**Audio Session 1\_Transcription**

[Adam Goff] (29:58 - 31:37)

Okay, ladies and gents, that's your two and a half minute warning, two and a half minutes. Okay, ladies and gents, this is your two minute warning. If you want to finish up those conversations and start thinking about sitting down, we're going to be live, rocking and rolling in two minutes.

Okay, ladies and gents, this is it, your one minute warning. So, if you want to finish up those conversations, if you want to make your way to your seats, get strapped in, ready to roll because we're going in 60 seconds, 60 seconds, workshop three.

[Event Moderator] (31:47 - 33:00)

Okay, ladies and gents, that's it. Take your seats, please. That's it.

We're rocking and rolling. Take your seats. Take your seats, please.

Good morning. Good morning. How are we?

[Adam Goff] (33:00 - 49:27)

Are we good? Do we love the networking? I know those people that are avoiding it.

I can see some of your faces. You are missing out on all the good stuff. Next time, next time, next time.

Okay, welcome to workshop three, ladies and gents, target time. You will notice that it's Christmas and those of you who made an effort have got a Christmas jump on, so congratulations. Those of you that haven't, what happened?

Your dog ate it? Yeah, your dog ate it. It's only a handful, actually, so I won't name people because that's kind of bullying.

I mean, Akash, Eduardo, Chris, Brett. I mean, it's only five. Julian, I mean, it's Graham.

It's like six people. Ocean. I mean, no worries.

James. I mean, James. No Christmas jumper.

Is that a Christmas jumper? Hey, there we go. Good man.

He's like stripping it off. You will also notice that you have gifts. You have gifts from us on your table.

Don't open them yet. They're not for now. It's not Christmas morning just quite yet, but they are something to get a little bit excited about for later, so yeah, please keep those.

You've got Christmas cards as well, so make sure you have a gift and you have a Christmas card. It will be worth the wait, trust me. It's obviously Christmas as well, so make sure you stick around afterwards for a Christmas drink.

We're going to be in the room as always until five or five, potentially even a little bit later. Me and my mastermind and Dan and his board, we're off on the strategy retreat soon, so tonight actually, so we're very excited about that, but we'll be hanging around having drinks. Let's get in the festive spirit.

Dex is going to put some Christmas songs on. He's got a good Christmas playlist, so we can all just enjoy Christmas together. Is it actually December yet?

What's the date today? Is it the first? Okay, cool.

Yeah, good. Because on Wednesday, it was kind of a bit weird. It was like the 28th of November and it was the edge.

It was definitely the edge of acceptable behaviour. Talking about acceptable behaviour, phones. Okay, phones, phones, phones, phones.

I said it last month. I'll say it again. You've made the investment to be here.

The value, as you know, is in the room. It's life. You've taken time out of your lives to be here.

You should not be on your phone. If you're taking a photo of something, that's a different thing. If you are looking at your phone, you are not present.

You are wasting your time. You're wasting your money. You're being teleported to somewhere else.

If it goes off, you're also then distracting 80 other high performers. That's a serious cross to bear. That is a burden and that deserves a £20 get up and give back fine.

Dan Norman wanted it to be £200, but I've talked him down off the ledge. It may well go up. Let's see how the fundraising goes next quarter.

There will be a fine. We all agree. Who here wants to use their phone during the session?

I can be very convincing, can't I? I was a little trick question. There's going to be a few of those coming.

Just a reminder, no phones. If you've got something urgent going on, it's vibrate. It's excuse yourself.

That's fine. If your husband's about to give birth, that's cool. Just excuse yourself.

Get out of the room and take the call. We need you to focus. We just really need you to focus.

That's all we're asking is that this is the solution to your problems. There are a handful of people that aren't here. I would say to them, this is the solution you need.

The problem you've got is you can't come because you're too busy. The solution is this. The answers are all right here and all around you on your table from people that have done it.

That is how we behave on Advanced. Also, how we behave is we know that execution is? Everything.

Thank you. Execution is? Everything.

Okay. On that basis, let's have a little accountability check. Everybody, please stand up.

Don't look so serious. Everyone looks really upset. You good?

Just waiting for Stefan. Cool. Sit down if you've booked your strategy day with your team in January.

If you've booked it. Is it booked? Sit down.

Oh, it's all December. Okay. Goodness me, Tony.

Have you booked a strategy day where you will be unrailing your strategy to the team? This is my headline strategy. These are my three objectives.

Okay. Cool. If you haven't got a team and you can't book one, sit down.

Okay. Those standing up, what's going on? Why not?

I'm all ears. Good. I love that.

Oh, Marcin. No. Thank God you're coming to Centre Pass because you have a really rough car ride home after that.

Okay. So anyone else want to throw anyone else under the bus? Okay.

Cool. So this is an accountability check. All right.

Please sit down now. Look, these are the key things you have to do to stay on track with the blueprint. How can you communicate to your team what's going to be happening in the new year if you haven't booked the strategy day yet?

You don't want to be booking it on the 2nd of Jan for the 6th of Jan. It doesn't work. It doesn't feel important.

So we need you to do those key bits of homework for those people in advance. That's it. And that's how it's going to be.

Welcome to advance for those people that have never experienced that before. Welcome to the new version of advance that people who've been with us for a while. Every month we're going to have stand up, sit down.

Every month. Is that right with everyone? Does anyone not want to play that game?

Nope. Nope. And if anything, it's going to get worse.

Okay. It's going to get way worse before it gets better because that's what it's all about. That's what it's all about.

So we're all busy. We're all finding it hard to do things. Trust me.

Josh and I shared the same thing on the programme. And so did Rachel actually, to be fair to her. We don't find it easy.

It's not easy to find that time to have the strategy sessions and then to book it. There's way more urgent stuff going on. But every month we spoon feed you what you need to be doing to just keep the car on the rails, keep the train on the tracks, and you will get progress as a result.

So get used to it. Also, talking about accountability, levelling up, our beautiful accreditation for completing advance. This is obviously live now.

We are tracking it. You have to attend 10 out of 12 days, including both the awards days. And if you can't attend the award day, you submit your presentation in our property entrepreneur app, in the community app.

So you can submit it there as an accountability piece. Because we all know things are going on. That's fair enough.

Your Sunday sanity, you need to have posted 90%. Which means you can miss, we worked it out earlier, four. You can miss four weeks.

You can be away, you tell us in advance, you can miss four weeks. Which means there are a few people in here that are dangerously close already to actually falling at the very first hurdle. And if you can't do it, then...

Please don't tell her that's not my phone. That's absolutely fine. Dan, how are you feeling?

Another 20 quid in the pot. Well done. 200.

We'll settle on 120. So Ocean, you can give your fine to Bianca at the first break. Congratulations, well done.

So 90% posting rate. And getting involved in the community is really important. So have you contributed six times to our app in threads?

Or if you're not a big poster on the app for whatever reason, and or been part of get up and give back this year. So you have to put in to get out. This is not take, take, take.

This is we are what we put in. So that's where that comes from. And then every single year, right, you're going to get a level.

So we've created a scorecard already, which was in the app, I believe, last night or this morning. Now, this is kind of an early, just a summary of where we're at. So we've got Sunday sanity, we've got attendance.

If you're red, don't worry, you're not necessarily down and out right now, but just means you've had a bit of a bad month on the scores. We're redesigning this. So basically, this is hopefully what it's going to be.

Green means you're on track. Orange means you probably faltered a little bit. For example, maybe you've missed one workshop, then you'll go to orange.

Because if you miss two more, then you're out. And red will mean once we've had some crazily complicated formulas on our spreadsheet sorted out, that you are out. So for now, the reds are a warning.

Greens, congratulations. This is a warning. This is a warning to get the accreditation right for everybody.

Anybody have any questions on this? Yeah, that's like crazy steel stuff, Casey. Don't ask me stuff like that.

20 quid for final measure. This will be some voodoo, crazy, honestly, I don't know, steel stuff. We let Josh handle that.

I just focus on the colours. And that's where I live. I shouldn't have even bothered anyone when I put that on there.

That was probably a mistake. Put that in the feedback form. Okay, so as I was saying, we are doing this with you.

Genuinely, we're going through the blueprint with you. The difference, hopefully, between us and everybody else is that we actually do this stuff. And we've held our strategy sessions.

We've had strategy sessions with all the team, whether it's virtual, in-person, here at the Belfry. We've been doing it. It has been happening throughout property entrepreneur and all different teams, all different departments, one-to-ones, groups, et cetera, whatever's been most appropriate.

So that's what we've been doing. And in terms of year of Life by Design getting it done for our deadline, the reason why we've decided on the mastermind to go on the retreat to Centre Parcs this month, like the board do, is to get this done. We want to focus, share it with each other, actually nail our year of and our objectives together.

So we're going to go to Centre Parcs. The board are going to some crazy glamping woods somewhere where they've got very nice hot tubs, and they're going to go and get away and do that, which is really cool for them. So we're going to go and do that.

And that's what we're up to. So like I said, we'll be leaving tonight. So this is the autumn period, and it's already workshop three of three autumn workshops.

So hopefully now you've started to deprioritise some of the really salesy, urgent things that have been going on in your business, and you've started in the mornings to, rather than think about that stuff, to actually think about the future. That's really the shift that we want you to take, is that first thing in the morning, you're not rebuilding your website, you're thinking about the homework we're giving you. What's the strategy for the company?

What's my personal strategy? What is it going to be that I set as my targets personally and professionally next year? That's the type of work we want you to be focusing on this quarter.

We know you've got busy businesses to run, but the priority is to get these accountabilities done. That's where we want you to be. So workshop three, session one is all about accountability on advanced.

You understand the blueprint, but actually now it comes down to getting it done, and we are going to give you an absolute level up, for those people that haven't seen it before, a level up in accountability framework to get this done, and it's called the game of four quarters. It's going to be your bible, it's going to be what you live by this year, it's going to be your insurance policy to get things done. When it comes to session two, very soon we're going to be in winter.

We're going to be rolling into winter next workshop. Some of us will already be going into it, because we'll be ahead of the game with our workshop, and in order to do that, you have one big project, and it's called the winter hit list, and we've redesigned that, and I'm going to take you through our new template, so everyone's clear about what to do, how to do it, so they can get that started already. You should already have your WhatsApp groups set up, things buzzing, things going in there, a list of to do already, hopefully.

If you haven't, it's not too late, you can get started. And then session three, while we're in autumn, we're trying to get clarity on what we want, and in the same way last month we were working on our financial fortress clarity, and we were thinking about our personal numbers, before we decide to go and completely change the business, and take on a new office, and five team members, or drop down a size, we need to actually check if the business is going to make money at that new dreamed state, whatever that new version of the business is, and in order to do that, we need a business model. In fact, we need a bulletproof business model, so Josh is going to be taking us through that. Again, we've reengineered the template, we've reworked it, thank you for all your amazing suggestions in the app.

For those people who didn't see it, everybody suggested what we could do to try and help them have a business model. We've taken that feedback on board, Josh has been up the last three nights in a row, making it work, so hopefully we're going to deliver some real value to you there, almost certainly. So, that's today, are we excited about today?

Ready to get going? Okay, fantastic, so let's get straight into it, right. Game of four quarters, this is the thing that's going to change your life forever, so if you want to look in the middle of your work, of your tables, sorry, and our other little gift is this bad boy, okay?

This bad boy, so let's make sure everyone's got one. Before we flick through it, if I could just have everyone's attention. So, really this, we like to look at this as our secret weapon.

This is a result of 25 years for Dan, 19 years for me, of execution in business and figuring out what worked, and actually it was incredibly simple, and we blueprinted it and put it into a manual, so you can literally paint by numbers and guarantee success in your business. That's what this honestly represents to us, and this is the answer to achieving everything you want in your life and your business this year, I promise, and it'll get you well ahead of the competition. The secret sauce is actually taking action.

Execution is everything. Everybody talks a good game, everybody gets really into autumn, and they really get self-indulgent about what they're going to do, and where they're going to go, and where they're going to take the business, but actually very few people stand up here at the end of the year having delivered fantastic results, and in terms of the wider business community, that's even worse, right? The difference between us is that we are actually going to walk the walk, not just talk the talk, and if you look around you now, let's just have a little look around.

Let's do the weird eye contact thing with your friends, where they make you do a yoga class. These are your fellow high performers. These are the people that you're going to have to present to at the end of the year and demonstrate that you actually are, you belong here.

This is your tribe, because that's what we're about. In case you hadn't noticed, that's what we're about. Execution is absolutely everything.

Hopefully that's landed nicely with you guys. Before we go into that, I'd like to put these books down. We'll come onto that in a second.

I want to explain the type of work that you're going to be doing using these books. For the most part, the tactic you're going to use in your week, the thing that you're going to have in your diary is, and the mindset you're going to take into every morning is primetime. Who wants to hazard a guess what primetime means?

Who could define primetime for me? There's no right or wrong. I'm not going to shout at anyone if I get it wrong.

I know I've been a bit marmy this morning, but Ben. Loving the beard, by the way. Ben, very Santa.

You look great. We've got to get a photo of Ben.

[Speaker 12] (49:30 - 49:37)

Primetime is your most productive time of the day, so you do your most valuable work during that period, which at the moment is strategy.

[Event Moderator] (49:38 - 49:39)

Round of applause.

[Adam Goff] (49:40 - 1:00:28)

Fantastic. I couldn't have said it better myself. Anyone want to add anything to that?

I think that was absolutely world-class. Congratulations, Ben. Fantastic.

Yes, primetime is exactly that. It's your best productive time, and it's the time when you're really going to be working on the business, and right now, as Ben said, that's strategy. That's what you're spending the majority of your on-the-business time doing.

You are strategising for next year. It is not cave time. There is a distinction, and I'm going to explain it now.

Cave time is, you think about the light bulb, well, the light bulb. Cave time, you think about it, they're like the spark, the electricity. It's the idea.

It's the thing that gets the thing going. That is what cave time is. When we're in cave time, we are thinking creatively.

We're asking you deep questions about yourself. The pages are a bit smudged because there's been tears. Tears in cave time seems to be a theme this year.

Lots of tears. That means we must be doing a good job. This is really where you're going inside, and you're really trying to get your creative juices flowing, and you're thinking big picture and zoomed out, and you're letting it flow, and we're asking you open-ended questions.

That's where ideas come. That's the space, the mindset that you're in of being creative. It's like, if Kilo wants to write a song, he doesn't just do it in the breaks between property entrepreneur because he's not in the right mood, is he?

He lights a candle. He puts some low music on. He dances in his living room, and he gets into the vibe, sits around with his guitar.

I don't know what your process is, Kilo, but I'm... Very similar. Similar, yeah?

I can imagine. In your pants, dancing around. I love it.

We have our process. We've figured out what works for us for cave time. For Josh, it's like 20 minutes a number of times a week because he's got more babies now than I've had hot dinners.

He has to make it work, but for me, it's like long days away, and it's like being on the plane, and things like that because I just love it. I can do six hours of it. We've all got our process.

Anyway, the point is that it's not cave time. Prime time is the effort. It's where the energy gets expended.

It's the execution. You've had the idea in the cave, and then the heavy lifting is prime time. Prime time is your best productivity time, as Ben said.

It is when you've got the most amount of mental energy credits. It's when you've had your walk, or your meditation, or your coffee, or your morning cuddle, whatever it is that gives you energy in the morning, and you bring your best self to that work. You are literally giving the best of me to my business in prime time.

That's how I think about it because if I give the best of me to Gmail, I'm not going to get anywhere. If I give the best of me to WhatsApp, I'm not going to get anywhere. Has anyone ever won whack-a-mole?

Has anyone ever completed whack-a-mole? No one. All right, because sometimes every day people wake up and they try and complete it.

WhatsApp is whack-a-mole. You can't whack a mole and expect him not to come back. That's what happens.

We need to bring our best selves to it, and that's what prime time is. Basically, every morning, hopefully, you've got space for prime time. Then you get into the noise.

You get into the chaos. Then you realize one of your houses has burned down. Cool.

Well, your phone was on silent. At least you got your prime time done. Could you have saved the house?

Probably not, but at least you got the wall calendar out. It's important, this stuff. This stuff is actually that important.

You need to just let the world pass you by for those 90 minutes. I used to do 90 minutes every morning, Monday to Thursday, because by Friday, I was frankly tired. That's how I would do it.

I really want everyone to understand about responsibility. Last night at the Mastermind, there was a real theme of people taking ownership for where they are in their life. Rather than moaning about it, it was like, no, I get it now, and I'm going to do something about it.

This is what prime time is for. It's like your responsibility to ... This is where you build your business.

No one is going to build your business for you. You might think that the VAs can help, and you can delegate everything, but actually that heavy lifting of the entrepreneur, that is you. That is your responsibility.

That's where you add most value. You might be setting it up and doing a loom video so someone can actually potentially fill it in, but you are creating in this time. This is where you are the problem solver, the magician, and you are building your business one careful brick at a time.

You've probably heard me say this a number of times, but the way I like to think about this, one hour a day will change your life, is this. You've currently got a business, but it's not the exact business that you want. There's something about it you want to change.

Either it needs to make more money, either it needs to be less noisy, either it needs to scale up, either it needs to be sold, whatever it needs, it needs something. That's your headline strategy. That's the business you live in every day.

But for those 90 minutes every morning, you are actually building the new business. The business where all your team do what you say that you want them to do when they do it. In that 90 minutes, you are actually building the systems that will help them report to you, so you can have a scorecard to see that they actually execute when you want them to.

Right now they're not doing it, they're just doing whatever they want, but you've got one foot in the present and one foot in the future, so it's like two hats. You're literally redesigning your new business and that's why if you turn up every day and work at prime time, eventually the business that you imagined, that you're building one brick at a time, actually appears before your eyes. If you stay in the noise, you're not going to make any change, but if you can get away from the noise and the reason why the morning is the best time to do it, the same reason why lots of people like to go to the gym in the morning, is because it guarantees they get it done, because if they wait until 4pm, life happens and how many times do you not do the thing you want to do later in the day, versus when you wake up, you have complete control of your time and you can decide to make that the priority and that's really what this is all about. It's about eating the frog.

This is so important and I really hope I've emphasised this enough, because this is why we've built you this book. This book is basically going to be your bible. This is going to be your bible.

I want this book to sit on your desk. I'm flying back to Asia, this is going to come with me in my bag. That's why we made it small this year.

This has to come with me. I want this to come with me. It's going to sit on my desk.

It's going to sit open and I'm going to take you through this now, so everybody understands how to use this and then we're going to actually start by filling it in, in this first session. We're going to actually get going with this. First things first, if you want to turn to page, early on in the book, I think it's page four.

Yes, it's page four. Bless you. Bless you.

Page four, start at the beginning. Inside cover. I'll take you through the inside cover.

Inside cover, you've got your handful of habits. On the programme, you only get one set. We laminate a card for you and that takes you through first year.

By now, you're starting to become a master of yourself. We understand that you might want to change your habits depending on the seasons, because each quarter, for those people that haven't actually joined the docks yet, game of four quarters means the four seasons and the four 13-week sprints in a year. Rather than think of the year as one annual long run, we're going to think of it as four separate sprints.

If you've read 12-week year or something like that, it's a similar mindset to that. We're going to break our year into these four very manageable chunks. Each chunk, each season has a different theme, autumn being strategy, winter being systems and finance.

It might have a different theme for you in terms of your habits. You're welcome to use that. Number four, obviously, is all about getting your headline strategy in here.

Once you've decided this, this is for your business, this will go in here. You'll write your headline strategy at the top, the big KPI target that you're going to have for your business this year. If you're in storm, growth, number of clients, revenue, number of sites, et cetera.

If you're in performance, it's profit, it's margin, it's pounds in the bank, it's things like that. Not necessarily pounds in the bank, actually. Pounds on the P&L or your network or your financial fortress percentage of living costs that are covered by your financial fortress.

You're going to pick a number and then you're going to put your three supporting objectives in there. You've got space. We've added you a little bit of space under there for things like targets and any extra detail that you think is pertinent in there.

That's page four. Page five then, if you turn across, is the thing that's going to start to dominate your month now on a monthly basis. This is what we call the game changer.

Every month, like you do every week with your top 10, every month you're going to set 10 game changes for the month. These are bigger tasks that perhaps can't be completed in the week but can be completed in the month. You will select 10 game changes every single month and you will put them in on page five.

You can see the first month we've given you is December, for those people that have noticed it at the top, December. You've got the autumn color. You put your headline strategy in to remind you the target and that's whether you want to make that your target for the year, for the month, for the quarter.

That really is up to you depending on what's most relevant. Then you've got space for 10. Do you have to have 10?

No. You don't have to have 10. Everyone's different.

Should you have 10? Yeah. If you can, yeah.

Everyone's different and different projects have different scope. It's not totally prescriptive. Then once you've filled this in, then you will add the biggest challenge that you think you're going to have this month.

What does that mean? What do we think it means? What could it be?

Steve, if we get to get the mic, we'll have any questions, feel free. We will have some time for questions at the end.

[Speaker 8] (1:00:28 - 1:00:31)

I was going to ask a slightly different question really. The headline strategy...

[Adam Goff] (1:00:31 - 1:00:39)

We'll do that in a second, just a second. What does the biggest challenge mean? Steve, do you want to have a go at that?

The biggest challenge? Yeah. The biggest challenge, you got that.

[Speaker 8] (1:00:39 - 1:00:52)

The biggest challenge, you got that, period. Getting money or... Pardon?

That doesn't matter. Might be getting money, getting funding or it might be finishing a project or getting something sold or...

[Adam Goff] (1:00:52 - 1:00:55)

Yeah. Anita? Did you have something to add?

[Speaker 10] (1:00:55 - 1:01:13)

Yeah. I thought it was kind of like eat the frog moment, but the big one. Not maybe the daily thing that's eat the frog, but the big one for the month, whatever that might be in your business.

So it could be like you could be recruiting and actually you just need to offer that role to somebody or get the interviews in, but the big one.

[Adam Goff] (1:01:14 - 1:01:46)

Yeah. That's great insight. I would say that would probably be my target would be to hire.

I'd be like, I've got to get the job advert out. I really got to hire this role this month. Whatever happens, the job advert's going live.

That would be a good one. I'd probably... For challenge, I mean, yes, for example, Steve's is probably one.

It could be like, I'm going to run out of cash flow. So like real things plus... Rachel?

Mike? Don't worry, Steve. We'll come back to the questions.

[Speaker 7] (1:01:49 - 1:02:18)

I hate this thing. I would say family. What have you got that's going on with your family that might be getting in the way of that?

If someone's ill or you've got... My daughter's doing GCSE exams at the minute. And if she needs a lot of help or she massively fails one of her exams and I've got to find a way to help her sort that out.

She's not actually doing her GCSEs right now. She's just training for them. And I think those things, your family curveballs really get in the way.

[Adam Goff] (1:02:19 - 1:04:52)

Absolutely. I think that's absolutely spot on. So what Steve said, what Rachel said, it's like, when you're sitting down and you're planning your week, if you're doing it right, you're looking at everything that's going to happen and you're being realistic.

And that's the key to execution. Same with your month. You're like, what is going to sidetrack me this month?

What is... What curveball is going to come at me or what's going to stop me achieving these 10 things? And it might be that you're a real procrastinator.

And it's like, actually, I'm myself. I'm my biggest... Procrastination is what's going to do me.

And actually, Anita kind of had it right with about eat the frog. It might just be that you don't like doing prime time and you always find yourself sucked into WhatsApp. So your biggest challenge could be eat the frog.

So it can be like a real thing, like a family thing. It can be a mental thing. It could be a habit.

It can really be what you want it to be that's going to stop you. And then obviously the reward. So what are you going to give yourself end of the month for completing all of these 10 things?

Work by reward. We absolutely love it. So what's going to go in there?

And then if you want to turn over to page six, once you've decided for December what the 10 big things are... So just logically, right? You've got your headline strategy for the year.

You've got your three supporting objectives for the year. You've decided what's important this month, this quarter, and now it's this week. So page six is this is where you will record your top 10.

So no more writing on scrap bits of paper or anything like that. It's like, what's the theme of this week? You want to give yourself one?

And then this, what's my top 10? And that can sit on the desk right in front of you all the time. So it's just a constant reminder, that's where I'm headed.

That's where I'm headed. When you're in the noise, that's where I'm headed up. And it's ticking off as we go.

It's getting motivated. It's positive reinforcement. So that's how we do it.

So we've gone annual, quarter, month, week. That's your top 10. When does a top 10 become Sunday sanity?

Who's got the mic? Trick question, not trick question. Trick question.

What's it? When you post it. Sunday?

When you post it. When you post it, not bad. In the diary.

Who said that? Legend. Suzanne.

Let's give Suzanne a round of applause. When it's in the diary. When it's in the diary.

Let's give Suzanne a round of applause.

[Speaker 4] (1:04:57 - 1:04:57)

It's all good.

[Adam Goff] (1:05:00 - 1:07:17)

It's just a top 10 if it's not in the diary. This is the mistake I make, people want to see people make all the time. I'm going to do this top 10 and then they flip over to their diary.

It's completely full of other stuff. No, I only got two. You didn't have any time.

So I would suggest you start, this is how I do my Sunday sanity, for those of you who want to take notes. I look at how I did last week. I think, how did I do last week?

Then I look at where my time went. I'm like, okay, how am I doing my 70 to 2010? That's interesting.

That took up my time. I'm being reflective now. I've zoomed out.

My brain's already thinking strategically and I'm taking what I've learned into the next item. Now I look at my diary for next week. What's already in?

Oh yeah, well I've got those three meetings about recruitment. Right. Well, I can't change those.

So they become probably three of my top 10s. Great. That's three done.

Now I look in my asana, my to-do list. What other things are there with deadlines? I just pick the most important things and then I put those things into my calendar so that they're scheduled out.

When I do this right, I execute like a demon through the week because I know exactly what I'm doing on exactly what day. I turn up five prime times. They get done.

I pick five hard tasks, five easy tasks. I'll continue in a sec. Josh said to me, oh my God.

He's like, you're top 10. It's so easy. I said, I wish I had an easy top 10 like you.

I said, it is up to you to decide how easy or hard your top 10 is. He was like, wow. He's like, you've got complete your Sunday sanity as one of your top 10s.

It's just a piece of cake. I was like, yeah. I was like, yeah, it is.

Very revealing. Yeah. I was like, yeah, but I have to do that, right?

I have to do my top 10. It is absolutely critical that it goes in my top 10. That's just how I like to play the game.

Where we go wrong is where we have all these things you've got to do and then we make another top 10 of the things you've also got to do. Now, we've got 20 things. It's really simple, but actually, we need to make it simple.

[Speaker 5] (1:07:24 - 1:08:05)

It's I don't know if it's helpful for other people, but I split my Sunday sanity into 70, 20, 10 again, but in a slightly different way that I do. One item is a personal thing. My 10% is something personal, so I'll make sure I have at least one thing on my Sunday sanity, which could literally be anything, but it's not business related.

I do two, which are game changing activities. They're top level stuff. Then my seven are things exactly as you said.

I've got this put in the diary. I've got this meeting. I need to attend seven things that I need to do, but aren't massively time consuming.

It just breaks it down a little bit. Yeah.

[Adam Goff] (1:08:05 - 1:08:18)

It's nice to see that. Steel, very organized. Blazes lost you when you said 70, 20.

They were like, what? It's about making it work for you. Do you mind passing this to Chelsea?

It's about making it work for you.

[Speaker 6] (1:08:20 - 1:08:44)

I had some advice from Akash, I think it was, when we were doing our voice notes to each other throughout the month. It made me think that I should put my meal prep on my top 10 because that saves me so much time throughout the week. If I don't prioritize doing that, my whole week falls apart.

If I do my meal prep on my top 10 Sunday sanity, it helps me achieve the rest of my Sunday sanity. Does that make sense?

[Adam Goff] (1:08:44 - 1:08:47)

I definitely think there's a line. We don't want to put brushing our teeth on it.

[Speaker 6] (1:08:48 - 1:09:03)

No, but it's only because I have such small, finite time that literally I have to squeeze everything in. If I don't do it on a Monday, the meal prep and stuff, making dinner and stuff will ruin the whole strategy for the week. I just do it all on a Monday.

[Adam Goff] (1:09:03 - 1:12:17)

Chelsea, you're absolutely right. Ultimately, what's that allowing you to do? It's allowing you to be more productive, isn't it?

Yeah, absolutely. A bit like me making top 10 Sunday sanity my priority. That's going to allow me to execute at a higher level.

I'm all for that. I definitely think there's a line, like I said, but that's good. Fine.

Sometimes you do have to put the odd personal task on there, like Sarah does one a week. It's just making it easy for ourselves because it's all a game, isn't it? At the end of the day, we're taking action.

We're doing things. We're ticking things off. Every month, we're getting closer and closer.

Every week, we're getting closer and closer. If you go to the next page, page 10, you'll see that at the end of the month, you'll be able to record your scores. This is your execution score.

That's what it is. It's your execution score to get it done. Every week, you can give yourself a score.

You basically can predict how well you're going to do in the year. Are you world class, 90% or above? Basically, this is how good a year you're going to have.

Are you going to have an okay year? Did you really come on advanced for an okay year? Are you going to have an excellent year or a world class year?

Really, this is your check. This is your brain. It's like your own little personal trainer on your desk.

It's like your own little accountability buddy on your desk. Then we're going to go into the next quarter. Then we'll have these quarterly game changes.

You're going to have 10 things for the winter. Once you've had a road test this month, then before you come back for January's workshop, put this on your action list. This will be in your homework.

You need to have set your 10 things for the quarter, your 10 big items for the quarter, and redone your whole, okay, do I have a specific target for the quarter? Do I want to just use my headline strategy? What is winter going to look like?

When you come back in January, this should already be rocking and rolling. We will give you a reminder in the app. There will be a reminder for this in the app.

Obviously, winter's going to all be about the winter hit list, exactly. Then page, if you go right to the end, page 150 is probably the most important page. I'm going to let you crack on with this.

Success and failure are very predictable. This is your game changer results. The 10 from every month that you've ...

You set 10 for the quarter, and then they're going to feed their way into your monthly 10s. Does that make sense? You don't need 10, then another 10.

That's the whole thing. You set your 10, and then you feed them into, well, I'm going to do four in Jan, and three in Feb, and I'm going to do the others in March. Three, yeah.

Thank you. I was literally ... My math failed me there.

This is it. This is literally going to be your scorecard. This is going to be your scorecard.

90% is world class. Talking about scorecards, yeah, we'll do questions now. Talking about scorecards, we will also be tracking this in a scorecard.

There's going to be a league table, who's done the most game changers. At the start of next workshop, you're going to have your ... Hopefully, you're going to bring your books with you, or a photo of your book, or something so that you can actually input that.

We're going to ask that for you in the workshop. Just bear in mind. Any help before we get going on the session?

Chris?

[Speaker 9] (1:12:19 - 1:12:40)

One thing that massively helped me last year is when, I think you just touched on it, but is when I did the quarter game changers was then breaking those down and actually putting what month I was going to do it. Going into it, similar to where you'd schedule your top 10 into your diary, I'd schedule the quarter. I didn't get to the last month and be like, oh, I've still got five left to do.

[Adam Goff] (1:12:40 - 1:13:16)

That's exactly how you should use it. That's exactly how you should use it. You get your 10 for the quarter, winter, and then it's like Jan, Jan, Jan, Feb, Feb.

Actually, I found when I do this that it's like the last three weeks in March, everything comes home, like all the planes get landed, because some of them are really heavy lifting Jan and Feb, and then they get over the last, for example, recruitment, and you actually hire the person in March. If you didn't do the job advert in Jan, you never would have hired anyone in March. Other question?

Chris, do you want to speak to your question yet?

[Speaker 8] (1:13:16 - 1:13:21)

Yeah, so headline strategy, obviously, is your annual headline strategy.

[Event Moderator] (1:13:21 - 1:13:22)

For your business, yeah.

[Speaker 8] (1:13:22 - 1:13:32)

Yeah, but I'm just thinking about the quarter. Would you make a new headline strategy for that quarter? Because it doesn't necessarily need to be the same one.

[Adam Goff] (1:13:33 - 1:14:10)

No, you don't have to. You just remind yourself of the headline strategy. It should all roads be pointing to one.

Equally, there's an element of flexibility. If you want to name the quarter something, then that's kind of up to you. But I would personally just put my headline strategy in there, remind me.

What don't we want to do is set a headline strategy, close the laptop, and open it up again when it comes to awards day in August. That's not what we want to do, right? We want to keep it front and centre, and that's one way to remind you of your objective.

Good question. Rachel? Thanks, Steve.

[Speaker 7] (1:14:11 - 1:14:18)

Thank you. Some of us, sorry, have got more than one headline strategy. Yeah.

How does that work with these books?

[Adam Goff] (1:14:19 - 1:14:22)

This really is just for one of the businesses, really. This is for the 70.

[Speaker 7] (1:14:22 - 1:14:23)

The 70, got you.

[Adam Goff] (1:14:23 - 1:15:11)

Feel free to, if you can tweak it as you need. Obviously, it's kind of hard to do one-size-fits-all for five businesses and stuff like that. That's really up to you how you use it.

Any other questions? Okay, no more questions. Fantastic.

It's time to get things done. I'm going to give you 10 minutes now to get your December 10 Game Changers drafted. I'm going to put some music on.

If you've got a question, it's hands up for help. If you need help, Dan, Josh, and I are walking around. Hands up.

Focused work. Please don't talk on your tables, ladies and gents. This is the high-value time you all came for.

Let's get stuff done.

[Speaker 3] (1:16:24 - 1:24:30)

Okay, I think we're going to wrap it up there.

[Adam Goff] (1:24:30 - 1:36:25)

It's the last 30 seconds. Okay. Enjoy that getting stuff done session.

Just a couple of thoughts that we had. One is, first of all, thanks for the silence. Actually, if you talk, you are distracting someone else.

Honestly, the littlest noise. Dan can hear me from 10 miles away. He has to stay at another hotel because he can hear me and he can't sleep.

He's got sensitive hearing. Some people are very sensitive to noise. We just have to be really careful.

Thank you for that, for understanding. Second point is, yes, personal things can go on here as well. We've also got to do our year of objectives.

One of our objectives is lose 10 kilos. Then you can put on there a game changer. One of your game changers could be hitting your step count and things like that and getting your macro sorted.

This is for you to use as you want. It's not rigid in that sense. We've got lots of things you want to achieve and it's what are you going to focus on this month.

The other one was about the target for the month. That might be your year target that you've broken down into 12. It might just be something for this month.

For example, go into Christmas with a clear desk. Clear the desk for Christmas could be your target for December. January could be lose five kilos.

It's really whatever you want it to be that month. I think that's pretty much everything. The other sentiment is that actually the hardest thing is to get started.

You've already done probably... What was that? Hey, Siri.

What time is it? I could make us a fortune, Dan. I'll save that one for when we're a bit short and we get to that final turn and we need everyone behind us.

I guess the final sentiment is the hardest thing with this stuff is to get started. You've already taken progress. Then it goes in your top 10.

One of your months for this December, you've already got a lot of your top 10 sorted for the week because it's out of that top game changes, top 10. Then that goes in the diary and all of a sudden, you're starting to nail it. This month, we're going to change the buddy up system to incorporate the game changes.

Not only are you going to give your top 10 every week on a Monday, you're also at the start of the month, as in now, once you've set them. Monday, you're going to share your 10 game changes. You share the 10 game changes and top 10 on Monday for next week.

Then it's top 10 the following Monday, maybe an update of how you're getting on with your game changes. Midway through the month, on that Wednesday, maybe you actually touch base on the game changes specifically. Then the third week, it's top 10, maybe an update on the game changes.

Then it's, how am I doing on my game changes coming into workshop week? Have I actually completed them? Hopefully, I've got my 10 out of 10.

You're now going to layer that over what you've been doing on the buddy up SCS, which has been a huge success, by the way. Well done, everybody, for smashing the buddy up. We had great feedback about that.

We are going to have a scorecard on this, like I've already said. There will be a monthly game changes completed scorecard. You need to come every month with your execution score so that we can build you a scorecard.

It will be very visible and very public. On the last Friday of the month, if that scared you a little bit about it being public, then make sure these are achievable things. They have to be achievable.

Then on the last Friday of the month, this is going to be your new rhythm. We are going to remind you of this, but you can put it in your diary now if you want. Put it on your action list.

You plan next month's game changes. It becomes habit. Like on the second Friday of the month, you have your management accounts meeting.

On the first Monday of the month, you pay all your bills. On the last Friday of the month, you are going to set your game changes like we just did, which means the way the Property Entrepreneur Workshops are, that when you come to the workshop, you've already got your ... If it's the 7th of Jan, well actually it's more like the 12th of Jan, I think, you're already well into Jan.

You don't need us to tell you to do your Jan game changes in the room. You should have done that on the last Friday in December and you're cracking on. By the 1st of Jan, you've already done three of your top tens for January.

That's what we want. We want you to be ahead of the game. This is what you need to know to keep it all together.

The BuddyUp system is going to change. Who has already seen in the app that we've allocated you buddies? You have now been allocated buddies.

It's no longer pick your best mate or pick your business partner. It's now ... Sorry, I've always got to go with Tedge.

It's basically been done for you. Tedge is in Mexico. You still do your BuddyUp.

Who are you then? This is in the app now. At the break, check the app.

Go and say hello to your buddy. Start getting yourself organised. Share numbers.

Agree the times. Agree your walk and talks on the Wednesdays. What time is going to work best for you?

Big rocks first. Get it in the diary so that it happens. Don't think we'll figure it out next week.

No, no. Let's arrange it now. Is it midday on a Wednesday?

No, because that's when mid-month mentoring is. That's a stupid time. It might be just before that, because you're going to have to be doing stuff for something anyway.

Why don't you do it at one o'clock, or why don't you do it at half eleven? It's perfect. Let's do that, and then we'll go into mid-month mentoring.

Or let's do it after mid-month mentoring. We can talk about mid-month mentoring. Let's get that sorted out.

That's for you. Ultimately, hopefully I've really emphasised this point. The whole point of the game of four quarters is that these daily wins, these weekly ticks, these monthly check-ins, these quarterly targets, add up to huge annual results.

Huge annual results. In advance now, we're giving you this other layer, the secret sauce that all of us on the board have been executing for six, seven, eight, ten years. It's like, this is what we do.

We've turned it into a book. It's going to get you there. Who wants to go into Christmas on a high, clear desk, absolutely smashing it, feeling good, take some time off, spend some time with the family?

Great, everybody. We have developed the 21-day challenge for you all to take us into Christmas, because we don't want you to work over Christmas. We've changed the culture at Profitable Entrepreneur.

Before, it used to be Dan and I on a Zoom call would be working on Christmas morning to get some extra stuff done, but we've decided that's not cool anymore, so we have time off at Christmas, which means it's 21 days. This is going to allow you to really smash it before Christmas and then have some time off. We're calling it the Santa Smash.

It's your chance to absolutely smash it, clear the desk, get things done, move the ball forward, move the needle, end on a high, and we would invite everybody to be involved in this Santa Smash. It's very good timing, actually, that Shiv's come back, because I don't know anyone who executes better than Shiv. He's taken his business through all of the levels, absolutely killed it, and I'm absolutely chuffed that he accepted my invitation to lead this charge.

He's going to lead the Santa Smash. There's going to be a WhatsApp group, and it's going to be checking in at the start and the end of the month, start and end of the week. Shiv's going to be holding you accountable.

It's 21 days. It's end on a high, and it's come back in January thinking great, not thinking, oh, that's not so good. That's all going to happen.

That's in your workbooks. Is it in the app? Okay, it's in the app.

We're going to smash it, Adam. We're going to smash it. Hands up if you're going to smash it.

Yes. Love it. The Santa Smash, exactly.

We're going to smash it. Thanks, Shiv. Awesome.

Okay, we're going to go to a break now, but before we do, something new is coming. Something new is coming. Something exciting is coming after the break, and it's going to be your opportunity to level up your accountability, to share your success with the community.

We're calling it the Open Mic. There's going to be a mic up here, and it's going to be your invitation to stand up on stage and commit to something you're going to do next month, one of your game changers, or share something that you're really proud of that you don't necessarily potentially want to put on Facebook or something like that, something that's maybe personal or for whatever reason. Maybe it's that you've lost a bit of weight, and that's the sort of thing you just want to post on Facebook.

Maybe you've put on a bit of weight. I don't know, but whatever you're happy with, feel free to come and share. It's your opportunity.

There'll be space for six or seven people to come up, 60 seconds maximum. This is not the Blazes' chance to do their stand-up routine, Matt Dolman, okay? It's like, he's been prepping all year for this.

This is not that, but it is a real chance to share, to stand up, and also to put your head on the block. It's a real good opportunity for that. I would suggest that you pick one of your game changers to do it.

As a special Christmas surprise, the best game changer, share, accountability inspiration will take home this lovely bottle of champagne. If you don't drink champagne, you can just repurpose it. They're bloody expensive.

That's all to play for, so I suggest you go into the break with that in mind. You want to go into the break thinking about that. Don't talk about the weather.

Don't talk about the journey. Don't talk about any of that stuff. Talk about year of, headline strategy.

Which stage are you in? What are you proud of this month? What are you going to do next month?

Let's just go straight into that. How are you doing? Yeah, great.

What's this month going to be for for you? If you think someone shares something with you that's especially amazing, and they don't put their hand up to go on stage, feel free to come on stage for them and spread the news for them, all right? That's how we work here at Property Entrepreneur.

We're going to be going on to targets now before we go into the break. Dan's going to be leading this session. We've already talked about targets before.

You know what a target is. This literally is penned in my Lululemon vest. Every single vest I ever buy from Lululemon, which by the way is a lot, has this on the inside hem.

It's that you can't score without a goal. We're creating these objectives for ourselves, but how do we know if we've actually hit the target? Half of it is saying, yes, I want this, but the difficult half is saying, how do I tangibly hit that?

Now for some things it's much easier than others, but this has really got my brain whirring, to be honest with you, this month, because this has been hard for me to figure out. This is a level up in how we deliver targets. We're going to make them tangible.

I want you to give a huge heroes welcome to Mr. Daniel Hill. Let's welcome to the stage Dan.

[Daniel Hill] (1:36:33 - 1:39:14)

Hello, hello, hello. Merry Christmas property entrepreneurs. Are we all good?

Excellent. We're going to go into targets now. Over the last few years, there's been a very clear distinction between those that have ended up on stage and achieved the best in the community and those that have had a bit of a false start.

What I've tried to do is boil that down and try and close the gap. This is going to be now a fundamental level up for how you do your strategy day presentations. At the end of this session, we'll be giving you a brand new format and slide deck to do your strategy day presentations when we come back here in January.

In order to do those, you're going to have to level up the way that we create our objectives and the way that we create our targets. As Adam said, this is going to be high value, it's going to be a game changer, it is going to close the gap between those that achieve what they want and those that don't, but it is not going to be easy. I'm going to take you through this.

First things first, who can tell me what a tangible target is? What makes a target tangible? It can be measured, absolutely.

It's pretty much spot on. It's tangible, you can touch it, it can be measured. If you think about intangible, it's like I want to get fitter, whereas something that's tangible might be like I want to reduce my metabolic age by five years.

The difference there is what we call qualitative. If you went out to do qualitative research, you would sit and you would speak with people and find out qualitatively their opinions, their views, get their input, whereas quantitative is about being statistical. It's black and white, 12 people said this, 15 people said that, I'm going to lose three kilos, I'm going to increase my profit margin from 8% to 25%.

We're getting into that real clear distinction of making a target tangible. The first thing we did for this, this year, is around our own three values. The three pillars of property entrepreneur is wealth, health, and life by design.

You can now rate every single one of those in a quantitative manner, in a tangible manner. At the beginning of your strategy day presentation, you'll have the opportunity to include this. It will say where you are now on wealth, health, and life by design.

Then also, in the 12 months ahead, where you actually want to get to. This is your first three tangible targets. In order to understand what we're going to do, it's important to understand why we do it.

Why is it important to have tangible targets? Why not just stick to things that are more broad?

[Speaker 4] (1:39:17 - 1:39:17)

Focused.

[Daniel Hill] (1:39:18 - 1:45:03)

Absolutely. It's going to be a lot easier, like Adam said. It's a lot easier to hit the goal when you know what the actual target is.

As you go through the journey, I can say this explicitly from building my own financial fortress, from doing bulking and doing weight cuts, from scaling companies, doing mergers and acquisitions. When you know what the tangible target is and you break it down, each year, each quarter, each month, each week, you're looking at that key number and that key stat to track your progress. As I said at the beginning, this isn't going to be easy, but it is really simple.

If you remember what Steve Jobs said, he says the hardest thing is to keep it simple. When I'm speaking to people about business strategies, the easiest thing to do is create really convoluted, advanced, 10-page operation manuals that confuse people. The hardest thing is to create a three-letter acronym that explains exactly what you're trying to articulate in literally the simplest of steps.

This is what we're going to do. It's not going to be easy. It's going to push your brain, but when you get it, it's going to be simple.

It's going to be really clear, and it's going to level up what you do. I've gone around the houses with this to try and make it easier. My definition of success this year is if Adam can understand it, I've nailed it.

Having been around the houses with my stuff for the last few years and also looked at a few people in the room who've done presentations for us on the stage and taken the awards at the end of the year and looked at what they've done, I've boiled this down to three questions. If you ask these three questions around your objectives, it will help you to get to a tangible target. The three questions, the first is how are you going to achieve this?

If you think about what you want to do, you want to make more money. Let's say that's one. It's probably unlikely that there's many people in the room who don't want to either make more money or work less hours next year.

The first is, I want to make more money. How are you going to achieve that? Automatically by saying, I'm going to go into doing back-to-back leasing, or I'm going to add a new product, immediately we're starting to take it from broad to being more narrow.

Then maybe we're going to say, I'm going to go into back-to-back leasing. I'm going to make £4,000 a month. We're chunking it down.

To make that £4,000 a month, it's going to be a minimum of £150 per unit. We're chunking it down. If it's £150 a unit, it's going to be X amount of units I need in the year.

All of a sudden, we've got a very clear, tangible target because we know how we're going to get to that outcome. The second is, what does success look like? If it is to get fitter, or it is to make more money, or it is to do a new business, when you're standing on stage at the end of summer and you've achieved it, that thing you're being congratulated for, what is it?

What is success? Is it a body weight? Is it an end-of-year profit?

Is it an amount of deals you've secured, an amount of clients you've onboarded, amount of revenue you've hit? What does success actually look like? In your head, what does it mean to have more money, work less hours?

Then finally, what is the data set? I listened to a great podcast earlier, although, anyone see Elon Musk's outburst yesterday? Yeah, not a good look.

It's probably not a coincidence they've just launched Cybertruck yesterday as well, which was an absolute nightmare to get it out through production and whatnot, but he is not in a good space. That discounted. For those of you that enjoy listening to intelligent people speak, me and Adam, okay, yeah, me.

Lex Friedman and Elon Musk did a really good podcast about two weeks ago, and it's all about everything from global politics to economics. In there, Elon Musk had a really good quote, and he said, the laws of the world are broken every day. He said, but the laws of physics have never been broken.

Basically, what it means is the data doesn't lie. You can say, I want to get fitter, and we get to the end of the year, and you go, yeah, yeah, I did an okay job. If you said, I'm going to turn up on stage having dropped 10 kilos this time in nine months, or I'm going to buy one company to increase my revenue by a million, it's black and white.

It's binary. It's going to be a yes, or it's going to be a no, and that's the data set that we want. If we have a few examples, so one of mine, this is a few of my cave time sessions, a few of my objectives to share with you.

The first is to balance the books. Many of you know I used to live on a narrowboat. I built my financial fortress.

I had everything nailed to the nth degree, and I was set up for life. Then I went and bought a Rolls-Royce. I just bought a 13-bed mansion, and all of a sudden, my finances are upside down, inside out.

There's refinances here. There's intercompany loans here, and I'm like, right, I want to go this year and just balance everything out again, make sure I know where everything is, and reset it. That's quite qualitative, and it would be very hard for you to say or me to say whether I had or hadn't achieved it.

What could I do to make that quantitative or make it tangible? Again, this is a hard process. Go on.

[Speaker 13] (1:45:03 - 1:45:08)

Add targets to it, like 100% of what you do.

[Daniel Hill] (1:45:08 - 1:57:51)

Yeah, absolutely. Add some targets to it. For me, what does success actually look like?

Well, it's to ensure that my financial fortress does genuinely, after tax, cover 100% of my significantly increased outgoings. Then the second is to make sure that my books are 100% compliant. When you do things at pace, you borrow money from here, you refinance this, you move stuff around.

I've probably got taxes that I need to pay that I'm not aware of. I've got bits and pieces. For me, it will be 100% coverage of my financial fortress, and 100% compliance, which means my accountant looks at everything.

I know where everything is. I do the moving around, paying off the intercompany loans, that sort of stuff. This is another one.

Again, those of you that have been on advance for a while will know that I keep crying like a baby that I'm overworked, and I'm going to retire, and I'm sick of this at the end of summer, and I still turn up in October and come round the track with you again for some reason. One thing I've realised is I need to reduce my workload. I'm going to start nothing, so start no new projects, but finish everything.

All the stuff I've got going on, just finish everything to a world-class level, balance the books, run the companies rather than scale them, is one of my draft objectives. How can I turn that into a tangible target to define whether I've done it or not? Fantastic.

What Rachel said there was make a list of all the projects and make sure by the end of the year they're completed. Absolutely. It's what I've already done.

In my journal, I've created a list of 2024 projects, all the projects that I know I've got going on, and the aim of the game is I complete all of those, but also I don't add any new ones to the list. Another one, master the middle lane. I've heard there's this thing, this beautiful place between the slow and the fast lane.

Having done the slow lane two years ago, the fast lane again last year, I'm in search of this magical middle lane. How do I create a tangible target to define whether I've mastered the middle lane or not? Say no to everything.

Track the hours worked. That's where I went to immediately. I was like, right, well what does success look like for me?

What's the data set? Well, it's quite common I could work 50, 60, 70, 80 hours a week if I'm left to my own devices. If I define what is a realistic amount of hours worked and do what I'm already doing now, which is going back to tracking my time, which for any of you that aren't tracking your time at the minute and think you might get value from it, is an absolute game changer.

It's why we deliver the blueprint on the programme. Is my hours worked? Have a think about, right, what's my hours worked and then boil that down and say, right, time tracker, every week I'm only going to work that amount of hours.

All of a sudden there's a data set. I know what success looks like. I hold myself to it.

This is another one. One of the nice sort of draft strategic level ups next year is to move to the chairman level in all of my companies. I have no executive roles.

I have very few executive roles now anyway, but my final one is to move out of exec into non-exec, move up to the chairman role. Part of that is I've got my new house. I've got some amazing gardens that I want to spend time enjoying.

One of my objectives is working in the garden. What I mean by this is I'll be working with my hands in the garden, but actually I create most value for the businesses in my head. To do that, I need to be doing the washing up or in the shower or doing the washing up in the shower.

For some reason, I need to be physically active to trigger my creativity, so I'll be doing my work in my head while I'm using my hands in the garden. How could I turn that into a tangible target? School can't be a number of sessions, or like Chris said, add it to my time tracker.

I need to spend a minimum of 10 hours a month or a week in the garden. Richie? If my rose beds are still alive or dug or planted, would it be progress?

Yeah, absolutely. Make a house a home. I've bought this new house.

I haven't owned my own home. I haven't had a proper home home for years. I've got a house.

I want to make it home. There's a process to make a house a home. Those of you that are fortunate to have a home have probably experienced that.

How can I make that tangible? Have a baby. Cool.

Any volunteers? Come see me in the break. Have a baby, maybe.

Oh, Guillaume's got his hand up. Fantastic. That would be an interesting baby.

How could we make that tangible? Refurbish it. Refurbish it, maybe, yeah.

Basically, a few projects. I have a few projects, bedroom, lounge, whatever. Create a list.

This is what making a house a home looks like. This year, we're going to do the grounds, do the kitchen, do whatever, and make a list. Then finally, probably the hardest one, which I haven't got anything down on paper yet for, is I've gone back to my spiritual space and stuff like that, like I do most autumns.

I want to get back into peace and being present and not being on the bullet train and not looking out the window. How could I make that tangible? Meditate, so I could track the amount of times I meditate a year.

Schedule time out. Make sure it's booked in the default diary. Chris?

Ask your partner. Ask my partner what, if I'm peace and present? If she's talking to me and I'm not glazed over and I'm in my head trying to figure out X or Z.

Amesh? Hang around with Adam. Hang around with Adam.

Yeah, we'll see, potentially. It's finding these tangible bets. What we're going to do, really, is what we're looking for, and this is where the Strategy Day conversation comes in, and you'll recognize this from the awards over the last few years from those that have really smashed it, is really when you pull all of this together, what you end up with is what you say on Strategy Day and then what you deliver in the end-of-year presentations.

Basically, it's a before and it's an after. It's like before, we want to start here, but then when we finish the year, we want to be here. Sarah, who won Entrepreneur of the Year last year, said, I want to do better things.

I want to do calmer credits. She said, I'm going to do 150 calmer credits. At the end of the year, I had a photo of the jar with 150 calmer credits in it.

It's very tangible. It's very visible. Tony, on the board, went into doing deal sourcing last year.

He said, well, how are you going to make sure it's your primary focus? He said, well, it's my 70 percent and I'm going to track my time. In his end-of-year presentation, he showed his time tracker for the year and it was bang on 70 percent.

I was like, wow, I don't know if I've ever, potentially apart from Adam, because he's pretty good at it, seen anybody track their 70, 20, 10 down to the minute and then at the end of the year actually have that level of discipline. The one I showed with you earlier, start nothing, finish everything, a list of all the projects I want to do for the year, and then at the end of the year, they're ticked off, but nothing else has been added. When you make it this tangible, like yesterday, I was in the car and got an absolute no-brainer of a deal sent to me, immediately I'm like, this is an amazing deal, I'm going to buy it.

I was like, but you said you weren't going to do any deals next year. I'm like, oh yeah, but I'm going to buy it. It's only one deal, what can the harm be?

When I know that it then means I'll fail at my objective, I'm like, the rules are there for a reason. The number one rule is don't break the rule. What I want to do is tangible targets.

I'm going to give you a couple of minutes now just to try and think of one tangible target to add on to your objectives. In your workbook, your homework for this month is going to be for each of these to create your tangible target. You'll see you've got your three personal objectives, three professional objectives for year of, and then three supporting objectives for headline strategy, challenge, adventure, experience, reward.

These are all going to be tangible targets. It's black and white, it's before and after, we know whether you have or you haven't. Just have a go at one now, probably think about the one that you've already committed to in your head.

This is absolutely something you're going to achieve in the year ahead. Try and get down one tangible target in one of those boxes in the next couple of minutes. We're going to stick some music on.

Cool, everyone seems to be flying with this. In the same way as doing your 10 game changers each month, just remember you don't get scored on what you set, you get scored on what you complete. To set yourself up for success, the easiest way to do it is set the right goals.

It's significantly easier than setting really complicated ones and achieving difficult ones. The other thing is just remember, when I say what does success look like, what I mean is what is the top of the mountain? We're having a conversation over here about sales and saying is the tangible target, I need this amount of leads, I need this conversion rate.

You could put all of that, but then you're really putting a gun to your head and making it difficult. Really, if nothing else happens, what actually matters, it's 5K a month, 10K a month, 20K a month, sales, that's the top of the mountain. That's your tangible target.

We're going to go to a break. I'm going to invite Adam back to the front. I shared with you there's going to be a level up.

Tej, let me get you the mic. You should get your own mic really, shouldn't you?

[Speaker 4] (1:57:53 - 1:58:55)

You don't want to hear what I'm saying under my breath normally. On that one, like a sales one, last year I did actually do something like that. I wanted to increase revenues, that's the big thing.

Then I set an amount and a date by which I wanted to do it, so that's a tangible thing. To make sure I got to that, I did set a lead measure of I had to reprice 10 clients a week or speak to X number of leads a week. Then you know if you're on track to getting it, otherwise you get to the end, you say, well, did I get that 150, 200, whatever you're going for?

You don't know if you have, whereas setting those lead measures along the way, you do see if you're on track to getting to that target as well. They are worth putting down and tracking. Sorry, there was one other thing as well.

The time tracking, as well as putting down what I do work-wise, I also make sure I track what I do personally as well, kind of like what Chelsea was saying with the Sunday sanity thing, to make sure I've done a workout or I've done some journaling or whatever. I put all that in the toggle as well.

[Daniel Hill] (1:58:56 - 2:03:02)

Perfect. A few things to put out there is you absolutely want to break this stuff down, so the proper entrepreneur blueprint for sales is GPS, generate leads, how many people do you pitch to, how many sales do you make. That's your funnel, and then ultimately the tangible target for the year is the end.

Equally breaking it down, that's what Game of Four Quarters is all about. If at the end of the year you want to have made £100,000 revenue, in the first quarter you probably want to create the product, the landing page, the brand. The second quarter, you want to have launched a marketing campaign, generated your leads.

In the third quarter, you probably want to be closing those sales. All of this is there ready for you to use. It starts with the end in mind.

With that in mind, January is where this is going to complete for you. This strategy day is going to be in the next workshop. You've got between now and then to complete this, and we have a brand new deck for you.

This is the blueprinted deck that you have for strategy day presentations. The difference is everything is going to be tangible. You're going to have your three wealth, health, life by design tangible targets.

You're going to have your long game, which is the image. There's a template in the app, which is your five-year plan. You only need to include in the presentation which of these you want to include.

We've put all of them in there. The optional ones, it says at the bottom, are optional, which is this one. Then there's a wealth hierarchy, and there's 70, 20, 10.

It says in the deck, these are optional if you don't want to share them because they're personal, or you don't want to use them because they're not value. Five-year plan is the image that you've got, is the five-year plan that Adam always shows you, which is the long game. Year of is going to be an image, and then each of these that go with it is going to be an image to illustrate your tangible target.

Where you've got three personal objectives, previously you might have said, I'm going to get fit. I'm going to make more money. Now what we're going to actually do is use images.

In the same way that Sarah said she's going to do, she actually had 150, 100 Karma credits, in January you'll say, here's the image of before. Then at the end of your presentation, you'll turn up having completed it. I actually completed 113.

Another one would be master the middle lane. There's a great model that I shared with the board last year called 888. You sleep for eight hours.

You work for eight hours. You spend eight hours doing your own thing with your friends and family. Did you actually achieve it?

Well, if you tracked it for a year and stood up at the end of the year and had a picture of the time tracker and said, I tracked my time all year, and I actually averaged 7.2 hours working a day, that is the definition of master the middle lane. Or if you read the book club last month about frugal hedonism, I did that in 2020. It was one of the best years of my life.

Lived off 750 quid a month, which I've still done up until recently, and say, right, my target this year is frugal hedonism. I'm going to live off 750 quid a month. And then you turn up at the end of the year presentation and you say, yeah, I created a veg patch.

I made my own Christmas gifts. I walked to work rather than drive. I made my own curtains.

I collected wood from the fields to burn on my wood burner. And I stole tea bags from the bakery every month, which was pretty much my year of frugal hedonism when I did it. Do you get the idea of where we're going with this?

It's visible. It's tangible. It's a bit of fun.

And you can literally show what you're going to achieve at the beginning of the year and then what you've achieved at the end. And that'll be, this deck will be in the app for you later on today. Cool.

I'm going to hand back over to Adam now, then we'll go for a break. Can we give him a round of applause, please?

[Adam Goff] (2:03:07 - 2:04:03)

All good. So like I said, let's start really level up targets for everybody. That is hard to do.

I know Dan said that the whole test was like, could I understand it? We had loads of back and forward about it. And I'm looking forward to this weekend where all my mastermind's going to help me with it because I really need to make sure these things are tangible.

So yeah, so that's a real level up. We'll take that into the December period. You're going to come back.

You've got the template now for your strategy sessions. It's very, very prescriptive now. So you really, you can just do the hard work and put it in.

Remember as we go into the break, like let's use the break valuably. Let's ask searching questions and don't forget it's going to be the open mic session and the bottle of VC all to play for. Okay.

So we're going to go to the break now. Had a good first session? Let's give everyone a round of applause.

See you back here at 12 o'clock. Fantastic.