**Audio Session 2\_Transcription**

[Adam Goff] (24:18 - 29:00)

Okay, ladies and gents, that's your two and a half minute warning. Two and a half minutes. All right, ladies and gents, that is your two minute warning.

Two minutes. Make your way back into the room, please. Two minutes.

Okay, ladies and gents, this is your one minute warning. If you're currently getting teas and coffees, teas and coffees, you need to be making your way back into the room, please. Taking your seats, getting ready to roll, because in under 60 seconds, we're going to be live back on stage.

It's time to make your way back into the room, please. Thank you. 30 seconds.

Take your seats, please. Yippity doo dah. How are we doing?

Good break? Good stuff. Loving it.

Good vibes. Good vibes. Great first session.

Great attention. Great respect for each other. Great commitment.

Really love it. Really love it. Success and failure are very predictable.

Okay, a couple of quick announcements. The supper clubs that we launched at the start of the If Only Workshop 3, they have actually all sold out. Oversubscribed.

Who said, oh? Did you miss out, Will? I have.

Oh. Well, the good news is ... Textbook.

Absolutely textbook. Yeah, the good news is, we have released another date. So, yes, it's the 6th of Feb.

So, it is on a Tuesday. So, it's probably more for those living locally, unless you want to come up a couple of days before and get some away time. But at all, you want to make the trip.

So, there is one more date that has been announced. It was announced on Wednesday. There are five places left, still, on the 6th of Feb.

If you would like to reserve your place, go and see Bianca at lunch. Go and see Bianca at the end of the day, and she can send you the link, get you sorted, and you can secure your spot on supper club. Private dining.

So, let's just get these announced. In fact, we'll do these before lunch. There's no need to announce those now.

So, I'm going to move on to ... I've got another gift for you all. Okay.

So, who remembers what this analogy means? Who wants to give it a go? Who wants to give it a go?

Somebody like Tej and Sarah dying to speak. Yes. Keelan.

Excellent. Nice. We can't just let Tej and Sarah speak about everything, can we?

Good man. Thank you.

[Speaker 16] (29:02 - 29:04)

I never played rugby, so it's a bit tricky.

[Adam Goff] (29:05 - 29:06)

What does this mean to you?

[Speaker 16] (29:06 - 29:25)

It's the rocks in the jar analogy. So, my understanding is you put the big rocks in first, which are the key strategies or key goals for the year, and things that take up the most time, and then you put the smaller ones, the pebbly ones on top, which are the less significant ones, and then you still have room for sandy goals, so to speak, after that.

[Adam Goff] (29:26 - 45:11)

Absolutely. Yes. Pretty good, eh?

Let's give Keelan a big round of applause. Well done. Fantastic.

Yes. I mean, on this analogy, it's like sand is having coffee with a friend. If that goes in your diary first, then that's ...

Well, that might be your priority. That's fine, but that's probably not going to move the needle in terms of your business. So, we want to get the big rocks in first.

We stick those huge milestones. We're going to build our lives around our quarterly game changers, the things that have to get done for us to achieve the life by design we want, and then as we go through, less important things go in around those bigger things, and then we'll always find time for scrolling on Instagram, and going on Netflix, and finishing that season, and that box set, and catching up with a mate down the pub. That stuff is absolutely bottom of the priority list.

Doesn't mean we won't find time for it, but there's always time for that stuff. There's never time for the really heavy lifting, and that's why we have provided you with your very own 2024 Life by Design Wall Planner. So, if you look on your tables ...

Exactly. So, if you look on your tables now, and you distribute those, please. Some people have already done this.

I know Craig on the Mastermind has already done all this, so he's going to have to redo it now. So, this is your chance to put your big rocks in first. You go away while we're setting our strategies, and what's going to happen for us this year, and it's a bit like Sunday sanity.

It's like, what's important to me, and then when does it go in the calendar? It's like, it's all very well saying all this stuff, but when does it go on the calendar, and when does it fit around a holiday, and actually does that line up with this, and this is how we start to get real bird's eye view thinking, and just like when you do your Sunday sanity at the weekend, then you can smash the week. If you do this over December, you can go and smash the year, because things aren't conflicting.

You've done a lot of the thinking, the revision timetable, and then you just focus on revising for the exams. Remember that analogy that I always used to use? It's like, don't just pick up the textbook and revise, as in just work.

Let's do a nice revision plan, a revision timetable, and then we can just focus on execution. That's exactly what this is. So, stick that on your action list, put that on your homework, stick it on your fridge, up in your office, get it on visible once you've populated it, and then you know you're just following the plan.

Success and failure are very predictable. So, we are going to do the open mic session in just a minute. I was trying to do my Elvis impression there.

That was really embarrassing. Okay. We're going to do the open mic session in just a second.

So, I've sort of gone around the room, sort of spurring people on. So, remember, this is going to be an opportunity to share something that you've achieved, that you're proud of, or put your neck on the line and say, buy the next workshop, we're going to do this. It doesn't have to be the next workshop if you want.

I'm going to flex it. If you want to do it a little bit further, that's okay, but it's like I want you to really commit to something. And if you've heard someone say something really good and you see they're not in the line, feel free to get in the line and share it for them.

So, after that, we're going to ask you volunteers to come and stand on to the left of me. But for now, we're going to put some music on in a second. And this is going to be a little bit of marked your homework slash share with your partner or someone on your table about how you got on this month with your Life by Design score card and your Cave Time homework.

So, bearing in mind we're getting to the point where we should have this stuff pretty much nailed, you're both going to have five minutes each, which is super high value of sharing where you've got to. And the person, you're going to take it in turns, and the person who is listening is going to take notes if they need, they're going to listen attentively, and they're going to give you feedback. They're going to give you feedback.

Because this is the key skill of the entrepreneur, isn't it? It's to be able to give and receive feedback. So, it's very important that you do both these roles just as effectively.

So, we're going to do that now, then we're going to go into the mic session. So, any questions before we start? Let's get a mic for Richie, please.

Keelan, have you got the mic? Or Ben, can you grab the mic over? Am I supposed to do the Life by Design score card each month?

No. Okay. So, assuming you did the Life by Design score card already, you've done it, then that might bring up something that you want to discuss with your partner.

It may have flagged something for you that you want to explore, that might have indicated or decided where you're going to take your year off, or your objectives. It might just be that you want to share where you are in cave time, where you're going with the year. Maybe you want to talk about one of your supporting objectives, and how it's going to be a tangible target, and you want to just check those three things are tangible, like Dan just talked about.

This is basically your opportunity to get some one-to-one feedback about where you've got in cave time with the person sat next to you. Are there any more questions? Great questions.

If there's no more questions, I'll ask Dex to put some mic on. The crack will go after five minutes. Three, two, one, let's go.

Okay. Okay, time to change over partners. Partner one, change over to partner two.

Okay.

[Speaker 8] (45:15 - 45:16)

Again.

[Adam Goff] (45:16 - 47:30)

Okay, ladies and gents, thank you. Thank you. Thank you.

Who's got theirs nailed? Who's got everything nailed, ready to go, ready to rock? Okay, yeah, fair enough.

Who's got their year off nailed? Okay. Who's got two of their three personal objectives nailed?

Keep your hand up if you've got three. Okay. Interesting.

Good to see where we're all at. Yeah, I shared with the mastermind last night, I have it 80% there, but I always need that accountability deadline to actually kind of get it done, and also I like to let it percolate, so I sort of do it and it's basically there, and then it's come back to it fresh and realise that it's not tangible and I've got to make it tangible. Okay, so right, as I said, it's open mic time.

This is really exciting, new feature, and it's all to play for. It's all to play for. So this is an opportunity to share a success, but also commit to something.

Commit to something big that you're going to do for yourself, for your team, for your loved ones this month, and then have the accountability of the room to hold you to account. So for those brave souls that would like to come up here and make the use of this opportunity, the law of attraction, the energy in the room, all the good vibes, if you'd like to make your way over to my left-hand side. Well done.

Congratulations, guys. Over to the left. Let's give these guys a round.

Yes, Casey. Who else? Come on.

Who else? Yes, Guillaume. Guillaume.

No surprise. Lots of finalists, award winners. Who else have we got?

Who else? Who else is going to just stand there? Who else is going to come up?

Who else is going to come? Okay, is it for now? Is it for now?

But there's still space. There's still at least three more spaces. Yes.

Congratulations. Congratulations. Well done.

Fantastic. Okay, so first up, Casey. So you've got 60 seconds each to take it away.

[Speaker 5] (47:37 - 48:27)

So this year, I made a really big goal, and for the first six months, I kind of did next to nothing, and then I got really serious this past summer. I turned 50 on March 27th, and for many reasons, that's a really big birthday for me. I'm super stoked about it.

And I decided I wanted to lose 50 pounds before I turned 50, and I am now 30 down. So I'm really excited about that. One of my goals for Strategy Day this past year was to be able to wear my wedding ring again, and three days ago, I was able to put it on.

So I've not been able to wear it for eight years, give or take, so I'm really stoked. Thank you. We're stoked for you, Casey.

[Adam Goff] (48:27 - 48:35)

Thank you. That was awesome. Good luck following that.

Richie? Let's give Richie a big hand.

[Speaker 19] (48:35 - 48:36)

Come on.

[Adam Goff] (48:36 - 48:36)

Awesome.

[Speaker 19] (48:37 - 48:37)

Well done.

[Speaker 3] (48:39 - 49:58)

Thank you. With Chris Chadwick, my business partner, we own a 48-bed HMO in the centre of Sheffield. It's a brilliant case study to stand up and talk about, but the reality is it's really, really noisy.

On a bad month, it will make 1, 1.5K. On a good month, it could make about 8K a month profit, but there's a lot of noise that goes along with that. One of my targets for this year was to agree a sale before Christmas off-market or put a lease on it. Putting a lease on it, we would need about 50, 60K in the bank to empty the property and maintain the costs, the outgoings, while we empty the property, and then everyone who wants to lease wants it empty.

Two and a half weeks ago, we found a company that will take a lease, 20 years, fully repairing, insuring, no tenant break clause, and they will take it with tenants included. So... CHEERING AND APPLAUSE Thank you.

Currently in legals, hoping to get the lease signed before Christmas for them to take over on 1st January. It's going to be 14K a month. The mortgage is just over 8K, so it's going to predictably cash flow 6K a month with zero work on our part.

Annual rent increase is linked to inflation with a cap and collar, so Financial Fortress almost done with that one deal, hopefully by Christmas.

[Speaker 19] (49:59 - 49:59)

Amazing!

[Adam Goff] (50:00 - 50:13)

Well done, mate. I thought I was joking when I said, follow that, and then that was really good. Mr Skip Ben Reynolds, a massive round of applause, ladies and gents.

Santa himself.

[Speaker 10] (50:15 - 50:48)

Ho, ho, ho. LAUGHTER So, we've had a great couple of months. Richard and I have secured a one-bedroom flat on a rent-to-rent deal for serviced accommodation in Covent Garden, and it's netting us 6K a month already.

We've only had it for two months. We've got over 90% occupancy already. We've got three days just before Christmas that are not booked yet.

And in March, we get the two-bedroom apartment upstairs. So, that's my best news I've had all year.

[Adam Goff] (50:48 - 50:49)

Unbelievable, Ben. Well done, mate.

[Speaker 10] (50:52 - 51:04)

Can I commit? Absolutely. I'm committing this year to not switch my laptop on between Christmas Eve and New Year's Day.

Good for you. Well done.

[Adam Goff] (51:04 - 51:13)

We'll hold you accountable. Well done, mate. That's awesome, cos I know you had a bit of a rough year last year, a little bit, didn't you?

Yeah. So, that really is fantastic news. Over to you.

[Speaker 13] (51:13 - 51:56)

Can't believe I'm doing this. Good for you. OK, it's been a hell of a year.

We have recruited... Where is he? Well, our CEO.

We've brought in a new team. They're in place. This year is our year of getting them embedded in and going for proper growth.

So, without us having to actually be working in the business and a personal achievement is that I lost 10 kilos since December last year. Woo! And...

Wait for it. I'm going to commit to another 10 this year. Yay!

[Speaker 19] (51:57 - 51:58)

Well done.

[Adam Goff] (51:58 - 52:05)

Well done, Claire. Massive hand. Big hand for Mr Black, ladies and gents.

[Speaker 2] (52:07 - 52:50)

Thank you very much. So, I've been dangling off the property filter rocket for what is now seven summers in a row, which is all good. We had some good success, et cetera.

But there's a cost to everything. You know, they say, you know, you get what you focus on, choose wisely. I mean, it's fair to say there's a lot of...

I had zero work-life balance, you know, like zero personal stuff, you know, and there's a cost to everything, really. So, one of my personal objectives for the new year is Double Dates Friday, which is from April. Little Elia is going to go to the nursery three days a week, and I'm going to get her on Friday, and then she's going to be with some babysitter in the evening, and I will see my wife again.

So, that's... I'm committing, basically, to this objective, which is quite important for me. Fantastic.

[Speaker 19] (52:51 - 52:51)

Well done.

[Speaker 2] (52:56 - 52:58)

Oh, yeah, yeah. Lots of success, but I don't want to cry.

[Adam Goff] (52:59 - 53:04)

You don't... Do you want to share about the... Are you allowed to?

Come on. Sorry, one second.

[Speaker 2] (53:06 - 53:28)

Yeah, so... No, just props to you. So, we're really 10x this year, so we moved from a team of five in January to a team of 26 now, and we're about to...

So, we're going to complete next Friday with a VC putting half a million in the company at five million valuation. So, yeah, that's pretty cool. So...

[Adam Goff] (53:31 - 53:33)

Ladies and gents, let's give a big hand to Mr Matt Dolman.

[Speaker 8] (53:33 - 54:16)

CHEERING AND APPLAUSE Hi, everybody. This is just actually just a claim for me because I never do anything to do with public speaking, so I thought I'd try and get my chance to stand up here. And I know you all think that I actually do talk a lot, cos when I talk to you face-to-face, it's absolutely fine, but getting up and standing in front of you and doing something like this, my heart is rushing through my chest at the moment.

But the more I do it, the better I feel, and so, basically, this year, I just want to go out and try and get as much public experience and talking in front of people as possible because I want to get rid of this feeling and do it more confidently and have you guys supporting me, so... Amazing!

[Speaker 6] (54:17 - 54:17)

Well done, mate.

[Speaker 8] (54:17 - 54:19)

Good for you. Good stuff.

[Adam Goff] (54:22 - 54:43)

Any more takers? Any more takers? Yes, Rupin!

Let's give him a big hand. Whoo! Love it.

Love it. This is great, isn't it? Sorry, I'm a professional host.

Ladies and gents, let's give Rupin a massive round of applause!

[Speaker 6] (54:46 - 55:33)

So, I started smoking when I was 14, and this is my 12th week without a cigarette. However, I did put a load of weight on, and that really got me down, and I think, everyone talks about consistency, and persistency is how do you get back on track, and that takes a lot of digging deep. Well, put on seven kilos, I'm down three in five weeks, so pretty much off.

So, I thought I'd share it. Do you want to make a commitment? One of my strap lines for my personal objectives is 87.20, which is for between now and next October, is 87 kilos at 20% body fat. That's it. Okay. Dropping body fat to 20 kilos, yeah.

[Adam Goff] (55:33 - 55:39)

So, next month, no cigarettes? No. And have you got a weight target for next month, or is it just keep it slow and steady?

[Speaker 6] (55:39 - 55:41)

It's slow and steady at the moment, yeah.

[Adam Goff] (55:41 - 57:27)

Okay, so we'll hold you accountable for next month. Let's give Rupin a big hand! Does anyone want to come up on behalf of anybody else?

Tumbleweed. It's all good? Okay, no worries.

Right, so, I said because it's Christmas because it's our launch open mic session. We've been doing this every month, so you've got the opportunity to really make things happen. So, if those people that just did the open mic that were brave enough want to stand up, please.

So, we're going to vote with cheers. Okay? So, this will be a vote.

So... Remember, it's Christmas. That's cheating, but I love it.

It's cheating, but I love it. Okay, so we'll go in order. So, who's first?

KC. Who's voting for KC? Round of applause.

Okay. Who's next? Richie.

Who thinks Richie gets the prize? Pretty good. Pretty good.

Who's next? Is it Ben? Santa?

Who thinks Santa wins the prize? SixK a month. Solid.

Solid. Who's next? Is it Guillaume?

Guillaume, double dates. Half a million. Claire?

Who votes for Claire? Ten kilos. This is a close-run thing.

This is a close-run thing. Matt Dolmans. Communities Public Speaking.

And Rufin for giving up smoking. Is he the winner? Okay, so it's definitely a bit of a tie.

Who's going to make the executive decision? Dan, who do you think?

[Speaker 4] (57:32 - 57:34)

I think you're the boss. You make the call.

[Adam Goff] (57:39 - 1:09:18)

It's between these three gents. I'm about to vote for KC. Okay, Ben.

Ben, you can sit down. Richie, honestly, you were in our Hall of Fame recently. I think you deserve this.

You and Chris. Congratulations. You've nailed your financial fortunes.

Well done, mate. Congratulations. That is a blinding result, isn't it?

6K a month. Passive 20 years. Wow.

I haven't heard anything like that ever. Awesome. Fantastic.

So let's calm down. Let's get back. Well, I say let's get back.

Now we need to draw the energy right down because just like Simon's jumper says, winter is coming. Okay, winter is coming. So we're all loving autumn right now, but actually it's going to get darker, colder, more miserable, and this means the Steels are coming out to play.

The Steels are going to be absolutely loving prime time, deep in the office, into their winter hit list project. That's going to be your main focus for the next three months, assuming you've got your strategy and headline strategy nailed, you're straight into winter. Now, obviously, it's not black and white.

It's not binary. You don't just stop autumn and start winter. Some of us will already be thinking about winter hit list.

We'll already be ahead of the game. Bianca and I are already talking about our winter hit list. There's already a draft.

It's happening. It's already happening because if you're going to have a big winter, it's likely you want to get ahead of the game and start working on it. So most entrepreneurs will take time off over Christmas.

They'll get a bit lazy in their businesses, lazy in their personal lives. They'll let their habits slip. They'll use it as a chance to start drinking at four o'clock in the afternoon, getting in their PJs at 4.30 when it gets dark, eating lots of chocolate, not moving for the eight days between Christmas and New Year other than to go to the fridge. And they're smashing all the Netflix seasons. That is, honestly, unfortunately, the sad reality of UK life in December as far as I can see. So that's what most people are doing.

But property entrepreneurs know that if they keep themselves between the tracks, they nail their habits and actually, while everyone else is sort of snoozing and sleeping, they're working hard on their business so they can have a really successful year come later because you reap what you sow. It's a bit like pre-season. If you've ever played sport, it's like the teams that do well have already played three warm-up games and been doing pre-season for three weeks.

It's the teams that turn up on Saturday morning and go, right, who's in goal? They're the ones that lose. So a language I like to use is that we love to use the F1 teams, the cars, they're taking the car off the racetrack and all that type of stuff.

The F1 teams don't just show up on race day and expect to win the race. By the time they've got that car on the starting grid for the first race, all their work is done. Now it's just execution.

It's down to the driver putting the ball in the back of the net. And that's how we must think about winter for our businesses. If we're trying to write marketing campaigns in July, we are, bless you, we're in trouble.

We haven't, we're not in a strategic mindset. It's noisy, it's busy and it's unlikely to get executed at the level it needs. If we do all this stuff now, then we can absolutely smash it.

So all the hard work has to be done before. And a new mantra that we've got for you is that a hard winter equals an easy summer. If you have an easy winter, you're going to have a hard summer.

So this is one of our new mantras I want you to take into this winter. And I think it might even become one of our objectives for Property Entrepreneur because we have the busiest summer ever. Bianca and I were talking yesterday and we realised that the more work we do now, the easier we'll have in the summer.

Same conversation with Josh. The more work we do now, if we're putting together blueprint packages and contracts and decks in July, we've failed. It's way too late by then.

We want to be doing that in March. So I want everyone to take this into the winter with them. Feel free to tattoo it on your forehead, whatever it takes on your accountability mirror.

Print like, this is how we should be living. This is how serious we want to take winter. Now I've said we can have some time off.

I'm not suggesting. I love Ben's commitment of not opening his laptop. I think that's absolutely world class.

You can do the Santa smash, put down the laptop and pick it up again. Fantastic. But that involves you getting ahead of the game and getting this done.

So this is the project and this is the thing that you need to be thinking about over winter just like we're thinking about strategy now. And if you think about the fact that it's all a game, so right now we're playing this game with strategy and the end of the game is everyone stands up and gives their presentations. It's a game.

We know where the stand-ups sit down. It's gamified. It makes it fun.

We all participate and we know that we're putting our head on the block. Open mic. It's a game.

Those brave souls that committed. They know they're playing a game with themselves. And actually funny that just reminds me when Richie stood up, I don't know if you remember Richie but you stood up a couple of years ago and I'm going to have my financial fortress completed by this age.

Remember that? And it's like that was what, two years ago, three years ago? And it's basically just happened, right?

And it's like, yeah, you're playing a game with the universe and it's not a surprise that it's happened. So winter, the game in winter is the winter hit list. With our teams, with ourselves, this is the game we're playing, right?

We're going to set ourselves this huge project. We're going to break it down into weekly targets and every week we're going to hold ourselves accountable and at the end we're going to have a celebration because that means we've leveled up the business, we've leveled up the systems, we've built a business around ourselves. It's not just us anymore.

And the end of the project is the New Year's Eve party. This is your QGM. Which is actually called the AGM, right?

Because it's the end of winter. You're going to have like a celebration. You're going to take the team out for a meal.

You're going to do drinks on a Zoom call. Whatever it is, you're going to get everyone a gift like a thank you card or something like that to signify the end of what's going to be three months of work. So a reward at the end, a thank you, heartfelt, something like a carrot to get them going.

This is what you need. You need to create a game when you're thinking about how do I deliver this message how do I deliver this into my team and they take it seriously or how do I make sure I take it seriously you've got to gamify it. Whether it's just you or whether it's your team, your job as the leader is to gamify it, hold yourself accountable and actually make it happen.

And our New Year's Eve for the businesses is the 31st of March. It's not the 31st of December. It's the 31st of March because the new business year starts at the beginning of April.

So we want to be thinking about okay, cool, well this is all part of the game. So we're going to be thinking So what I'm going to do now is we've redesigned this template for you. So I'm going to take you through the template and then in order for you to get ahead of the game we're going to have some time for you to start inputting your winter hit list items into our new template.

So you can start leading by example and getting this nailed and before you go into Christmas this thing should be done, dusted and probably started. So I'm going to go into the demo now. So Dick, do you want to switch me over on the Aussie computer.

Are we live? Yeah, we are. I thought that was a slide.

That's very clever. Okay, so for the first time you will see you've got a dashboard. So this is very nice.

It's like giving you that you can drive by the dials, see where everybody is. What I'll do is I'll populate for this now. So you've got a second tab here.

So you've got product marketing, operations, finance and miscellaneous and what you do is you put your tasks in. So for example in finance there's a task you can see there that's in the finance task. Does everyone see that?

Yep. Good. How did that end in that?

Very excellent. So who is responsible for giving Adam a pay rise? Well it's probably Dan.

So we'll set him on that one. Has he done it? Well let's just assume he's done it.

Let's just say he's done it. Right, good. So you've got that all in the finance team and what that does, this is so clever, is it populates it there automatically.

So all you have to do is match the initials here. So if I take this away it takes it away, right? But if I put it in it magically does it.

So by populating these tasks properly we'll do questions in just a second. Adam was happy. And then obviously what you can do is you give it a priority.

So you've listed three things in here. Task two, task three, and actually we need to give these in order. So it was really urgent because Adam was threatening to leave if he didn't have a pay rise.

So that absolutely was red. And then this one was a nice to have. And then whatever task three was, was, you know, sorry.

Green is nice to have. Amber is, yes, it's important but it's probably not urgent. Red is urgent.

Red is like, OK, this is top of the tree. Let's get the reds done first. Then we move to the ambers.

And often, more often than not, the greens, to be honest, depending on how effective you are, don't always work. Don't always get done. So you can see here, we've got A.G. maybe in charge of this one. He hasn't done it. And maybe A.G. is in charge of this one. And he has done it.

And you can see how this starts to fill out pretty nicely. So this is all you need to be checking. You don't have to necessarily get into detail.

You're holding SCSs with the team. Weekly, you want to be holding your team to account on this. This isn't something you definitely don't want to set this up before Christmas and then circle back to it at the end of March.

So how's everyone doing? That absolutely is not what's going to work. This dashboard will help you hold them accountable.

And you start your SCS with how's the winter hit list going. This is your scorecard for winter. It's all done for you.

Literally, you've just got to plug it in. And at the start of every meeting, you just start with this. And you watch your team actually nail what they need to do.

And then, let's just say you had two reds. You could give them a priority order. And this is number one.

This is number two. You like that? Okay.

So it's really clear the order in which they're going to start executing. So they eat the frog first. They don't just pick all the easy stuff.

They eat the frog first. And if you really want to take it up a notch, then you can even Gantt chart it out. So let's just say Adam's pay rise has got to happen over the next few days.

I abuse my power really, don't I? Then that happens then. And then maybe, you know, the rest of the week off.

And then I'm going here. This is what you want to be doing. Okay.

It's very clear when it's going to happen. That's basically your deadlines. Your workload.

When it's going to happen. Color code this as you want, as to suit you. Maybe orange means that you're working on it.

Maybe green means it's going to be completed. So it should give you the flexibility. Nice, clear tracks what to do.

And anything that doesn't fit anyway, you can put in miscellaneous. Are there any questions about this? Questions?

Yes, Suzanne, we'll get a mic. Mike, where's the mic? Surprise.

First time for everything, right?

[Speaker 17] (1:09:20 - 1:09:40)

So one of the tasks in mind is going to be a monthly thing. So presumably, I can just put that in that graph monthly, but it won't update until the end of the year. Is that right?

On your task. So it is for my son who I'm training, it's him sending out the landlord letters every month to make sure they get done.

[Adam Goff] (1:09:41 - 1:11:58)

Cool, great question. So let me start again a little bit just framing the winter hit list. So you can't fix the roof when it's raining because it's raining, but you also can't see the leaks.

It has to rain to see the leaks. And when we go through our businesses through the year, we spot the leaks. It's like that link in my sales funnel is broken.

Like, someone's told me that one link is broken. Wow, that means that some people that click on that link are going to a dead end. I need to fix that.

I can't fix it now I'm too busy in summer. That's going on the winter hit list. So I fix it over winter so that for next summer, it's fixed.

The winter hit list should be focusing on on the business activities that create the systems that are going to allow you to execute better throughout the year. So something like Suzanne suggested, which is a monthly task, that's separate to this. This is a one-off project.

The nice-to-have stuff, the building of the business, the things that you need to do that you keep putting off, but winter is the time when you do them because you're building the systems, everything you need to basically execute your headline strategy. So it's going to link to your headline strategy. That's how you're going to decide what's important.

Let's just say you're supporting objectives. Dan shared it before, but let's say you've got products, you've got marketing, sales. If one of your supporting objectives is sales, then the sales part of this is going to be really busy because you're going to have to build the systems for sales over winter in order to do sales in summer.

So it's build the landing page. It's check the funnel. It's rewrite all the email, the email nurture sequence.

That's what happens. You build all that up so that when you come to launch your next developer's masterclass intake, you've got everything nailed. You're not scrambling around and writing it all and updating it in the summer.

You're going to launch again around autumn, right? So you're going to do a summer campaign. Perfect.

So it's that. It's the systems that are going to run the business. So winter's the time to build the systems.

That's actually a great question. I think I probably didn't do a very good job of explaining that the first time. So that's great.

Any more questions with regards to this winter hit list? New Year's Eve, gamifying it, keeping it accountable. Yeah, we'll get the mic to Shiv, please.

Mr. Santa Smash himself.

[Speaker 11] (1:12:02 - 1:12:29)

So when we're doing this winter hit list, one of our things for this year is to drive by the dashboard. So we need to create all these dashboards. No doubt there will be some steel in the middle that's creating all these dashboards.

So the steel person is going to have a ton of tasks and there will be some viewer in Sheffield that has no tasks or has one task. Is there some way that you have worked out or how would you go about that situation where you have one or two people that have the majority of the tasks and everyone else has a couple of tasks?

[Adam Goff] (1:12:29 - 1:12:31)

Yeah, that's a really good point.

[Speaker 11] (1:12:32 - 1:12:33)

Have you got anything for that?

[Adam Goff] (1:12:33 - 1:14:02)

Yeah, I think, I mean, obviously, yeah. Obviously, you know, some of the basics that I've skipped over because it would be available to listen to in the vault, by the way, from Wednesday. So we don't want to repeat too much content is that you really want to be, obviously, your job as the leader is to think, who can I delegate to do this task?

So that is your job. And when you delegate, you've got to check they've got the capacity to actually complete it. It's all right saying, well, we'll give that to Bianca because she's an A player.

That's fine. But if Bianca's really too busy, come February, Bianca's handing in a notice because, you know, we've overdone it. So it's your job to understand capacity.

In terms of getting the team involved, yeah, what I used to do was I would have, like, a team. So whenever I had, so something like gamifying it, there was a team objective and some people just couldn't play that big a part in some projects. Like, for example, if I had a summer objective of selling out all the rooms, well, what can property management do with that?

Very little. But they were still involved and, you know, I found a way to make their KPIs like response times and having this under a certain amount of open jobs. In other words, great customer service to support the sales team in achieving their goal of hitting all the rooms.

I tried to find a way to, even if they weren't directly executing the tasks, to support the rest of the team who were actually on the front line. So it's just trying to create a team culture that everyone's brought into the winter hit list. Everyone gets their reward.

Therefore, even if it's just the team cheering them on from the sidelines, does that help?

[Speaker 11] (1:14:02 - 1:14:12)

Yeah, it does. I think that's a really important bit actually. So this is not just a case of getting a task done.

This is a case of, we're in this together, there's a project and so let's figure out a way that everyone can get involved.

[Adam Goff] (1:14:12 - 1:14:58)

Exactly. That's what I'm trying to articulate. I'm trying to make it really clear.

I'm trying to make it clear it's all a game and your job as the leader is to announce this to the team. You've done your headline strategy and it's like, this is how we're going to make it happen and everybody is behind this project now. This is the main focus.

We're all in this together and at the end, there's a reward, there's a carrot, there's recognition, there's regular checkpoints, there's a weekly check-in one-to-one, potentially even like a WhatsApp group just for this. High fives, what have you done? Congratulations on Shiv for getting those three things done.

Everyone loves it and it's like, because everyone's bought into this team goal. This is your first chance to create a team project. Yes, we'll get the mic to Stephan and then Akash.

[Speaker 4] (1:15:00 - 1:16:01)

Just a couple of sort of key points. The first is you've got to make sure it's fair play. So if you do find that one of your team is carrying the weight, they're probably likely to be either a new recruit who's got capacity or an existing team member who's delegated their work to somebody else.

You've got to make sure you're looking at it and one person isn't carrying the whole weight of the team. And the second thing is if you position this wrong, so the first is make sure it's fair play and you're looking at it and it's like, yeah, this is fair. And the second is if you play the game right, everyone in your team will appreciate that it's in their interest.

They're not going to do all this heavy lifting for 12 weeks for you as the company owner to be the only beneficiary. Really, it's all the things that they've moaned about, complained about, had issues with for the last nine months and now finally, the company is acknowledging these things need dealing with and collectively, we've focused making their lives easier rather than making the tills ring like we do in the summer. Does that make sense?

[Adam Goff] (1:16:01 - 1:16:16)

Great point. It's like, what's in it for me? What's in it for me?

That thing I've been whinging about all the time, we're now fixing it. It's like, how can I make your life easier? What's broken?

We're going to go fix it. Everyone's like, yes. Any more questions?

Stephan, did you have a question?

[Speaker 15] (1:16:16 - 1:16:32)

Yes. Thank you. So, how can I, yeah, you mentioned, how can we make it better?

So, what's the approach of the winter hit list when you have a, you are in the form phase or when you are just launching in your business?

[Adam Goff] (1:16:32 - 1:16:51)

That's a really good question. Someone asked me that as well on Wednesday. I think, it depends where you are in form.

It might be that you don't have anything. If you're just starting, you might not have anything on that list. I mean, obviously, there's things you have to do.

Like, if you create a business model, if you're in form phase, it's like, what's the business model? So, that might go on your winter hit list.

[Speaker 15] (1:16:52 - 1:17:00)

Yeah. The business model is clear. There's a product there and so, the service is there.

So, how do we approach winter win list?

[Adam Goff] (1:17:00 - 1:17:22)

It's really looking ahead. It's very unique to each business. It's like looking ahead for the next year.

What are you going to need to get you to where you want to go in a year's time? What, like, systems are you going to need to build? If you can foresee that, if you're so early, you don't even know, then, you're in form stage.

The goal is to get out there and start doing it, right? And start building a list.

[Speaker 20] (1:17:22 - 1:17:22)

Okay.

[Adam Goff] (1:17:22 - 1:17:31)

Because if you don't have any, if you're in the dark, you don't know. But, if you do have some foresight and you can think about it, then you can start to put some things in place. Guillaume, do you want to share something?

[Speaker 2] (1:17:34 - 1:18:52)

Maybe to help you. So, there's all sorts of stuff you don't know you need and, you know, I didn't know I needed. So, the thing I should have started doing was building an email list like, two years before I started doing it.

So, that should go on everybody's winter hit list, really. And then, it's having the system to manage this and then, how do you nurture these people? And then, you want to have a relationship with people on your list, basically.

So, you probably want to send them something every month or something like that so they remember you. Because, it's like building your profile outside. You know, it's when you need it is two years ago, you know.

So, it's a bit of a similar one. And then, attached to that is all things to do with, maybe, you'll have, as you said, a service. You'll have online checkouts and you want, you know, a thank you page and, before you know it, you've got little systems that goes into place.

So, I don't know what's the service but, so, for your back to back leasing, you've got all the front end with generating the leads and the deals and then, you've got all the other things on the other side with managing the leases and your pipeline of providers and all that stuff. So, there's lots of contracts, I guess, you need to have both in place. A couple of lawyers you need to speak to.

I can build your list if you want. I hope that helps.

[Adam Goff] (1:18:52 - 1:19:08)

Really great insight. It's that fine balance between, you don't want to just build something for something's sake because it could be wrong because you don't know but then, actually, you probably are going to need some of that stuff. So, the form is a little bit tricky.

I'll give you that. Who's next?

[Speaker 12] (1:19:09 - 1:19:44)

I was just going to, I think, both you and Adam have kind of covered it. I was going to add to Shiv's point is, I don't know how much of the team know the seasons but it's similar to the racing analogy is, there's different seasons for everything, right? So, there's people getting the car ready, that's their season and then, it's time for the driver to go out.

So, maybe some context around the seasons is, you know, the sales people go out during the summer, that's when they do their sales and then, now it's really time for the steels to shine and really start working under the bonnet and it's almost like a relay race rather than about making people shine in the right time. That's a really nice analogy.

[Adam Goff] (1:19:45 - 1:20:07)

I really like that. Absolutely. Absolutely.

Yeah, this is the time when the VAs and the ops team that, you know, this is their time to lead and then, they can get back in the background while the sales people get out in the front. I like that. Very nice.

I'd love to use that. Okay, any other questions? Yes, Anita, great.

Steady.

[Speaker 7] (1:20:09 - 1:20:51)

Okay, it feels like a really basic question but I'm going to ask it. So, I felt really uncomfortable having a WhatsApp group last year. just having a legal business, I just didn't want to have a WhatsApp group where everybody puts their winter hit list and so, I felt like a lot of the winter hit list was my items and 70% of that, I ended up doing because I felt like it was things I had to address.

This time around, I feel like the winter hit list is a little bit more team focused and I created that on Teams because I don't want it on WhatsApp but I don't, I don't really feel like it's working that well so, do you have any ideas? I don't want to use WhatsApp so, It doesn't have to be WhatsApp. Yeah.

[Adam Goff] (1:20:51 - 1:20:53)

WhatsApp is just the vehicle.

[Speaker 7] (1:20:53 - 1:20:54)

Yeah.

[Adam Goff] (1:20:54 - 1:20:56)

It could just be, it could be a word, it could be a Google doc.

[Speaker 18] (1:20:56 - 1:20:56)

Yeah.

[Adam Goff] (1:20:57 - 1:20:59)

It could, it probably should be our template.

[Speaker 18] (1:21:00 - 1:21:01)

Yeah, okay.

[Adam Goff] (1:21:01 - 1:21:34)

It's like you just give them the template and you put it into your department and the idea, so, to get engagement and maybe Tej has got something to say in a sec but to get engagement, the reason why the WhatsApp group's good is because everybody can, or something like that is good is because when something's broken, you start, you lead so, when a client kicks off because you've dropped a ball and everybody knows and everyone's in like a bit of a bad mood about it or whatever, it goes in the WhatsApp group, fix client onboarding so as to avoid as what just happened with such and such.

[Speaker 18] (1:21:35 - 1:21:35)

Yeah.

[Adam Goff] (1:21:35 - 1:22:02)

And everyone sees, okay, cool, we need to acknowledge the mistake and in winter we're going to fix that problem so it doesn't happen again. Yeah, okay. Or if someone says, oh, you know what would be great is if we could do this.

You know when someone just comes up with some random idea maybe at drinks. Yeah, okay. And the next day they see you writing we need to do that and be really good if we could have a team go-karting outing.

[Speaker 18] (1:22:02 - 1:22:03)

Yeah, okay, yeah.

[Adam Goff] (1:22:03 - 1:22:09)

You follow up. It's like you put in the WhatsApp group, book team go-karting.

[Speaker 18] (1:22:09 - 1:22:09)

Yeah, sure.

[Adam Goff] (1:22:10 - 1:22:15)

And then it goes, okay, so I'm starting to join the dots here. If there's a problem it goes on the list which means it's going to get actioned.

[Speaker 7] (1:22:16 - 1:22:20)

Yeah, actually, I think I agree with that because I don't want to have a noisy WhatsApp group, another WhatsApp group.

[Adam Goff] (1:22:21 - 1:22:50)

It won't be noisy. It will not be noisy. It won't be noisy.

It's not something for chit-chat and hurrahs. It's like, we're going to fix this. It's like there's the hole, there's the hole, there's a hole and all year it's just one post a month, you know, a week, whatever.

And then this time of year you go, right, we've already marked where all the holes are. It's not sexy. It's not like, it's not that type of group.

[Speaker 18] (1:22:50 - 1:22:51)

Yeah, okay. All right, thank you.

[Adam Goff] (1:22:51 - 1:22:52)

Does that make sense?

[Speaker 18] (1:22:52 - 1:22:53)

Yeah, it does. Yeah, thanks.

[Adam Goff] (1:22:53 - 1:22:57)

And then they'll follow your lead because they'll think, actually, if I put it in here it might actually get fixed.

[Speaker 18] (1:22:57 - 1:22:57)

Yeah.

[Adam Goff] (1:22:58 - 1:22:58)

Chris?

[Speaker 14] (1:22:59 - 1:23:03)

Don't know if this is the sort of right strategy, so please correct me if I'm wrong.

[Adam Goff] (1:23:03 - 1:23:04)

No worries.

[Speaker 14] (1:23:04 - 1:23:29)

But in terms of having to do 70% of it yourself last year, I've previously felt in a similar way. It's like only I can create that strategy or that system. But from working closely with Dan, one of the things that I sort of observed was I can do that task triangle stuff.

I can maybe map out the system or the process, but then hand it to a team to sort of build out. So it allowed us last year to get way more done on our winter hit list through executing it like that. Don't know if that's a good strategy.

[Adam Goff] (1:23:29 - 1:23:43)

No, it's really good insight because we've all, everyone in here's got to go through that breakthrough of it's on my desk, how do I get it on someone else's? And it's you do the heavy thinking, they do the heavy lifting. That's really what you're saying, isn't it?

That's the task triangle. Ted?

[Speaker 9] (1:23:47 - 1:24:30)

Hello again. This was, yeah, to Anita's question really because similar sort of business, professional services and all that, although Anita's far more professional than me, is that I didn't really want to, we have a WhatsApp group and the type of people that we have aren't very active on WhatsApp, so we use a program called Notion, which I think I've mentioned before, and we just created the hit list in there. So everything's on the spreadsheet like who's responsible, when and everything, priority. It's all in there.

And we reviewed that as part of just the weekly team catch up anyway, and then people would just see what was expected of them to be done each week really, and then, yeah, they went and done it because they're steely people. They just don't want to be messaging on WhatsApp and stuff like that.

[Adam Goff] (1:24:30 - 1:24:33)

Perfect. It's just the container. It's just a container.

[Speaker 9] (1:24:33 - 1:24:34)

I can send you the thing if you want.

[Adam Goff] (1:24:34 - 1:52:39)

For you, yeah. Great. Any more questions?

We will crack on. Okay, so it's time to get stuff done, so I'm going to ask Ted to put some music on. The template that you're looking for is in the vault.

So it's in the vault, so you can get your laptops out. We'll get some head down time now. We've got 15, 20 minutes.

We've got a good chunk of time. Okay, the feedback was I want more time to get more done in the room. You've now got time.

This is it. So same rules as before. If you need help, put your hand up.

Bless you. There is no need to talk about the winter hit list with the person sat next to you. If you do have to talk because you're in a team and it is getting quite chatty, then feel free to step outside.

Potentially you can grab a seat outside if you really need, but it's whispers. It's quiet. It's conscientious.

This is on the business time. Everyone's already doing it, which I love. Okay, any questions, put your hands up.

Good luck, ladies and gents. Let's go. And there's a link to the vault in the app.

Start to draw it to a conclusion there. I just want to show everybody. Has anyone had a problem linking the dashboard page to the other page?

Okay, let me just show you something. Can you switch it back to the Mac, please? First of all, I shouldn't have edited the template, so I'm sorry about that.

I should have made a copy. So everyone that's got Give Adam a pay rise in their winter hit list now, congratulations, well done. So let me just show you while this potentially comes up.

Is it going to come up? Does it need, it needs decks. It needs a deck lin.

Yeah, so what you need to do is you need to make sure the name of the person who's assigned the task in the 2024 tab matches the name on the dashboard page. So it can be John or AG or whatever you want it to be. They just have to match and then all of a sudden that will pull through.

So if anyone's having that problem. Exactly, yeah, yeah. So I'll just demonstrate.

So if Ben is going to do this, but there's no Ben here, it doesn't show up, but as soon as I put a Ben here, well actually, hang on. No, no, sorry, this one, Ben. So task one.

Because I've got Ben there and I have Ben here, it matches. Okay, that's why. And if you want to complete it, it's a yes or a no, Y or an N.

Has anyone still got that problem? Just want to check that's fixed. Okay.

Okay. We've got five minutes left of the session and you can use it one of two ways. Can you switch back please?

For those of you that are ready, and I hope it's everybody, also in the vault is your New Year's Eve booking template. So assuming you've booked your strategy day, they already know what the winter hit list is, then we have written an email template for you to send to your team, which literally says you've got until the 15th of December to decide the final, add final things before we formalise it. And at the end of the next quarter, 31st of March, we're going to have a party, company get together, et cetera.

So my invitation to those people that are ready is get that email out, download it in the vault, potentially send it out, book it in, send the diary invite out of the diary, get it in. If you haven't even talked about, haven't even had a strategy session yet, or never mentioned winter hit list to your team, it might not be the best thing just to send out. Okay.

So hopefully you're ahead of the game. Hopefully you can do it. You've got another four minutes.

Use that time wisely. We'll get the music on and then we'll reconvene and go to lunch.

[Speaker 19] (1:55:34 - 1:55:36)

Stop what you're doing. Keep the noise down.

[Adam Goff] (1:56:35 - 1:57:56)

Okay. We'll wrap it up there, ladies and gents. Good.

So how does it feel to get this big frog moving? Yeah, absolutely, right? The weight is lighter already because half of it is getting started, isn't it?

It is not on your homework list, but it needs to be done by next month. You need to have booked your end of quarter reward with your team. I'll say it one more time.

By next month, you need to have booked your New Year's Eve party, your end of quarter reward with your team. Please put it on your action list. It is not in the homework.

Please put it on your action list. That's all I'm going to say about that. Okay, we're going to go to lunch now.

Who is on my table? I've got Anita, Craig, Keelan, Rohit, Stefan, James Healey, and Simon Coles. We're on the big round table over in the corner.

On Dan's table, we've got Akash. We've got Rosanna. We've got David France.

We've got Stephen Dunn. And we've got Graham Lindley. Have we had a good second session of today?

A round of applause. We're going to lunch. See you back here at 2.30, ladies and gents. Thank you very much.