**Session 1\_Trasncription**

[Speaker 6] (12:06 - 12:31)

Ladies and gents, if you could take your seats, please. Let's take our seats, please.

[Adam Goff] (12:42 - 13:50)

Take your seats, please, ladies and gents. Two-minute warning. Thank you.

Okay, ladies and gents, if you want to finish up those conversations now and take your seats, we're going to be starting in just under one minute, so really it's time to strap yourself in, say goodbye, sit down, ready to roll, 60 seconds.

[Speaker 4] (14:31 - 14:46)

Ladies and gentlemen, please welcome to the stage your head trainer, Mr. Adam Gough.

[Adam Goff] (14:53 - 23:35)

Good morning. Did we enjoy the networking? Steels, did we enjoy the networking?

It was literally like when I said networking, it was like a scared cat to the wall, like Rackhash. No! That was really good.

Good fun, wasn't it? Good fun. Because this is the new team.

This is the new family. This is the brother and sisterhood. This is PE.

This is it. It just seemed like the obvious thing to do. You're only strangers for so long now.

Hopefully, you're not strangers. We've basically got to about 80, 90% of people, so now you can just make an effort in the breaks, in lunch, to just go and say hello to that face that you haven't quite put a name to, right? That's really important.

Welcome to workshop two, the first workshop where it's just us. This is where the serious work starts to get done now. We're not playing for the first year.

It's no longer kindergarten. We're now at big school, so I hope you've got some new school shoes for the new school term. You're absolutely ready to roll.

First things first is phones. So phones. Someone, I'm not going to name him, gave a £20 fine last month to get up and give back because his phone went off, and I thought that was admirable.

That is pure leadership, quality, and exactly what we're all about at Property Entrepreneur. So it seems to me like it's set the standard now. We have our standards that we've all raised, and we're going to raise our standards with regards to phones.

So if your phone goes off or you need to use it in the session, then it is a £20 fine to get up and give back. Why not? Do we agree?

Let's go with this. A round of applause. Yeah, a round of applause for that.

Okay, we're all in agreement. Maybe I should put it a different way. Who doesn't agree with that?

Cool. So that's the standard. Okay, that's the standard.

I mean, people have stuff going on. What I suggest is if you're waiting on an emergency call from the babysitter like I know someone is today, it's on vibrate, you excuse yourself, or you give it to the back of the anchor, she can come let you know. Obviously, we live in the real world, but the point is that we don't want any distractions.

So once we say no to phones, we can say yes to the focus. The value of coming in, the reason why we do the live events is because, as we all know, this is where we actually get stuff done. We get away from our busy lives.

So we need to teleport ourselves out of that normal running on the treadmill life into the focus, working on a business. This is the thing that's going to get you the life and future of your dreams. So that's what it's all about.

So we want all in focus. Before we start, I want to make a quick announcement. So obviously, we had our second board session last night.

There's been a bit of a change to the board this year. And that is that there is a new board host. So I'd like to congratulate Josh, who's been appointed as a new board host for the year upcoming.

So well done, Josh. Congratulations. Well deserved.

Well earned. Josh is absolutely killing it. You're going to hear more from him later.

So let's get on with it. You know, the window of opportunity, we're ready to go. Let's get on with this.

As you've noticed behind me, the lighting is lovely and autumnal. We are going into autumn. As I said in the super event, it's no longer fifth gear.

It's third gear. It's like, well, I haven't quite done what I wanted to do. But if I don't clock back the revs now, I'm not going to be able to create the space to start building the car for next year's F1 season.

If I don't start getting reflective, I'm going to be doing my strategy day presentation on the train on the way up in January. And it's not going to mean anything to me. And I'm not going to make any progress because I never gave it.

I didn't plant the seeds in autumn that I'm going to reap next season. So this is where we plant the seeds. It's very important that if you are still at breakneck speed, you need to calm down and make your main focus in the mornings and in that spare time that you have potential on the weekends, introspection and reflection.

That's the most important thing, because we need to consider where we're up to. So who's made progress in cave time this month? Who struggled?

Leave your hands up. Yeah. Biggest struggle normally is I just can't find the time.

I can't get into it. Things are still going on. I talked about it a bit last night in Mastermind.

Recommendations are you have to go with a clear head. You have to have it in the diary and you have to go with no distractions. If you get all those things right, your subconscious will deliver.

But it might take a bit of time for you to get in the zone, in the flow. RE, the John Cleese video that I posted in the Circle app. A little bit of update for me.

I have been doing some work. I've been to Bali now. I was absolutely, as Josh said on Wednesday, shagged out after championship season.

Those people were there. It's a bit of an in-joke, but that is Josh's new thing apparently, shagged out. Exactly.

Weird, isn't it? It's another weird Josh saying, but he thinks it's okay. He says it and everyone laughs.

Anyway, I was pretty shagged out to be honest. Championship season was a lot. I always book a break in autumn because I need to have a bit of a clean reset.

Remember last year I went to Peru? I spent two weeks off the grid. This year, obviously, straight back to Bali.

I was back in the spa. I was on the beach. I was going to the gym.

I was eating clean. I was getting myself sorted. If you remember, I shared with you the long game and the importance of long game.

I promised I would do some work on it. Well, I finished my long game now. I've illustrated it.

It's got more detail. It's got pictures. It talks about me going in for another round professionally and really leveling up professionally.

It talks about me building my dream home in Bali. It talks about me going through the stages with Bella and right at the end, hopefully, having a baby. Absolutely, yes.

That was the year of that year, actually, yes. That's fantastic. I'm really excited about that.

I've updated this template for you. We're going to share it with you. We've branded up long game so you'll get this new version of the long game template because it's just another level up that we've delivered for you.

That's really great. Everyone's got to have that clarity. It's really difficult, but it's great.

I think just a sentiment as we go through all this, which is whatever you decide to do in business is going to determine your life. If you decide to go all out in business, hell for leather, working seven days a week, then it's going to affect your personal life. We need to make these decisions strategically and with a good level of self-awareness, the romance versus the reality when we're setting all these targets.

The worst thing we could do is have it not congruent together. It really needs to all fit together. That's why we look at what we want personally and what we want professionally because they all have to hang together.

Today, we're going to be building on your cave time. It's all about strategy sessions because we're going to take it into the business area now. We've spent quite a lot of time looking at ourselves personally.

It's been a personal development month. Now, we're going to start talking about the business. We do this with strategy sessions, which is why the workshop is called that.

Today's workshop, session one, is for those people that have done advanced before, this is going to be a different style, by the way. I won't say too much, but it will definitely be a different style, a different feel to it. You can probably already sense that from the way we're doing things today.

The most important thing is, from a business perspective, is that we are leaders whether we like it or not. We need to determine the direction of travel. We have to sit down with our team and work that out.

The way we do it is with headline strategy. That's going to be session one so we can get you set up, going on that, and fully motivated and into it. Session two, we know one of our mantras is to observe the masses and do the opposite.

It's all about being really strategically positioned in the marketplace. Session two is going to be on that. We're going to have a guest speaker coming in to specifically talk about how you could do that in the property space.

Someone who's been very successful, very well known in the industry is coming in to give us a session on that. Session three, we know the power of KPIs. Today, we're going to have some serious KPI work, just to let you know.

KPI is what it's all about, but we have one specifically for wealth to do with the financial fortress. Josh is going to be delivering a session to help us get to know our number, the number we need to judge ourselves in terms of wealth. Are we where we need to be?

When are we going to get there? That is going to be an absolutely banging session. I'm not even going to talk anymore, which is different for me.

I'm just going to get straight on with it and introduce Mr. Daniel Hill to the stage, please, ladies and gents. Let's give him a big hand.

[Daniel Hill] (23:37 - 33:48)

Thank you very much. Lovely. How are we advanced?

All good? Excellent. We're very much in the autumn now.

Remember, these 12 weeks used well will fundamentally define what the next 12 months looks like for you. We can't bang this drum enough that life by design is a privilege. We're entrepreneurs, we're independent, we have that freedom.

That on its own is a huge benefit in life, but to have the conscious awareness and the ability and the opportunity to actually go out and create our life by design is an absolute privilege. We want to make sure that you make the most of it. Work that's coming around.

What I'm going to share with you in this short session is for the last 10 years, we have focused on driving you forward from a personal development sense in your businesses and your personal lives as much as we can. There's three core pillars to that. There's only three core pillars, three core values that we have, which is our wealth, our health, and our life by design.

For the last 10 years, we focused energy on effort, wealth, financial fortress, health with get up and give back, life by design with the 12-month blueprint and methodology, but we've never really been able to calibrate where we are. If I was to ask you now on those three pillars to rate yourself, where you think you are on your financial independence, your general weight and wellbeing and health, and your actual life by design that you're living and experiencing, you'd probably subjectively be able to give us an idea of roughly where you think you are. What we've done this year moving forward, which will take us into the next decade, is calibrate each of these.

By the end of today, you're going to know exactly down to the granular detail where you are against each of those. Then going into 2024, we're going to use them to enable you to progress. You've got a really clear picture where you are, where you want to get to, and how you progress.

The first is wealth. For each of these KPIs, which is now going to define where you are on your journey as a property entrepreneur, wealth is the top, the KPI that we're going to use is the same top of the mountain for every single person in the room. It doesn't matter if your outgoings are 30 grand a year or they're 30 grand a month.

You're going to have exactly the same KPI. The KPI that we're going to use for wealth is about financial independence, because really, if you're going to be self-employed, and you're going to employ people, and you're going to do deals, and you're going to take on risk, and you're going to take on stress, you want that to give you something. The aim of the game, the only aim of the game is not survival in business, it's financial independence.

What this means, by definition, financial independence is different to financial freedom. Financial freedom is going from being employed to being self-employed. Going from having a job to being an entrepreneur, that's financial freedom.

It means you can make money and you don't have to work for the corporate. Financial independence is very different. Financial independence is the next step, which is what wealth is all about.

What it means is you could stop working today because you choose to, the business goes bust, you or someone in your family has a serious health issue or something that you can note that stops you from actually doing your business. Financial independence means that when you stop, your income doesn't. This is the definition of financial independence.

What else do I call it when we talk about, and I've done podcasts on it, when we talk about that concept of having that money that comes in every month without fail? 100%. This is what financial independence is, is living off the steam.

The KPI that will rate where you are in financial independence is what percentage of your annual outgoings are covered by steam that comes off of the assets that you own. The T and the assets, the financial fortress is things like, and we'll be doing this in session three, is single lets, commercial, blocks of flats leased out, HMOs on five-year leases to operators. They're those low-risk, boring assets, vanilla assets.

They give us the steam. The first number, which we'll look at at the end of the day, is what percentage of your annual outgoings are covered by the steam from those assets. This will give you your percentage of wealth.

Obviously, the first port of call is to get to 100%. When the day comes, when you want to tap the button, like I did in the pandemic, sold Multilet. They went from having a multi-million pound national company, didn't want to do it anymore, got sick of it, tapped the button, sold it.

All that happened was I stopped drawing money from Multilet and I started drawing money from my financial fortress because I had 100% plus coverage of living off the steam. This is the first number. In session three, we're going to go through it.

There's two ways to achieve it. Who can tell me what the two ways to get this to 100% are? The first?

Absolutely, which is the less obvious of the two. The first is to actually reduce your outgoings. If your current outgoings are 50 grand a year or 100 grand a year, the second one is to increase your steam off your assets, increase your financial independence by buying more assets or paying down debt.

The second is actually to reduce your outgoings. If you can go from 100K a year to 50K a year, 100 to 80 and bring it up, you'll get to that 100% a lot quicker. Then when you get to 100%, every extra deal that you do that has more steam coming off it, so you're at say 120% coverage, you can then increase your outgoings by 10% or 15% or 20%, wherever you want to get to.

That's the first KPI. By the end of today, you'll know how to calculate that. By the time you come next month, you'll know out of that journey of one to 100, exactly where you are.

Then obviously for next year, we'll be planning how we're going to get there. The second is health. There's a million metrics for health, right?

How we look, how we feel, what we weigh, what we can lift, what we eat, what we do, a million different things. What we're looking at specifically with health, again, is the top of the mountain. What's the one number that fundamentally applies to everybody?

It doesn't matter whether you're on cardio or muscle building or weight loss or vegan or whatever diet, nutrition, training plan you're on, what's the ultimate top of the mountain? The ultimate top of the mountain is how long are you going to live and what's your quality of living going to be, regardless of all the things that you want to do. This is what we call the metabolic age.

Your metabolic age is a test. You can do it in a range of different ways. In session two, we're going to set you up to do yours.

What it calculates is basically based on where you are physically, what your metabolic age is, which is the way that you process energy and calories and the way that your body works, against what it should be for your age. Obviously, the aim of the game is that your metabolic age, which is how old your body is, is either equal to or less than your actual age. Then obviously, if your actual age is 60, but your metabolic age is 45, it's a fantastic position to be in.

We can all go around telling everyone we're 45. That's going to be your metabolic age. That's the second number.

Everything that you do in health, what you eat, what you drink, how you sleep, how you train, will point towards getting this number down compared to the other one. Then the final one is life by design, which is obviously the hardest one. How do you even go about calibrating what the quality of your life is?

Because it's so individual, it's so subjective, how do we calibrate it? What we've done here is found a way to rate all of the different elements that could contribute to it. Based on your opinion, which is a really important part of it, what it defines your quality of life as.

The key part for this is what it means to you. We might say it's really important to have a low volume of tracked working hours during the week. Well, for someone like me that's trying to slow down, that would actually be quite important.

Actually, for somebody who's trying to speed up, they would be less important in that. They would actually want more. A low work-life balance and maximum work, for me 15 years ago, would have been a great thing.

Whereas now, it's not really serving me. The way that we calculate quality of life is based on how happy you are with various things, a number of categories, how happy you are with each individual element, and it will give you a score. The score will range from poor up to world-class, and it will give you an overall score as to the quality of your life that you're experiencing against what you want it to be.

It'll itemise the areas that you're doing really well in, and it'll itemise the areas that you can pay more attention to. With this clarity, and this detail, and these stats, and these KPIs, going into next year at this advanced level, you can calibrate every single one of them. We'll know where we are now, between now and January, we'll decide where we want to get to.

In January, you'll stand up in your Strategy Day presentation with this image and say, this is where I am now, this is where I want to get to, and then obviously at the end of the year, we'll be able to see you started here and you ended here. I'm going to hand back over to Adam, and he's going to take you through the first of the three KPIs. Health, we're going to do in session two.

Wealth, we're going to do in session three. Now, we're going to do life by design. Can we give Adam a round of applause, please?

Cheers.

[Adam Goff] (33:54 - 38:15)

How good is this? How good is this? The penny's dropping like, oh, wow.

Did they just quantify that? Yeah, we did. I say we did, Dan did.

We have designed this very, this brand new, unique to us scorecard. We've used ScoreApp, and it's going to give you the quality of life score that Dan has introduced us to. We're going to do this now.

This is what the first session, we're going to go through all three of these through the day. This is what the first session's going to be about. I'm going to ask Dex to put some music on in a second.

Everybody's going to do this now, by the way, so you are allowed to get your laptop out or your phone, depending on what you want. This, the important thing about this, ladies and gents, before you answer these questions, and before I give you the QR code, is you can see what we've written behind us. It's your own race at your own pace.

We've said it for a number of years that really isn't about biggest and baddest equals best. It's really what is right for you. It's your life.

You choose how you spend it. There is no life by comparison in this room. There is no ego.

There is no right and wrong, only other than what you want. Dan and I are there on his examples, two very, very different styles of life by design, both pretty good. Both good because it's both what we want.

If you turn to the workbook, and it's in the first few pages, there is a life by design page there. You can scan the QR code. We'll take you through the questions now.

You're going to have no more than 10 minutes. It shouldn't take you that long, even though there's 50 questions. Don't overthink a question.

Don't spend minutes on a question, but equally take the time and consideration to really think about the answer because if you give yourself 10 for everything without thinking, that might not be you that's answering. It might be your ego. That's what I'm going to say.

Don't let your ego answer the questions. Off we go. Just take your time, ladies and gents.

Just take your time.

[Speaker 3] (45:36 - 46:38)

So Okay.

[Adam Goff] (46:38 - 51:31)

When you have done it, just make sure you put your phone down. Please do not talk, Ashley. Okay.

If you're not done, just raise your hand. Okay. No worries.

Don't worry. Minute or so. Definitely don't rush them.

We're all in this together. So Okay. We're going to wrap it up there.

So we'll cut the music. So I think if everyone could put their phones down now, please shut their laptops. Let's get back in the room.

No distractions. Thank you. You can write down your score in your workbook.

We're going to actually swap your workbooks out. We've got an updated workbook for you that's even better. So we're going to swap that out now.

So ignore Josh and Bianca who are just going to swap those out for you. So if you have written down your score, obviously you'll have to write it down again, but it shouldn't affect you too much. Feel free to keep the old version if you've made notes in it.

So listen, I just want to say to everybody, amazing. Like people were really thinking that through. My fear was that everyone would just whiz through it and let their ego answer.

And genuinely, I don't think anyone finished before about eight or nine minutes. So that was like, seriously, well done. So let's give everyone a round of applause for that.

That was awesome. I loved it. Literally loved it.

So what I'm going to say is, obviously, it's quite personal, isn't it this? And you know, you don't always necessarily want people to see your scores. This is not a competition about who's got the best life, right?

Because the person with the ego is just going to like answer 10 for everything and think he's won. All right. But that's not the point of this.

The point is to be really honest with yourself about where you are in those areas. And then if you've scored low, that's an opportunity to make massive changes. If you've got it all figured out, why are you here?

Why are you here? Yeah. For those people that have scored a very, very high score, my challenge to you would actually be to do it again and probably again.

And be because you're one of those people. I've been through coaching on this. I had to answer a similar scorecard.

And I would just give myself 10 out of 10 for everything all the time. That's what I mean. It's like ego.

It's like, if you are me, that person, then you need to do some work. Your work is, well, you're bullshitting yourself. You know, you've created an armour around yourself.

And you think you're amazing. And you know, potentially you're not. So anyway, that's my closing sentiment.

Doesn't matter where you've scored. The last thing I want to say is, obviously, there are categories. Basically, 90 plus is world class.

So when you can work it up to that point, you're going to get world class. And it goes down in increments of 10. And I've asked Bianca to post that in the app.

So if you go on the app, you can see how you've rated and give yourself like a grade, like a banding. And it gives you a place to start from. This is a personal number for you.

There's no shouting out who's got 100. Wow, you're the best. No, there's none of that here.

This is serious, like, honesty. I just love it. I think it's brilliant.

So we're going to close off now. And I'm going to invite Dan up on stage in just a sec. But this basically, ladies and gents, is what it's all about for us now.

These are our three life KPIs. And don't they just sum it up so well? Let's be honest.

If we are smashing it in all these three areas, then we are making the most of this opportunity on this earth. These are our three pillars, our three KPIs. So I'm going to hand over to Dan now to do the strategy sessions.

Hopefully, you've got all your workbooks. Before I do, I just want to say something about headline strategy.

[Daniel Hill] (51:33 - 51:35)

Now you meant in a couple of minutes, yeah?

[Adam Goff] (51:36 - 53:28)

Yeah, fair point. I'll take that feedback. See, I'm not perfect.

I told you. I think, as I said in the intro, I think most leaders in their business don't realise they're leaders. And we don't understand that we have to set a direction.

We can't be asleep at the wheel, like the car can't have a driver. It just doesn't work like that. And if we think we don't need to, then we're just doing a really bad job in leadership, and we're not going to get anywhere.

Because if you don't put a destination in the sat-nav, how can you ever arrive? It really is as simple as that. And in business, we don't want to be the passenger.

We want to be in the driving seat. But the way we do it is not in our own heads. It's actually getting our team to creative collaborate, to have buy-in.

And rather than fight us on where we want to go, be part of it and have it ideally have been their idea. That is the whole point. Because change management in businesses is really hard.

If you're sat there right now, and you don't have any employees, and you don't have a business, you probably think, I'm so far behind, this is so difficult for me. You're the lucky one. You're the lucky one.

Because you've only got to convince yourself. When you've got 50 team members in three different locations, and people that have been there 20 years, that's a challenge. This blueprint enables us to lead our businesses properly, get our teams buy-in and actually make the changes we have to make.

That's what this blueprint does. I've used it really successfully in Capital Living a few times to totally reinvent it and get what I needed out of the business. And don't forget, once we set this headline strategy, this is going to be the name of our business plan.

So we take it up another level in the winter, and we publish a business plan with this headline strategy as the name. So this is where we're going. This is how we get everyone paddling in the same direction.

This is how we get leverage. And this is the time when Dan can join me on stage. Let's give him a round of applause.

Thanks.

[Daniel Hill] (53:32 - 1:10:41)

So I've been using this blueprint for all of my entrepreneurial life, every single business. And obviously, my objective is to try and as well as possible, enable you guys to get the same results. And strategy sessions, like Adam alluded, is both a project and it's a process.

So it's like the project between now and the strategy day is to come up with those headline strategy and three supporting objectives. But the process is more important. And the process is about getting the buy-in from your team.

You need your team to be standing there shoulder to shoulder and saying, this is what we want to do. This is the direction of travel for the business. This is what we want to do.

And they're bought in, they've contributed to it. And it goes all guns, all guns blazing. Dale Carnegie talks about how to win friends and influence people, talks about if you want to get somebody's buy-in, the best way is to let them think it was their idea.

So within this, you want your team to believe that it was their idea and that they've contributed so that they're bought in. They don't feel like they're trying to help you achieve your mission. They've contributed, they've chipped in, this is what they want to achieve.

And you go and do it collectively. When we talk about success and failure being very predictable, we don't want to basically talk them into it, make them think it's their idea and brainwash them. The reason we want them to think it's their idea, and we want their idea to be the same as yours, is because there is only one right decision for your business.

And this is what these three months, now two months, is about, is figuring out what is the right decision for the business? And what is the right headline strategy? And what are the right objectives for the year ahead?

And that's the difficult bit. The reassuring thing is success and failure very predictable. If you choose the right destination in the sat nav, and you choose the right support and objectives, you will get the outcome that you actually want.

And this is the strategy sessions do. What I'm going to do in this session is something that we've not done previously. So the success that we've had in our businesses has been based on my ability to use this blueprint, and make the right decisions.

The successes that we have on the board is the fact that I work with the board members shoulder to shoulder in the boardroom on the mentoring calls, and help them to make the right decisions. If I could help you to choose today, basically tell you what your headline strategy should be, and what your three support and objectives would be, who would get huge value from that? Cool, I'm not going to do that.

Of course I am. What I'm going to do is I'm going to take you through this. By the end of this session, you will know exactly what the destination in your sat nav is going to be, and what the support and objectives need to be for next year.

And it's going to save you eight weeks of work. Sound good? Excellent.

There's three points for your action list today that's in your workbook, and there's three points for your agenda. What I'm doing with you now is the same activity you're going to then go and do with your team, who are going to give you the same answers that you're going to give me today. And the outcome will be the headline strategy and the three support and objectives.

There's three things that we look at to make the right decision in the business. The first is the market cycle. And what this is, is strategic positioning.

You know, if you're running around at the minute, and you want to build an empire based on leasing hotels to refugees, you've probably missed the boat. No pun intended. You've probably missed the boat, because that is now, the plug's been pulled out, the water's going to pour out the bath, and that strategy is going to be completely disappeared in the next six months.

We need to understand where's the market? Where's it going? How do we strategically position?

The second is the business cycle. So the market goes through a cycle, every market, every product, every service, and so does your business. Every single business will go through a business cycle.

And it's this part of the strategy session that we use to decide where the headline, what the headline strategy is going to be. So your headline strategy will be based completely on where you are in your business cycle. And I'm going to give you the business cycle and show you where your headline strategy should be.

And then finally, is the support and objectives, you know, the three pillars that hold up your headline strategy, and the three key focus areas that you have to look at in your business in the next 12 months, is based on where your business is now. And this is a SWOT analysis, it's like looking at where are the weaknesses, where are the threats, where are the strengths, and where are the opportunities, and defining the support and objectives based on those. So this is the three things we're going to go through in this session.

And then outside of today, you're going to do this again with your team, take them through the same exercises, and hopefully, they'll give you the same answers. And I have test driven this on my team, Bianca can vouch for this. And it did work.

So this is the first step is the market cycle. So what you want to establish is where with your different businesses and your different portfolios, your different strategies, where are you in this business cycle. So I'm going to put some music on for a moment, and ask you just on this curve to jot down the various strategies you've got.

So if I was if I was going to look for an introduction strategy, what sort of thing would I be looking at the minute strategy business? Now there's introduction, high risk, lots of unknown. Not really, if it was like modular housing, or like the stuff that you see in Switzerland, I don't mean Switzerland, is it Switzerland?

Sweden, in Sweden? Yeah. Same thing.

Yeah. Thank you. Make sure you pack carefully if you go to one of those destinations.

So a strategy that would be like modular housing, where in other countries, they seem to have nailed it. In the UK, we seem to have gone backwards. LNG have just said they're closing all their factories now for modular housing.

It's like an introduction strategy, it may or may not take off. The biggest one that I would say a broad level is AI at the minute, you know, AI is in that introduction phase where everything's crazy, we don't know what's going to work. When a few things land, chat GBT, then we start it starts to become a bit more commonplace, it'll go into the growth.

What's growing at the minute? What's like hugely over demanded, under supplied strategies? Supported living?

Yeah, I'd say even higher than that is probably like just basic PRS sector is demand far exceeds supply, bless you. HMOs even, you know, in the majority of areas, HMOs, the demand exceeds supply, there is a second wind of growth opportunity in that. However, you need to be sure is it a shock or is it a shift?

Don't get too carried away. But growth, maturity, you know, what's getting hard now used to make loads of money now it's a bit difficult. Buy to lets absolutely for cash flow, buy to lets.

SA, everyone seems to be having a tough time with SA at the minute. And then decline, like what's actually declining on its way out, probably you're not going to be here in 12 months time, 24 months time. What was that?

The Tory party. Unfortunately, probably quite likely the Tory party. Absolutely.

Or like I said, refugees in hotels, you know, the stuff you see, you know, it's on its way out. And you would be, you know, you would just be silly to be going into that space. So we're gonna stick to Musicon and just mark on this, understanding where you are, where do you think you are on the curve?

If you've got various businesses, just mark where they all are. Okay. And again, this is all about like success in business is all about strategy.

And it's all about making sure this is what we call it strategic positioning. It's that you get every year you're going into a market with as low a competition and high margins as as possible. The aim of the game is to actively invest and grow up the curve.

And then when you get to here, find a way to get back to the beginning. And there's two ways to get back to the beginning. What are they the first would be to exit absolutely sell wind up and you want to sell in the green, not in the yellow, you know, sell on the way up, not the way down.

And then the second would be basically to reposition, you don't have to throw the baby out with the bathwater. And if you were running professional or I was running professional HMOs in 2015, rode it to the top of the curve got saturated, I could have either like let it go down, or I could have repositioned it to support and living or to students, you can go back to the beginning of the curve. And when you see this diagram in other places, you might see a little kick here, you have decline, or you have reinvent.

And it basically means you just reposition that stuff. And you go back to the beginning. The aim of the game is always to stay on the crest of a wave.

Now, ideally, you would start every year and say, right, where's the new crest of a wave? What am I going to do? And you ride it low competition, high margins, make loads of money, everything's easy, just got to worry about the back office.

The reality is you can't really do that when you've got businesses, you've got teams, you've got products, you've got clients. But it's just acknowledging where you are on the curve, and where there might be an opportunity that works with what you're doing to bolt in or reposition or shift to benefit from that easy money, the tough bits at the top. And you know, that's just high competition, low margins, you don't want to be there.

So this is the first part of strategy session, get your team to offer their feedback, have a conversation, explore the options. And then you would make some decisions based on where you are in the market cycle. The second is where we're going to look at headline strategy.

And this is the business cycle. So when I said to you, like, I will tell you what your headline strategy needs to be for the next year. This is how you do it.

And the headline strategy is the destination in your sat nav. If you get the destination, right, you're going to end up where you want to be. If you get it wrong, you're going to end up in a place you wish that you were.

In the same way that in our businesses, we have different profiles of people. And the same way on the property entrepreneur blueprint, we have the four seasons. This is the same cycle that our business goes through.

So you've got the spring, summer, autumn, winter, you've got the dynamos who are great for starting, you've got the blazes who are great for selling, you've got the tempos who are good for service, and you've got the steals that are good for the stats, you know, it's, it's a very clear cycle. And the business cycle is exactly the same, but your business will go through this cycle. And you've, you've heard us talk about it before, what do the dynamos do in the four stages of the cycle?

Absolutely, the dynamos are forming new products, new ideas, new markets, the blazes. Absolutely, they're storming, scaling, making sales, turning the tap on when nobody else can keep the water in the bucket. Autumn, tempos, norm, cruise control, letting the business stabilise, letting it settle, and winter.

Absolutely less than 5% of entrepreneurs ever go to step four. It's where the money is, it's where the money's made, refining, efficiencies, low revenue, higher margins. It's what Adam did with Capital Living, that gave him, that won him entrepreneur of the year in 2018.

He'd had the business for eight years or nine years. And he just did that last shift, optimised everything, reduced his revenue and doubled his profit. So this is the, this is where the easy money is.

So we've got those four steps. And this is the four cycles of your business. And you're going to be in one of these stages.

So if you're at the beginning, you're starting, so let's say you got a new product, or a new service, or even a new business, your headline strategy is going to be around starting, it's gonna be something to do with starting the business. If you've already started it, and what we're trying to establish when we start, there's one thing we're trying to establish when we start a new product, service, or business. Absolutely proof of concept, does it work?

Do one or two, kiss some frogs, stuff doesn't work, find something that yes, this works. Then we scale it. And over here, we're looking at growth, we're looking at leverage, we're looking at expansion, this is all about scaling.

The fourth phase of the business cycle is about service. What you'll find at the end of a storm phase, if you've probably got loads of revenue, loads of clients, but they're all disappointed, they're all annoyed, service levels through the floor, growing pains, service failure, you go into norm, you've done all this stuff, tried loads of stuff, now you're figuring out what works, you're going to stage three, which is a year of cruise control, letting it tick over, letting the dust settle, letting it calm down, no more revenue, just letting things bed in and figuring out how does it work, letting it normalise, focusing on service, focusing on your clients.

And then finally, the fourth step of the cycle is the stats. It's data and dashboards, it's KPIs, it's P&Ls, it's just really looking at that refinement, and that really is where the revenue is made in scale, money is made in stats, profit is made in the stats. So, if you're up here in the start phase, it's all about design and build.

It's all about designing these new ideas, designing this new business, designing this new product set, and then going out and actually figuring out what works, concepts, prototypes, testing the market, trials. When you're scaling, it's all about marketing and sales. It's literally all you're focusing on if you're in that phase of the journey is marketing and sales.

How do you turn on the tap? How do you get more people to listen? How do you get more leads?

How do you get more revenue? If you've got that revenue now, and you've got the scale, and the thing's just holding itself together with, you know, it's just resting on its laurels, or it's flying by the seat of its pants, step three is service and operations. It's like now you've got a business, you've got clients, how do you make it sustainable?

How do you make it efficient? It's all about delivery and operations. And then step four, where less than 5% of entrepreneurs actually go is data and finance, is where actually is the business?

And it's dashboards, it's data, it's P&Ls, it's margins, it's models, it's cost savings, economies of scale, critical mass, sweet spots, commercial balance. Everyone's eyes are glazing over. Profit, who wants some more profit?

There you go, money, that's where you get the money from, so it's doing that. So I'm going to ask you to do, we're going to stick some music on for 60 seconds, and I'm going to ask you where you think you are in that cycle. You will know roughly where you are in the business cycle.

So put some music on, and just jot down where you think you are. Got a microphone, please? Oh, it's not, it's a private one.

Okay.

[Bianca O'Connell] (1:10:43 - 1:11:13)

I'll repeat it, I'm on. Okay, Sarah's got a really good question.

[Daniel Hill] (1:11:13 - 1:15:55)

So she's in the form stage, has started a new business in the last year, and had lots of early successes. Many of you last year would have heard that in last year, there was one month where she did more revenue than she'd done in a whole previous accounting year, which was amazing. And what she's saying is, which is quite wise, especially on young shoulders, is that she's in the form stage, making some money, is getting ready to scale.

But before she does that, she wants to get all of this ready, so that she can limit that storm phase and basically try and skip the gear. We obviously say you can't skip the gear, saying what can I actually do? What do I need to do?

Elon Musk spends hundreds of millions of pounds trying to figure out how to build rockets and get them to take off so they don't blow up. What happens? They still blow up.

The aim of the game is before we go into a storm phase, we do everything we can to try and stop the rocket blowing up. But we go into it with our eyes open that even if it makes it to sub-orbit, something's going to fall off, something's going to break, and it probably will blow up, and then we'll normalise. So you can get 60-70% of it right, 30% of it wrong.

But if you do more proactively, then absolutely. That's a really good point, yeah. So the question was, can you have a year in normalising stage when you're actually still forming?

And Guillaume said, well, that's what winter's for. And I said, absolutely, that's why you have this same cycle every 12 months. So really good question.

Yeah, hopefully you know now where you are in the business cycle, and you've got a reasonably good idea. And then what this does is you could have a million different headline strategies. Me helping you in this capacity is going to narrow it down to less than 20% of what it could be.

So we're going to get rid of 80%. We're going to save you 80% of time this year by telling you there's only eight different headline strategies that you can have, really. You're going to be in one of these spots now, 1, 2, 3, 4, 5, 6, 7, 8.

And one of these is your position in the business cycle. And based on what your position is in the business cycle, it will define what your headline strategy is. So in your strategy session with the team, you ask them where do they think we are, 1 to 8, in this cycle.

And then what you'll do is you'll create a headline strategy based on that number. So if you're number one, your headline strategy might be something like proof of concept. If you're step two, it might be something like warm the tyres.

Step three, you know, you're going to go storm, it would be something like ride the rocket, you know, you just know you're going to go into that sort of experience. If you've ridden the rocket, you're then going to slow down to speed up, you know, you don't want more growth, you want to consolidate rather than scale. If you're at number five, it's probably more like five star service or world class service, it's something that represents being at number five.

Six, you know, stop driving by the service and the sentiment and the feet on the pedals and start driving by the dashboard, drive by the data, you know, a headline strategy that moves people from service and sentiment into stats and data. If you're at seven, it'll be something like bottom line time. Now we've got this revenue, we've got these systems, we've got this data, let's do a profit year, let's drive everything to the bottom line.

Or top left is, you know, you've done all of that, you've got to here, you've completed it, then what could you do? Well, you could sweat the assets, you know, you've got this amazing business, it's making loads of money, it's world class, it's refined, it's profitable. But you're not making the most of it.

And you go and sell it on a license, or you franchise it, or you scale it, or you go online with it, go virtual with it, create an AI version of it, whatever, you sweat the assets. That process is basically what I've done for the last 10 years, intrinsically in my businesses, and what I've done for the last 15, 20 years in my businesses in the last 10 years with the board, and hopefully now having created a blueprint for it, it'll get rid of 80% of the things that you don't want to do. And it'll give you and your team the blueprint that you need to figure out what you do do.

And once you've gone through that, decided where you are at four, then which number you are at eight, you can come up with a headline strategy that reflects that and aligns with your sort of culture and your vocabulary, bless you. And that will give you your headline strategy. Good.

Yeah. Excellent. I'm very pleased.

And then for my next trick, supporting objectives. So you get that headline strategy, right, we're going to ride the rocket bottom line time, five, five star service, whatever it is, how do we do the support and objectives? Well, ahead of the...

Matt.

[Speaker 4] (1:15:58 - 1:15:59)

We've got a mic, please.

[Daniel Hill] (1:16:02 - 1:16:06)

All right, smashing. Sorry. Sorry.

I didn't realise I had to do stuff myself. No problem.

[Speaker 3] (1:16:09 - 1:16:10)

Can you believe it, Matt?

[Speaker 4] (1:16:11 - 1:16:49)

Me being loud, who would have thought? Just going back to Sarah's point, just I just want to make sure I've got this exactly right. So say for me, I'm just starting my business.

I'm in form 100%. But I like the idea of going to proof of concepts. I've said I've given myself a time frame already, which is six months to go and get everything ready and then start selling or going to find deals when it comes to summertime.

But when looking at this, is it right that I should just do a year in form, a year in storm, year in norm, for example, like that, rather than trying to do it all at once? Because I feel that could be too rushed. And I'd make loads of mistakes.

[Daniel Hill] (1:16:49 - 1:17:38)

Well, Guillaume's point was really good. And it isn't one that I consciously acknowledge, but it's absolutely right is headline strategies at macro level, so 12 months, whereas the seasons are at a micro level, which are 12 weeks. So it's like, you could have a bit of all the seasons in one cycle.

If you haven't got a product that works, there's no point going trying to sell 100 of it. Proof of concept is about planting 100 seeds and finding the one that grows. And it's like a lot of entrepreneurs won't do that because they spend their life doing businesses that don't make money or do deals that don't make money.

You're better off saying, Adam's better at this than I am. I'll say, let's go and do this. It'll be amazing.

I know it's going to work. And he's like, let's test it. Let's try it.

If it works this year, then we'll do it next year. And I'm like, I think in days, not years. So it's probably more of a mindset piece that helps.

[Speaker 4] (1:17:38 - 1:17:40)

Rather than a time frame piece.

[Daniel Hill] (1:17:41 - 1:18:22)

Yeah, because you don't want to, you got to find the whole wealth dynamics blueprint is built on two things. One is value, and the second is leverage. So if you've ever seen this in the middle, V times L, it means value times leverage.

And value is like something that is Crest of the Wave, low competition, high margin. Until you found value, there's no point scaling that. If it's crap, you don't want more crap.

You want to find a needle in a haystack, kiss the frogs, find the thing that works and then scale it. You wouldn't do that in 12 weeks, it would take a year. And the reality is, if you do it properly, most of the time, what you think is going to work won't work.

And you come across something completely random, you'll be like, wow, I can't believe that's that worked.

[Speaker 4] (1:18:23 - 1:18:24)

Yeah, cool. Yeah, thank you.

[Daniel Hill] (1:18:24 - 1:22:24)

Excellent. And then finally, is support and objectives. So there's only three support, you only need three support and objectives.

And again, when you've got complete full rain, you won't know where to look. With this blueprint. Now you can go into your businesses into your strategy sessions, and it'll be crystal clear where to look.

So you do your SWOT analysis, which is you're already doing in your journals, strengths, weaknesses, opportunities and threats for your business. And what this gives you is your three support and objectives. So when you've got all that information, the answers are already there.

With the support and objectives, there's only five things, like there's only eight things that headline strategies can be, there's only five things that support and objective can be. And the five things are, if you're in dynamo phase, it's all about product. Is the product as good as it can be?

Does it need to be developed? Is it world class? Or is it still work in progress?

The second is marketing and sales, you know, if Matt goes out this year, kisses a load of frogs, one turns into a prince, congratulations, Matt. And then he wants to go and make an army of princes is into marketing and scales, marketing and sales. How do you scale it?

Once you scaled it, and you're in that storm phase, it's then into autumn. And all it's about is operations, operations, systems and service. And then if you've got that norm phase, you've got the operations, you're then into finance.

And that's literally it, there's only five parts to your business. And there's only five things to choose from. And what we do is you then say to your team, right, we've decided this is the destination in the sat nav of these five things, products, marketing, sales, operations and finance.

Which ones do we need to work on? But what are the three? And what are the three?

Basically, what have we nailed? What's world class? And what's world work in progress?

And what are the three core focus areas, we can only choose three that we need to work on. And when I did this with Bianca, I said to Bianca, you know, these are the five things we can look at, what do we need to work on? And we said, sales is world class, you know, we know how to sell conversion rates are strong, we've been doing it for a decade, we know how to sell, we've been doing it for a decade, operations, hopefully you'd vouch for the fact things in the main work pretty smoothly, they work, they run, everyone's happy, we're happy, it's not stormy, it's normalised.

And then we're like, well, products, we're still developing advanced, we're still building out new blueprints. Every year we're creating stuff. Marketing every year, it's still me jumping in the battle lines doing the marketing campaign, we need to refine that.

And finance, it's okay, it's good. But it's like, we want to take it to the next level, build out the team refine what we do. And when you've got those three things, it will tell you what your three support and objectives are.

So looking at those five now, if you were to rate each of them out of 10, what you'll find is that one or two, you'll be really strong at, you're great at sales, or you're great at marketing, or you're great at finance, but actually, the product needs work or the marketing needs work. And what that will give you, when you look at those five things is it will give you your support objectives. And it will say, right, well, our three support and objectives are going to be one's going to be around product, work in progress to world class, one's going to be about marketing, world class content machine, one's going to be about finance, bottom line time, they would be objectives, and they would be the three, three that you have.

So that is the brief for that's the agenda for your strategy session. That's the three models that you need to use yourself and then with your team. And that will give you your headline strategy.

And it'll give you your three support objectives that help. Excellent. Let's welcome Adam to the stage.

[Adam Goff] (1:22:30 - 1:27:32)

Thank you. Okay, good. Love that session.

So for those people that are tuning into midweek mentoring. So Michael Taylor, the winner of property entrepreneur last year is going to be hosting the midweek mentoring about how to set an award winning headline strategy. So I suggest you get that in your diaries for the 22nd of November, we've made that available to advance this year.

Previously, that was just available to the program. So you get the link for it in the circle app. So tune in for that get in your diaries, get it on your action list.

Thank you, Michael, for doing that's gonna be very high value. So now before we go to the break in about 20 minutes or so, we're going to get you doing this. Because we're all too busy.

We all leave here with the best intentions. But the reality is, we have to do this and we have to do it now. So what better time than now.

So this is the agenda. And some of you will be familiar with it. In fact, you all should be broadly familiar with it.

This is the agenda that you run your team through to help get their buy in the creative collaboration I mentioned when I introduced Dan, and basically what he just took you through. Okay, so these are the three different areas, market cycle, business cycle and SWOT analysis. And this is what you'll be sending them now we've sent you this or it's in the app, both just in the app.

What have we done with this is the agenda for strategy sessions. Perfect. So it's in the app even better not on WhatsApp.

That's exactly what I asked for. So thank you so much. So this is in the app.

So if everybody wants to get their phones out now open their laptops, go into the app. It's under resources and links, workshop two. So we've written the invite to invite people to your strategy sessions.

And we've written the agenda. So if everybody just gets that up now, whose was that? Oh, the laptop?

All right, I'll let you off. No, it's okay. No, no, it's all right.

I'll let you off. I'm not. I'm not a complete savage.

Was it really the laptop? Okay, I'll take that. Okay.

Scout's on if you say so, I believe you. Probably better to look in the app. You can get to the app on your laptop.

So who's got the URL for the app on the laptop? Steel. Hating it.

Literally hating it. Property. It's okay.

Don't worry. That's what we're doing all together as a team. So someone who's got the URL, pardon?

The app. We've got a URL for the app. Yes.

Oh, yes. So go to resources. Good question.

Down the bottom. Workshop two. Yeah.

Everyone following me? Wicked. Okay.

So now we're all there. We're all there. Great.

Okay. Ladies and gents, we're going to have 10 minutes now of focused work. Please listen in.

So I won't be repeating myself. So you're going to have 10 minutes. Please put your phones down and stuff.

Oh my goodness. I should have agreed to this after, shouldn't I? You're going to have 10 minutes now.

And this is what you're going to do. You are going to... Who's that?

Who's that? Who's that? Is it a phone?

Okay. All right. Put your laptops on mute.

That is your gypsy's warning. All right. Listen, you're only cheating, you know, the homeless.

It's only get up and give back you're cheating. All right. So look down Norman in the eyes at break.

Yeah. Okay. If you can look him in the eyes and tell me that was a laptop, then so be it.

You're only cheating yourself and all the poor people in the world. So what we're going to do is we're going to book the strategy sessions into the calendar. So when are you going to do them?

When are you going to do these with your team? You're going to look at your calendar and you're going to book them in. You're going to book in as many as it takes, maybe a first one and then give yourself a few weeks to think about it and then a follow-up.

Maybe it's going to be separate ones with your heads of department or different people. It's going to be one group, one and some separate ones. You're going to think about that and then you're going to action it.

That's the first thing you're going to do. Then you're going to put in the diary when your strategy day is going to be. Now, bearing in mind ours, I think is on the 14th of Jan, give or take, you could make it after that.

You could make it before that. You're cool. You're going to decide that and using the resources in the app, you're going to invite the team.

You're going to send them the agenda in session one, book it in. Sorry, that's the session three, obviously, is you're actually going to send these out. You organize the dates to yourself, get it all in the calendar, get in the app, get the templates, edit them.

If you can, send them out now. This is literally take action in the room. This is happening because you're going to make it happen now.

I'm not even going to talk anymore. If you've got a question, any initial questions before we start? Tony, just super quick.

Just focusing on main business.

[Speaker 4] (1:27:32 - 1:27:34)

If you've got multiple businesses, it could get messy.

[Adam Goff] (1:27:34 - 1:28:15)

Let's just do one for now. You've got 10 minutes to get something done. Let's make inch wide, mile deep.

Let's just go all in with one. Good question. Any other questions?

Hand up if you need help. Chelsea, you got a question? There's a URL.

You can get on with the URL. Does anyone know the URL off the top of their head? Boom.

Entrepreneur.circle.so. Sarah, have you got that now? Awesome. Okay.

I'm going to put some music on. You've got less than 10 minutes. Let's get this done in the room.

Off you go. Boom. Deck.

[Bianca O'Connell] (1:38:47 - 1:38:48)

There, please, ladies and gents.

[Adam Goff] (1:38:52 - 1:41:34)

Getting more attention. Hopefully, you've now got a date for a strategy session at least. You've got a date for your strategy day.

If you don't know the location, it's a save the date. Hopefully, who actually managed to send out an agenda, or at least to their EA to send out an agenda, to their team or someone in their team? Who's actually got that far, just so I can get an idea?

Okay. A handful of people. Okay.

You've still got some work to do on this, but once you do this, then you've raised the stakes, haven't you? You're doing it. That's the most important thing.

That's absolutely fundamental. This is what it's all about this month, getting all these things done. The slides don't seem to be in sync deck anymore.

What I'm going to do now is I'm going to get you to... This TV's gone off, actually. Can you get your journals out?

Laptops down. Journals out. We're going to give you some new cave time topics for the month coming up.

I'm going to ask you to put them in your journals now. Journal out. Laptop down.

If your laptop is your journal, fair enough. Give us the journal back, which we spent all that money on. I want it back.

It's bloody expensive, unless you've given it out as a gift. Are you a cheap bastard? A lot of money.

I think it's like £999. Priceless. You can't buy them.

First new cave time topic, new page, new double page, leave some space. Year of. Year of at the top.

Let's do it with me. Year of. Let's get it in the journal.

Year of. We're going to start thinking about our year of. While I'm talking about year of, also in your action lists, Dan Norman will be doing the midweek mentoring on year of.

He's had some absolutely cracking year ofs over the years. 8th of November, so next week, he'll be leading a midweek mentoring session on that. You can get all the insight and extra help, questions answered that you need to motivate you to get the juices flowing.

Maybe even book a cave time session after the midweek mentoring. You use that as your way of getting in a flow state. Then at 1 o'clock, you're like, right, I'm going to do an hour's cave time on this right now because I'm already in mentally, so I might as well just commit.

Block that out of the diary now. Next, new page, turn over or leave yourself a couple of double sides, your personal objectives on the top of a new page. Let's write that in.

Double page, turn over, professional objectives. Turn over professional objectives.

[Bianca O'Connell] (1:41:41 - 1:41:42)

Good stuff.

[Adam Goff] (1:41:43 - 1:47:23)

Okay. Now, the next one is optional, so turn over the page again, and this is what we believe life's all about, experiences, challenges, and adventures. Why don't you write those three things across three more pages or over a couple of double pages and fill in the blanks where you might be getting some of these things this year.

Challenge, get up and give back. Adventure, a new holiday, a new ... put yourself outside your comfort zone, et cetera, something exciting, something new.

Experience, travelling business class for the first time because you've figured out how to earn 100,000, 150,000 air miles a year because you've watched my video in the app. More on that later. What's it going to be?

Is it tipping at the start of a meal, which you've never done, which Jim Rohn always goes on about. What experiences would you like this year? Get those in there.

That's an optional one. It's an invite. New page, your reward.

If you've done your long game and you did your homework, you've probably already got your reward. Good for you. If you haven't, this is the time when we can start to pick something.

Your permission to dream, so get that in there. I've had some great rewards over the years. I know I keep sharing them, but I really do love them.

One thing that actually came out of one of our mastermind sessions this year, when you're thinking about travel, for those people that think that holidays are pointless and it's a waste of time and they don't get why people go on holiday, I just want to make something really clear. Going on holiday is not going on a 2E holiday, 10 days in a 2E hotel and all inclusive. There's value in that.

There's rest, easy, relax. When I go travelling and I go to different countries, I'm filling up my cup. I'm going to new cultures that is lighting my fire.

I'm going on retreats to learn something. I'm putting myself in an uncomfortable situation. I'm not just mindlessly backpacking and getting pissed every night.

There's things that I genuinely do, whether it's going to Japan, learning to snowboard, learning to surf, going on emotional retreats, anything and everything, I am learning. I don't want you to think that if you can combine travel and learning, if you're one of those people that can't just sit on a beach, that's what you do travelling for. Don't just do it down in Blackpool.

Just fly to the States and do Date With Destiny. Tag it onto a trip. I've done all sorts of things, like I said, been with the monks in Thailand, been in Peru, zenning out, but obviously sometimes I do just go to Burning Man and get pissed, basically.

I thought it was going to be a really spiritual festival, travel eight hours into the desert in the middle of nowhere to find myself. Turns out it's like someone puts an espresso martini in my hand and I'm like, all right, OK, we could have just done this anywhere. But that's the point.

That's what cave time is all about. It's about trying to figure out what you really want for yourself, what really works and what really doesn't. So you've got all those in your journals now, so I'd encourage you, now it's easy, you can just pick up the journal, you know the exercises, they're in the book, and just tick them off as you go.

Because at the back of the workbooks, if you go to the back of workbooks now, we've even given you a list, a checklist of what to tick off in terms of your cave time topics. So you go right to the back, yeah, homework. You can see, there you go, Guillaume's got it.

Exactly. What page is that? Yes, 29.

Who said 31? Funny because it's on 31 as well. Yeah, 31 is the homework, but 29, you've got your autumn checklist.

So we're making it super simple. Well done, Guillaume. So you can go through those, you know, visually go through it in your journal, look in different sessions as part of your Sunday sanity.

I'm going to do reward on, you know, I'm going to do year off on Wednesday after Dan's session. I'm going to do my reward on a Saturday morning because that seems like a really cool thing to do, you know, get excited, et cetera, et cetera. Okay.

How's session one been, ladies and gents? Good. Getting stuff done.

We like it. New format. Brilliant.

Good. One more new thing for 2024 is we want to make, we want you to make them a bit like what we did at 9.30, where we got you to line up in front of each other, you know, and peck each other on the cheek and all that sort of stuff. We want to want you to make the most of the breaks.

No one cares how the traffic was. No one cares what the weather's like. All right.

And no one like, how are you? It's like, these aren't value questions. What I'd like to, what I'd like us to do from now on is ask direct questions.

Cut out the noise. What's coming up for you next year? Where's your direction of travel for your business?

What's your reward going to be? What was your biggest lesson learnt from last year? Okay.

Not how's the coffee, right? And, oh, peppermint tea. I like peppermint.

Okay. Like, it's funny because it's true, isn't it? All right.

So that's your challenge for break time. Let's get the most out of these days. Is that okay with you?

Who's not going to do that? Who's not going to do that? Just Ashley.

Okay. Round of applause. I'll see you back here at 12 o'clock.

Thank you very much.