:22:17)

Hi, good day?

[Speaker 5] (1:22:17 - 1:22:41)

Enjoying it? Very, very good. So, a final announcement before we finish up.

So, some of you may have seen and some of you already offered a huge amount of support. But yesterday I launched, after two years, hard work, a lot of painstaking days, blood, sweat and tears, my first book into the world. So, this is a big topic.

[Speaker 12] (1:22:41 - 1:22:42)

Thank you very much.

[Speaker 5] (1:22:46 - 1:23:37)

And in a moment, what I'm going to offer everyone to do is we're basically doing a first kind of two-day launch offer where essentially you can buy it for 99p on Kindle. I hope you guys are in advance. I think you can manage it now.

99p. And then you'll get a free signed copy at the back of the room for you to take home for you to read and enjoy. And, yeah, it would be an absolute pleasure for any of you that want to support and take me up on that.

But I also have some other news. We did it. So, the book is now Amazon number one bestseller in multiple categories.

So, thank you so much. I know a lot of you support me on social media. We had a lot of support for the program last week.

It's been like an absolutely crazy rollercoaster of a journey. It's been a crazy couple of days. But, yeah, number one Amazon bestseller in multiple categories.

And it's just, yeah, I feel very humbled and very privileged to have got here. So, thank you, each and every one of you, for all your support. And if you want a free signed copy at the back of the room, come see me before we go.

Thank you very much. Cheers.

[Speaker 8] (1:23:39 - 1:23:40)

Congratulations.

[Speaker 5] (1:23:42 - 1:23:42)

Thank you.

[Speaker 1] (1:23:44 - 1:33:06)

Here we go. Oh, nice piece. No, that's not the reason.

I probably should have bought one. I feel really bad now. But I did get like 59 people to buy it on Wednesday.

So, that's my gift to you, Josh. You're welcome. Right.

So, yeah. So, look, Josh is going to be, we're going to set up a signed book stand at the back of the room. So, there's going to be a QR code at the back of the room, which you can scan.

That's how you're going to buy the 99p eBook. And then he's going to give you a real book for free that's signed by him. That will become a collector's item.

It will be worth a lot of money one day. So, make sure you do that. Right.

Let's run through the homework. Let's run through the homework, and then let's get these books. So, we have really leveled up the homework.

We've really tried to make it much more clear. We've given you deadlines, as you've probably noticed. I guess the first thing to say is that we've mentioned the midweek mentoring through today.

AGM blueprint. So, I'll take you through the business plan blueprint, and I'll just run you over the AGM agenda that we've shared with you now in the vault. And Josh is going to do his business modeling session.

That's week one and week three. Middle of the month is myself for mid-month mentoring. You have the opportunity to book a 15-minute slot with me, which you would normally only get on the mastermind, or if you want to pay my rate of £500 for 20 minutes, that's what I charge for mentoring.

So, there's an opportunity to get a 15-minute slot with me on mid-month mentoring. Scan the QR code. There are four places available.

In terms of the vault, so we did the session on Wednesday where you could dive into a bit more finance-related. So, we've got bulletproof business model on the vault from Wednesday, if you want to learn your business model and go over it again. I did a session on fundraising for those people that have a capital requirement this year and want to borrow money either from investors, from banks, crowdfunding.

They want to use their crypto assets. I cover it all in that – or use government schemes. It's all covered in the vault.

And I also did a session on monthly cash flow management, personal cash flow management, for those people that everybody should be reviewing their PCM ahead of the 1st of April. So, everyone needs to review their spending habits for the year and set their new standards. So, the book club this month, Wealth, Health, Life by Design once again.

So, wealth, we've got a new episode on the financial fortress. So, for those people that are joining Josh in April, definitely listen to that. But for everyone, to be honest, listen to that.

Health, who's heard of Brian Johnson? Who's heard of Brian Johnson? Yeah, he's doing the rounds a lot on YouTube and he's on everyone's podcast now and things like that.

So, I think he's 45 and his metabolic age is 18. He's really weird. So, I haven't really watched any of his stuff because I find him like really creepy.

But he's a guy, from what I understand, he's a guy who had pretty bad depression, has made quite a lot of money, and he's made it his mission to reverse the aging process as much as he can. So, he obviously doesn't believe in God, I guess. And he's really scared to leave this world, aren't we all a little bit?

And he's just, anyway, he's fighting aging by going to the nth degree with his health. And it's a really fascinating story, which is why he's getting so much attention on social. And in terms of life by design, another one of Dan's recent episodes is about breaking through.

So, getting step changes in your life, in your business. We're not happy just to meander and make 1% improvements. Every year, we set these goals and we sprint to the end of our year to make sure we have a step change.

And that's really what this podcast shares what it takes and how to do it. So, this is a very useful podcast while we're trying to push through now into a step change for the new year. Who's seen this movie?

This is one of our favorites. If you want to learn about management, about leadership, about challenging conversations, this is a great basketball movie with Samuel L. Jackson, who takes a high school basketball team from nothing to something.

I think it's a true story. It's a great movie. I've probably seen it five times.

It's really good. And it's just a great example of high performance management, actually. So, before we shoot off for the day, I just want to run you through the homework before we do the NPS scores.

So, if you turn to page 38, hopefully there are no confusions with this. So, let's start with future forecast. Finalizing your business model, going back over the vault, listening to it, going back over the template, populating the spreadsheet, the forecast spreadsheet which you started, and then reviewing it with your finance team, signing it off, and getting it uploaded to Xero.

Budget, so you have a budget going into the 1st of April. Then it's there. It's complete.

It's done. And from the 1st, like once you do your first monthly management accounts meeting in April, you can have budget versus actuals. That would be the plan for money.

Director's dashboard. Have a meeting with your team, even if it's with your mentor, whoever it's with, or your business partner or your spouse. What are your top-of-the-mountain KPIs?

Draft it out, as you started doing today, or you probably just got one team done. Do all the teams. And then maybe share with each team.

Get feedback. Do it in your SCS. Have a meeting with them.

Invite them for a coffee. Book a Zoom call. And then schedule the dashboard updates and publish the frequency in My House.

So once you've actually done it, then it's like, right, this scorecard is getting updated every week. This one's getting updated every month. It needs to go into My House.

It needs to be delegated to who's going to do it so it actually then happens. Set and forget. And then management and leadership.

So you've already drafted out, hopefully, all of your dates or most of your dates. They need to go in the diary. You can download the agendas.

They need to go in the diary invite. So the agenda is already in the diary invite. Your PA should be doing this.

Then you can send out the invites to your team or to the key stakeholders that need to be at the meeting. And then once everyone's accepted or you've adjusted as you need, then you can publish them all in the business plan for the 5th of April or whenever your AGM is. Winter hit list needs to be 90% done by the end of the month.

And you need to have come with new game changes set and your March game changes finished. So really not that much to do. Piece of cake, right?

Piece of birthday cake. This is Ofsted, right? This is our job, right?

This is our job. This is this is our job. This is why you pay us the big bucks, Rupin, right?

To get it done. So, ladies and gents, I hope you've had a great day. I hope it's been a good mixture of fun, work, getting your head down, learning some new stuff, getting some work done in the room.

Hopefully it should have been all of those things. Inspiring, hard, easy, enjoyable. Richie?

Yes. All of the blueprints will be in the annual. Have you downloaded the annual one?

Download the annual one. And if there's something missing, they should all be there. I'm going to run through them.

There definitely is one. Is it in there? Yeah.

Have a look. Don't worry. We'll fill any gaps.

Thank you. So, yes, I'm going to ask Dex to put some music on. Please get out your phones.

All feedback is good feedback. Not just today, anything in the month that you think we did well or we could do better. How did you find it?

We welcome the comments. Please give it some thought for a few minutes. Please don't talk.

Please focus on it. It's really important to us. Thank you very much.

If you don't have a text, go and see Bianca at the back of the room, please. Keep the noise down. Please don't talk.

When you've done it, please put your phone down. And then we'll let everyone wrap up and get on their way. We'll go and get Josh's book, actually.

We welcome all feedback. I can't stress that enough.

[Speaker 2] (1:33:26 - 1:33:34)

Please keep the noise down.

[Speaker 14] (1:33:59 - 1:34:12)

When we're done, equally, don't feel like you need to rush.

[Speaker 1] (1:34:56 - 1:36:08)

Okay, I think we'll wrap it up there. So, ladies and gents, actually, this wasn't part of the agenda, but I'm going to announce it anyway because a few people have asked me today. So, next month, we're going to release all of our dates for PE 2025, so you can save the date, get them in your diaries.

Overwhelmingly, people did vote to move it to Thursdays, so advanced is going to be on a Thursday from October. Okay, so people can make life plans, changes in advance. Hopefully, we've given you enough notice.

I know it might not be everyone's preference, but generally, the consensus is that that's what we wanted to do. So, to let everyone know, if you want to get the dates, Bianca's at the back of the room. She can share them with you now, but we will be probably publishing them ahead of time, and then there'll be something in.

We can probably publish them before the workshop. We can save the date relatively quickly over the next couple of weeks, okay? Yes, we'll be on a Tuesday.

So, everything will just move. Everyone's just going to move more into the middle of the week, basically, yeah? Well, good.

Have we had a good day? Fantastic. Ladies and gents, please don't forget to scan the QR code.

Support Josh in his bestseller journey. Bag yourself a signed copy. Get a photo with the man before he gets too famous and forgets us all.

Let's give everyone a massive round of applause for today.

[Speaker 6] (1:36:08 - 1:36:12)

Thank you so much. Have a great weekend, ladies and gents. Thank you.

Good luck.

[Speaker 19] (1:37:29 - 1:37:36)

Thank you so much. Good to have you. See you next time!

Bye-bye.

[Speaker 6] (1:37:36 - 1:37:40)

Bye-bye.