**WS5 - S1\_Transcription**

[Speaker 9] (8:26 - 8:58)

Ladies and gents, good morning. That's your two and a half minute warning. Two and a half minutes.

Okay, ladies and gents, that's your two minutes till showtime. Two minutes.

[Speaker 2] (9:50 - 10:03)

Okay, ladies and gents, this is your one minute warning. If you want to finish up those conversations now, it's a good time to make your way over, take your seats, finish up the chitchat, get ready to sit down, because we're live on stage in just under one minute.

[Speaker 9] (10:34 - 11:27)

Take your seats, please. Good morning. Sit in your house in advance, your house.

[Speaker 2] (11:29 - 24:15)

Excellent news, excellent news. So for everybody who was late today, if you just want to make your way out of the room, I'm only joking. Okay, so look, seriously, we're going to start the event at 9.30. And yes, the first couple of months we're networking. And yes, some of you don't like networking. Okay. But the idea of the networking was because we don't want anyone to be a stranger in this room.

We want us all to be a big happy family. Say, ah. And the only way we're going to do that is if we actually get you to meet and say hello to everyone, because we know you stick in your little cliques, don't you?

You know, the little people you did mastermind with, the people you were in the programme with, you know, the people you live with, the people you work with. Don't like strangers. You know, let's just sit together in our own little, that's nice, isn't it?

Yeah. So that was the goal of the first couple of months. We're out of that now.

And we know that for the people that are really putting energy into the buddy, that that is a serious accountability piece. So to cement and fornicate the relationship between buddies, we allow 20 minutes for you to get to know each other on a deeper level. Okay.

But if one of you doesn't show up, call the other buddy. Ah, say ah. Yeah.

So it's just like, not really the way it is, isn't it, in this community. So have I made those people who if I didn't shout at you earlier, have I now made you feel sufficiently bad? Say yes.

Good. Okay, cool. That's great.

That's what I wanted to do. Next month. So the event starts 9.30, but it might not just be that. There might be surprise bonus sessions that happen in here, that if you're not here on time, you won't be able to get in the door be locked. Okay. You will miss out on content.

So this is just like, this is how it is. Like if Dan decides to do a secret update, or one of our, someone like Chris Moss is doing something about how Google have just changed the algorithm. And if you don't hear this, you're going to lose your social media profile overnight.

That could be happening in here at 9.30 while you're out swanning about in the bar. Okay. So just to be like, just so everybody knows, because it's not actually fair for me to not communicate that to you.

So I'm letting you know now. So everybody knows, does everyone know? Say yes.

Great. Fantastic. Welcome back.

Workshop five. DNDE. What does it stand for?

Exactly. Who wants to, who wants to DNDE? Okay.

Because if you don't, you're in the wrong room. All right. This is what it's all about.

It's how to become highly valuable and highly leveraged. This workshop is going to be fantastic for those people that haven't put their phone on silent. We can collect, forget and give back, and we will collect a £20 fine if it goes off.

Dan Norman has given me the nod. So this is just a courtesy note to please turn it off, make sure it's not on loud and nothing is going to disturb us. And I'm not going to say the A word because then mine goes off.

You know, the, oh no, the A word, the C word, the S word. I'm dyslexic. I'm dyslexic.

The S-I-R-I word. So I'm warming up to be a dad, whatever. Okay.

So more importantly, next month is International Women's Day. Okay. Exactly.

So it's coming up next month. Absolutely. Yeah.

Fantastic. So we wanted to celebrate this. So what we're going to do next month, next Friday before advanced, probably about eight o'clock start time, 7.30 TBD. I know it's a little bit early ladies, but we're going to host, well actually I say we, Rachel Davies is going to host a world-class women breakfast on us here at the Belfry so we can celebrate International Women's Day. Does that sound good? Yes.

So it'll be announced in the app. If you want to attend, let Bianca know, we'd love an idea of numbers. Unfortunately, there's not as many ladies as I'd like in this room.

So hopefully lots of you can attend if that's possible. And obviously Rachel will be hosting it. So yeah, we can have a fantastic little kickoff to International Women's Day because it's actually on advanced that Friday as well, which kind of is great timing.

Another new initiative that we're really proud of is the PE Parents Initiative, just to show our parents who's been on a call already with Claire. Okay, cool. Quite a lot of us.

So Claire is a fantastic entrepreneur on our programme. She's led this from scratch because she said there's no blueprint for parenthood. All right.

Apparently that's true thing. I wouldn't know, but these calls are, well, first of all, there's no cost to these calls. Okay.

They're free. They're being put on by Claire and by us, and it's supposed to be supportive. So all of us, people, all of you guys with kids can share the challenges that you have of bringing up children and also trying to run a business.

So it's a really good place to just share. If you're having problems, you might want to share tips, hacks, tricks, or you might just want to tune in and listen. You don't necessarily have to share.

And this is going to be on the third Thursday of every month now. It's going to be a regular staple at midday on the third Thursday. So if you haven't joined yet, you'd like to check it out, stick it in your diary, put it on your action list and attend because I think that's going to be super high value.

So moving on. So we are in winter. Okay.

We're in winter and I'm really delighted to see an absolutely full house today because it means we're all executing. Okay. I called the video if you didn't catch it on the app for me, this is separator season.

This is where you separate yourself from everybody else for your competition. This is where we're getting stuff done. We're working on the business, not in it.

And that's how we get the level up game changes. So it's separator season. It's where the rubber hits the road.

And if you have a hard winter, you'll have an easy summer. But if you coast during winter and keep getting sucked into the noise of your business, you're going to have a very hard summer because you haven't built any leverage. You haven't done anything new in your business.

So you've got two choices. You can either spend 12 weeks now grafting and really feeling the stress and getting up a bit early. And to be honest, probably being in quite an uncomfortable situation to get that winter hit list done, to have another 12 months of improved leverage, efficiency, enjoyment in the business results.

Or you can have a cruisy 12 weeks when your competition aren't really doing much and then struggle for the next year because you didn't really change anything and you're in exactly the place you started the year in. So that's your choice to make. And this is the main project we should all be thinking about this quarter is our winter hit list.

It should be the first thing we think about in the morning when we sit down to do our work. So prime time, our prime time workshops. We've been getting rave reviews about the new style of advance where we're actually setting you up, teaching you some content and giving you time and support in the room.

So thank you for your feedback on that. So we're doubling down on that. We're having another session on that today.

This is going to be, these are going to be a common place now. So we're calling them these prime time workshops. This is now what you've come here to do.

You've come here to hear some content that every month you should be coming in to think, I'm actually going to get some on the business work done. This is not just a jolly and a chance to hang out with my friends. It's actually a chance I'm going to do some business development.

So come with that mindset because we're seeing people get results already from this. So workshop five. So who wants to be highly leveraged and highly lucrative in their business?

Just to double check. Fantastic. Okay.

Because at the end of the day, the only way we can do that is to nurture world-class talent. One of the questions I got in mastermind last night was how did you do it in capital living? And there's a number of answers, but the main answer was just hiring really great people, really great people and paying for it and being happy to pay for it.

So what we want to do is we want to nurture and motivate that world-class talent. And one of the ways we do that is with phase contracts. We give them different milestones to achieve through their journey.

So they can always see that progressing. We're always moving the carrot and that's what high performers want. That's what we want.

We want to keep moving forward and we need to do the same for our people. Okay. In session two, we're going to step back from that management leadership part of our teaching.

And we're actually, we've got a special guest coming in who is going to talk about something which we all probably already affected by. And we need to understand, and this thing is so fast that we need to be ahead of the game. So there is a new technology revolution coming.

It's called AI and we don't want any of us to be left behind. So we've got Ben Kilner coming in to talk about the art of AI, how things have moved on from last year, for those of you caught his talk last year. And it's going to give you some practical in-depth advice, tools, tricks, things you can use to help you get your winter done easier using AI.

And then after lunch, we're going to come back and we're going to carry on the highly lucrative, highly leveraged, do nothing, delegate everything mantra by talking about how we actually incentivize that world-class talent. How do we set up their pay, their packages and their incentives? What do we need to pay them?

How much? When? To make sure they move up within our business and don't move out of our business.

Okay. Because high performers, if you don't keep raising the bar and paying them well, they will eventually leave. And then you really will be in a difficult situation, all that investment and time and energy you put into your star performer, you've taken them for granted and they've jumped ship.

Okay. So put this all together and you can be this highly lucrative, highly leveraged entrepreneur. So all of it's there for us today.

You started out today? Yeah. Fantastic.

All right, let's get going. So a little bit behind the scenes from what I've been doing. So first of all, clearly our blueprint is to celebrate your clients in your business, the best type of marketing you can do is to celebrate your clients.

Think about all the successful business that put their clients front and center of the story. No one cares about you. They care about the results you can get for them and the results you've got for other people like them.

Okay. So I'm incredibly proud of the results that Mastermind has got for our clients. So obviously I just want to say a massive congratulations again to Craig for winning last month.

Should we give Craig a huge, where is he? Craig and Valerie for coming runner up, both members of the Mastermind. And we had two other finalists, Anthony and Matt, both from the Mastermind.

So for me, makes me incredibly proud and genuinely an absolute privilege and honor. So super well done to them. And in case you didn't know, we didn't do the official in-house, but I think you probably got it, but we are going away for seven days to Bali to do a full on retreat near where I live, near where I bought my land to just have a fantastic celebration for the year.

So I'm super, I wanted to do it in May. I'm already excited about it, but the retreat center was sold out. So I've got to wait until September to do it.

I want to go now. And what else are we doing? We've been hiring.

Thank you to those who shared this video. You know, we are trying to get ahead of the game. Our championship season starts early.

You know, really we start our campaign now in April. So we're already hiring. We're doing four key hires.

We're doing everything we can. We've had some, we put a marketing job advert out. We had over 500 applications for a well-written job advert.

It was absolutely incredible. I asked the recruiter to write another job advert for our finance position. We've had five and a half applications.

Okay. So don't always trust the professionals. Okay.

It just goes to show some of those things are very high value work, which we should be doing. And all I did was follow the blueprint. So we're in full swing.

We're executing the blueprint. We want these team members to come on in or before the spring. So we're hitting the ground running.

Okay. We're absolutely flying out the blocks for championship season. So maybe you're in the same boat, some experienced entrepreneurs, and maybe you're doing the same.

You're already getting ahead of the curve. So over to you a little bit now. So what we're going to do is you're going to scan the QR code in your workbooks.

If you open your workbooks, and what you're going to do is you're going to review how you did for January with your 10 game changes for Jan. You're going to scan the QR and you're going to record your score. So it's right in the front of the workbook, next to the accreditation.

So just super quick, shouldn't take more than 10 seconds. It's in the work. Yes, of course.

So you might want to check your game. If you've got your game of four quarters workbook, you might want to get that out. Double check what you got.

Once you've scanned it and you've entered your score, then you just put your phone down, cross your arms, look at me.

[Speaker 10] (24:21 - 24:25)

So those people in WhatsApp right now, stop. Those people on Instagram, stop.

[Speaker 11] (24:33 - 24:46)

Good. What if over the course of the month, you were like, actually, that's not something I really want to get done. And so I decided not to do it.

Put an honest score.

[Speaker 2] (24:46 - 27:42)

If you decided it wasn't for you, it's out of 10. So is it out of 10? Does the link go to 10?

Yeah. So good awareness that you didn't do it, but it's just the score you got. Two parts to being a successful entrepreneur.

One is setting a realistic target and really thinking about the target. And then the other one is doing it. So if you find yourself, you've set yourself a wrong target, that's just feedback for you.

So kind of a low score kind of signifies, okay, I'll do better next time. Saying a better, thinking about it a little bit more. Okay, good.

Hopefully everyone's done. Right. So moving on.

Session one. We're ready for session one. This is it.

The professional development plan. This is what I was talking about. This is the plan that every high performer in your business needs.

If you've got world-class talent and you want to hang on to it, they should be on one of these plans. This gives them a roadmap of what to do. Most entrepreneurs hire someone great, probably pay them well, and then breathe a sigh of relief and take their off the ball and go and fix another problem.

And then 18 months later, that team member comes back to them and says, I need some more money, or I'm leaving. And they're like, what happened? I thought we were good.

You were doing so brilliant. It's like, yeah, but I shouldn't really have to ask for this pay rise. I shouldn't really have to ask for more responsibility.

I don't really know where this is going. You keep saying it's going somewhere, but where? This is the reality that most of our team are in.

They don't have a runway for success. And the moment a team member approaches you like that, you've lost leadership control, haven't you? You've lost it.

You're now in the backseat. Now everything you do is reactive, and you're doing it to try and keep them happy. Now, they're in control.

That's not good management or good leadership. With a professional development plan, you can give them a stairway to heaven. You can ask them what they want from their career every year or as often as you want to do this, and you can help them get to that place that they want.

Whether it's autonomy, managing people, a certain amount of money, less hours, more hours, whatever it is that they want. Your job as the entrepreneur is to try and build a package to help them get what they want, so you can also get what you want. They'll feel motivated.

They'll be relaxed. They'll always be striving for the next milestone. You'll get so much more out of them.

You'll keep them, and they'll just think you're the best boss since sliced bread. So that's exactly what we want to do in our business, and that's what these professional development plans do. They are fundamental.

They absolutely help me in capital living. Also, I've got them wrong. I'm going to be sharing with you after Dan's session how I've messed this up.

I've really messed this up. So you really don't want to do what I did. You probably want to do more what Dan did.

So without further ado, let's give a massive Property Entrepreneur Advance welcome to Mr. Daniel here, ladies and gents.

[Speaker 9] (27:42 - 27:52)

Thank you. Thank you very much.

[Daniel Hill] (27:52 - 32:41)

All good, ladies and gents? Excellent. So today's all about do nothing, delegate everything.

And I had a chat with the board yesterday, and one of the things that became really clear, and I want to sort of make explicitly clear for you guys is understanding as an entrepreneur, which is not a landlord or an investor, a proper entrepreneur building a business, there's one objective, which is basically top of the pile, which you need to aim for, and you want to write this down. So the aim of the game is to know what you want, then get other people to achieve it for you, and the most important bit, because they want to. So the aim of the game is to know what you want, and that was your strategy day presentations.

You all know what you want. You sat there, you spent three months figuring out what you want. The second thing is you're not going to do it yourself.

It's do nothing, delegate everything. You're going to give all of those tasks to other people. You're not a self-employed landlord.

You're a property entrepreneur. And the third is you're not going to do it by using carrots and sticks. You're going to create an environment and an opportunity and a runway for highly talented people to do it because it's in their interest, because they want to do it.

And that's the aim of the game. And if you look at any of our companies, you speak to any of our team, they're driven, they're focused, they're high performers because they're invested in and they're on their own journey. In 2012, I had some private mentoring with Roger Hamilton over at his resort in Bali, and he said to me, the biggest change you can make as an entrepreneur, if you want to achieve your dreams, is to figure out the art of helping other people to achieve theirs.

And that was something I took on board within building my teams and even within our community. The aim of our success as a platform and a community is being able to enable you guys to achieve what you want. And this is what PDPs are all about.

Professional development plans are the art of creating runway for your team and high performers to drive through your business. Now, to manage your expectations, and for those of you that don't have a team and might already be discounting, thinking this is not something you're going to use, trust me, you are. And I'm going to show you how.

To manage your expectations, this is an art form. And the reality is most people outside of proper entrepreneur do not know how to do it. So crafting incentives is an absolute art form.

And what I mean by this is the ultimate aim of the game is how can you get people to do what you want them to do, but it be in their interest. And this whole process, it very much is an art form. This blueprint is to take you through the art form and try and make it as easy as possible for you to replicate the successes that we have in putting this in practice in our team.

From a mindset point, you want to start thinking about leadership. And this is a high performance leadership blueprint. It's not management, which is like SES, challenging conversations.

This is leadership, which is all about taking a team with you. And I'm going to show you as we go through how that works. And also, you might think because it's HR and it's teams, it doesn't apply to you.

It's also the art of deal making. When I'm sitting there and I'm doing deals with my team that work with me, I'm negotiating a deal. When I'm supporting or mentoring the board or Adam or Josh to do PDPs with their team, it's all about crafting a deal.

And the deal's got to be a win, win. It's got to be sustainable. It's got to make sure that everybody, it works for everybody.

So whether you're in property or business, this is exactly the same logic as negotiating it. So I'm going to take you through the six steps, and then we're going to actually do it in the room. I'm going to give you a copy of a PDP that we've done, an updated one for this year.

It's already done, dusted, signed, sealed. And I'm going to give you a template so you can do it in practice. And the aim of the game is by the end of the day today, it's going to do session one and session three.

By the end of the day today, you leave with one PDP done, and then you can go and roll it out to your team afterwards. So we're going to kick things off with what is a PDP? Who could tell me what a PDP is?

Yes. We've got some mics. So personal development plan, spot on.

And what is the intention or the objective of a PDP? We're going to go to the back, Richard.

[Speaker 12] (32:42 - 32:50)

So it's like a roadmap for somebody so that you're showing them the journey for how they're going to develop and achieve what they want.

[Daniel Hill] (32:50 - 33:08)

Yeah, very good. And when we're trying to achieve it for the team, what are we trying to achieve? What's the number one objective of doing a PDP?

When you're sitting there and writing it, what's the one thing we're trying to achieve? Yep. Oh, nice.

Okay, I better do some work. Do nothing, delegate everything. Bianca, you know it's got.

[Speaker 6] (33:10 - 33:13)

So it's to generate motivation and hunger and desire.

[Daniel Hill] (33:14 - 33:24)

Generate motivation, hunger, desire. Absolutely. That's part of it.

So that's what we want for the team. And then shut the mic over here. There's going to be quite a lot of this today.

So I hope everyone's had some sleep. Tej?

[Speaker 2] (33:25 - 33:29)

It's also to give them clarity on what's expected of them and what they get for it.

[Daniel Hill] (33:29 - 35:03)

Perfect. So pull those two bits together. The aim of the game is to provide a roadmap and progression and motivation and incentive for a team member whilst delivering the aims, objectives and targets of the business.

That's it. It's in their interest. It's all about what they're going to get.

And it gets them excited and gives them what they need, helps them achieve their dreams whilst simultaneously delivering the targets, objectives and plans of the business. Why do we do this? Why is it important to actually have PDPs?

Why bother? Why is it valuable? We'll stick some.

In fact, where's the mic? What we'll do is go around. There's loads of reasons to do this.

We start with, there we go, Chris, start with your table and then we'll go around. Why bother do a PDP? You employ people, you pay the bills, just let them crack on.

Why should we do one? What's the benefits of that? Perfect.

So direction. And specifically, the point I talked about earlier, the aim of the game is to know what you want. And you all stood up here last month and said exactly what you want and then get other people to do it.

That's the direction. The PDP enables them to get what they want whilst delivering the plans of the business. Chuck it to the table behind.

No pressure, guys. We need to include catching on John's PDP this year.

[Speaker 11] (35:04 - 35:04)

Thank you very much.

[Daniel Hill] (35:05 - 36:30)

It gives people a purpose. This is a huge one. It's purpose.

Obviously, I can't spell. Well, no, we're still waiting to figure out what I worried you were going to say. It's purpose.

Yes, we all have to go to work. We all have to learn and live in. But it's so much more enjoyable, productive, effective if people feel a purpose.

They're part of a plan, a journey, an aspiration, a headline strategy, objectives, absolutely, a culture. Over to the next table. Motivation.

Perfect. Motivation. It doesn't matter how much of a good leader or manager you are, your team needs to be motivated to turn up and do the hard miles, do the heavy lifting, deal with the change management.

Valerie? Clarity. Absolutely.

Clarity. Adam said, he's had a challenge recently. His team didn't really know.

You said we're going somewhere, but where are we actually going? One of the biggest reasons people don't perform or don't deliver for you, and I taught this on the board last month, a blueprint called Box with a Bow, one of the biggest reasons your team don't deliver for you is they don't know what success looks like. You'll say, oh, this person's really annoying me because they're not managing my inbox properly.

But have you ever given them a service level agreement which says emails that come in before three have to be responded before three, after three, before 10 a.m. the next day? Most people in your team don't know what you want. They don't know what success looks like.

And this is the way to get there. Next one.

[Speaker 13] (36:31 - 36:34)

It's a perfect reference point for review.

[Daniel Hill] (36:34 - 43:40)

Amazing. So, Leon, absolutely. Reference point is what are the two things that we talk about?

If you're going to manage a team, especially a team of high performance and a high performance culture, what are the two things, the only two things you need to do with your team from a management point of view? What's the art of high performance management? It's clear expectations, clarity, and challenging conversations.

And what the PDP does is it gives you that reference point which says, yes, day to day we're answering emails, we're dealing with problems, we're doing all sorts of stuff. But when we meet in that monthly PDP review and we have our quarterly general meetings, it's black and white, clear what should have been achieved, and then you can refer back to it to see where you are. And it makes having a challenging conversation very easy because it's black and white what should have been done and whether it's actually been achieved.

Next one. We would put targets. Targets, yeah, absolutely.

And when we talk about knowing what you want, all of you stood up last month and came up with a tangible target. Every single one of those tangible targets now needs to go in somebody else's PDP. That's the art of delegation, the art of delegating everything and doing nothing.

And on the table? What about just basically on details, so they've got all the details in one place and then they can review it and go back to it? Yeah, I'd say in the same way as clarity and reference points is obviously we're getting to the seventh table now.

You've got the hard miles because we're running out of options. I'll take it anyway. That is detail, absolutely.

It's all in one place. It's not in WhatsApp messages and conversations you had on a Friday over a beer that neither of you remember. William's going for the distraction strategy of pouring water all over his homework.

I was going to say progression. Progression. That's a fantastic one to finish on.

The aim of the game is progression. It's called a professional development plan. And for the people that it's suitable for, that's the aim of the game.

When we're talking about PDPs and progression, where opportunity goes, talent flows. And what you'll realize in your business is that talent will either flow through your business, and it's my primary job as owner of PPN UK, is to provide enough runway for all of the people in it to keep going and going and going. And for those of you that have been with us for more than a couple of years, hopefully you see every year, every month, we're constantly seeing how can we push it and push it and push it.

Where opportunity goes, talent flows. And talent will either flow through your business, because you provide runway, Adam's stairway to heaven, progression, or it will flow out of your business. Absolutely.

If you don't provide the runway to keep it fun, sexy, exciting, progression, people are going to go and find someone else who is. This is why, as a leader, you need to start to understand that PDPs is a fundamental part of a growing business. And as a leader, which you all want to be, whether it's a leader of your clients and community, or it's a leader of your team, you can only get up to level three leader without PDPs.

In order to get to level four and level five, you have to understand how PDP works. The five levels of leadership, the first one is all about position, which basically means people follow you because they have to. You're their boss.

You're their manager. The second is about permission. And what that means is people follow you because they like you.

They've got to know you. They like the way you do business. You get on, and they follow you because they like you.

The third is where most high performers get to but stop, and most entrepreneurs get to and stop. The third is production, which is all about results. And what it means is people follow you because of what you've achieved.

You've made the money. You've got the house. You've got the car.

You've hit the targets. You've broke the records. You've won the medals.

People follow you because they know you're good for it. You've proven that you're a high performer. But unless you understand level four and PDPs, you'll be stuck at level three.

Level four is where at level three, it's what you've done for the business and what you've achieved for yourself. But level four, which is reproduction, is about what you've done for them. And when you start to use PDPs, it really is moving the focus.

And I spoke to a couple of board members. I forget exactly who it was. And I was saying the biggest thing that's getting in your way at the minute is you're still focused on what you want to achieve and what your targets are.

And you're leading from the front by achieving your own targets. If you want to actually lead from the back, you need to understand how to invest in your team. And Adam, Bianca, Josh, all of the senior people in our business who run the companies, Jen, Andy, who run the businesses day to day, they're doing it because they want to.

Because I've invested. Not only have I proven I'm good for it, they're turning up every day because it's in their interest. Because I've proven that I can invest in them.

And this is level four leadership. And the only way to do that is using PDPs. This is going to be the shift to moving from the front to the back.

I did a podcast episode, number 66, to add it to your action list for the month. And what I've done in that podcast is I've taken the five levels and I've applied them to the Property Entrepreneur Blueprint. So when you listen to it, it will tell you for each level, what tools do you use?

And it goes from basic sort of SES up to all the way at the top at the pinnacle about profile and brand. So this is all about the shift from going from level three to level four. Level three is I've achieved this myself to level four.

I'm going to invest in my team to go and achieve what they want to achieve. Good mindset piece in this, which might sound alien for a lot of you, but this is where we move from management to leadership and move from being a landlord or an investor into a property entrepreneur. It's genuinely the more you give, the more you gain.

And that might sound backwards. Those of you that still think it's a good idea to negotiate package with people. Someone comes in and they want...

Their last roll was £20 an hour and you're trying to get them in at £17 an hour. And the whole thing is about how low can you get them. That's a very entry level strategy.

The aim of the game is if they want 20, how can you find a way to give them 22? The more you give, the more you gain. We've got the mic.

We know what your friend's like today, William, don't we? How was that?

[Speaker 5] (43:40 - 44:32)

Oh, sorry. I completely take it back. Rachel?

Just wanted to share something on this success we had. So similar in previous years until I sort of got on board with this is I probably fell into that first category that you mentioned of not giving as much as I could have. And we changed it as of the start of January where the people that were doing rebooks in our team for my marketing company is on those rebooks, they never got any commissions.

As a result, we'd get good rebook rates, but not where I thought. As soon as I switched it, so they got 5% of that value of it before they got no commission. It doubled their earning potential.

Since the start of January, we've had £66,000 worth of rebooks that we wouldn't have otherwise had just because of that 5% I gave them.

[Daniel Hill] (44:32 - 55:26)

If you could give your team 22K that you weren't expecting to give them, which sounds bonkers, but they delivered you 66, which is a net of 44, who would do it? Absolutely. And this is that aim of the game of getting to a point where you see the more you give, the more you gain.

And also, this is a bit of a double entendre because it's a mindset and it's a leadership thing and it's very karma credits if you go down that route. But it's also a double entendre, which we'll talk about later about what do you actually give people in the fact that if you have to give more, so let's say one of your team members comes to you and puts a gun to your head and says, look, I've been out looking for another role. I've been offered this pay rise.

I need X, Y, Z to stay. It's like, right, well, if I need to give you more, I need to gain more unless you've been fundamentally underpaying them. The aim of the game is just to find a win-win.

And we're going to go through this. We're going to go through this now. So who are PDPs suitable for?

They're not suitable for everybody. PDPs are used in two cases, and one is probably better called a phased contract, and the second is more like a PDP. So a phased contract would be used where somebody starts a new role or is in a position and just within their role has a progression.

So at Multilet UK, all of our property managers, we had like six or seven property managers, they were on a phased contract, which meant the first six months was probation, and they were called a junior. If they passed the probation months 6 to 18, they were a property manager. After that, they could go on to the next level where we would pay for them to their Arlo accreditation.

Once they've done their Arlo accreditation and hit certain KPIs, they would go up to become a senior property manager. And this was what we call a phased contract, which isn't necessarily customized, but it's just a laddered approach to bringing people into your business. So it could be in their probation, it could be for the whole of their employment, but it's just the way that that role works.

PDPs are more specialized, and they're really for senior team members, high performers, they're for the people that are there, they've got a growth mindset. And it won't be everyone, it will just be those people who want it. They want to drive, they want to grow, they want to learn, they want to develop, they want to progress.

And this is what who a PDP is for. Who can tell me when we do PDPs? There's a certain time of the year, we don't do it through the year, we do it once a year.

Anyone tell me when we do them? Start of financial year. Absolutely.

So this is a winter project, and the window for all reviews, every single person in your business is January, 1st of January to the end of March. And why do we have to wait to the 1st of January to start thinking about what people are going to be doing next year? Absolutely, yeah, because autumn is strategy, you get to Christmas, you go to bed knowing exactly what you want.

And then from the 1st of January, it's all about liaising with the team, building out packages, progression plans, PDPs, bonuses, salaries based on where the business is going. So January to March is when PDPs are created. They start on the 1st of April, and then they run for 12 months.

The good thing about this is that Adam alluded earlier, everybody knows where they stand. Everybody knows that they get a review between January and March, and they know that if their package is changing, or they're getting a PDP, it goes live on the 1st of April. And it means everyone knows where they stand, they know what the cycle is, they know how it works, you don't have to have difficult conversations outside of that, you don't get blindsided by somebody who's expecting something that you haven't given them.

It's crystal clear. How do we do them? So if you think about phased contracts, which you're probably familiar with just in basic employment is you start as a junior, you pass your probation, you then become a team member, maybe you work up to a supervisor or a manager, an assistant manager, general manager.

That's basically a phased contract. It's just how the world works. Where the PDP comes in is layered learning.

And if you remember, the concept of layered learning, if you think about when you go on holiday, and you get those glass vases that are full of colored sand, and they've got the most beautiful camel and palm tree all like layered beautifully, that was created by somebody pouring sand in really delicately at the right time. And at the end, it looked amazing. And it was complete.

A PDP is exactly the same. If you just turned up and said, right, from 1st of April, here's what you've got to achieve this year, and chucked all the sand in at the same time, success is unlikely. They're going to be confused, baffled, not going to understand what they want, overwhelmed, you're off to a false start.

So layered learning, whether you're onboarding a new team member or leveling up an existing employee is through layered learning, is laying this PDP on bit by bit. So there might be a first phase within a PDP, a second phase, a third phase, and bit by bit, you advance them to the next level. It might sound slow, it might sound tedious, but the aim of the game is to lay each brick perfectly.

And you do that over a series of months, years and decades, and you end up with a world class organization. So when we think about this from a cultural perspective, how does this work from a cultural perspective? Business is a team sport.

And what we want is that everyone is completely aligned, because they're all running their own race. So every single team member has their own targets, their own contracts, their own deliverables, their own my house. Everybody knows independently what they're doing.

They have a package, and in some cases, a PDP that reflects that. And collaboratively, all of those players who are feathering their own nest as a team run for the business. It's not everyone doing it for their manager, so the manager can hit their targets.

It's not the managers doing it for the director, so the director can make their profit. It's every single person is doing it because they want to. So I'm going to take you through the process now.

And the objective through this is to do nothing, delegate everything. And I'll make it really clear how you do this step by step. And for a mindset shift, for those of you that have already got teams, is you may well be the captain at the moment.

You're on the pitch. You're running around with the team. You're very much in the thick of it, working up a sweat.

But you're the one calling the shots. You're the one rallying the troops. You're the one in there doing it.

A PDP is your first step from going from being a captain of the team to being the coach. And you think about what the coach does. The coach does most of his work before the game even starts.

By the time the game starts, the coach is on the bench. There's very limited they can do when the first whistle goes. All of their work is done ahead of that, in all those months leading up to the game.

So for us, the winter ahead of spring in football or basketball, it's the season or the year up to the championship. And during that time, they're bringing on new players. They're exchanging people.

They're creating packages, training plans, strategy. This is the first move for you becoming the coach where the result of your business is not based on you turning up and working hard and making deals and making sales. It's about finding those world-class team players, getting them on the pitch, giving them the right contract, giving them the right targets, giving them the right progression plan.

So when the whistle goes on the 1st of April, your job's essentially done. You step back, and it's over the team to see who can and who can't deliver. So there's three steps to this.

I'm going to take you through these in turn. The first is the strategy. So all of you stood up here last month and said you've got a strategy you want to achieve, which includes tangible targets.

That's step one. The good thing is you've already completed that. The second is understanding what the objectives are.

So these would have been the objectives of your business, and again, the tangible targets. And what we're going to do is we're going move them from the business focus, from the strategy day presentation, into the PDP. And then the third is the execution.

And if you think about this, when we talk about do nothing, you know, today's all about do nothing, delegate everything. Do nothing, you've already done the strategy and the tangible target. So we can put a big tick through that.

You don't need to worry about that. If you do this right over the next four weeks, and you build these PDPs, and you follow the blueprint that I'm going to give you, and you do it with the right intention, when you get to the 1st of April, the execution of all of those things you've said you want to do, new products, new services, new website, higher conversion rate, launch new products, whatever it is, everything that you can delegate, you don't have to do.

So it's all going to be done by you. So actually, your aim of the game as the coach, not the captain, is to take that strategy and those tangible targets, build it into the objective of your team, and put these PDPs together. And if you do this right, by the time we're here next month, in four weeks, a high percentage of everything you want to achieve this year will be delegated to another team member.

And I'm going to take you through this in practice. So a few little secrets. And then the steps for you to take to put this together.

What do you think the secret is to getting this right? Because I see more people get this wrong than right. And the aim of the game is, I've made this blueprint so simple, that hopefully, the majority of you are going to get it right.

What's the secret to getting this right? Who can tell me? Akash.

Oh, sorry about that.

[Speaker 13] (55:27 - 55:32)

Do it in order. Don't try and, yeah, don't try to get big even more important than that.

[Daniel Hill] (55:32 - 1:02:59)

Who's got another one? Yep. Listening to what they want.

Yes, absolutely. Listening to what they want, because what's the most important thing? What's the most important thing to any of us in this room?

But if you could give your team one thing, what is it? Hope. Hope, time.

What they want. Absolutely. W-I-I-F-M.

Write it down. W-I-I-F-M. W-I-I-F-M.

Dale Carnegie says the sweetest thing that anyone could ever hear is somebody using their own name. The most powerful thing you can ever give somebody is what they want. What's in it for me?

That's what anyone cares about. You guys are here because it's for you. Yes, some of Adam's jokes are a little bit funnier than mine.

Most of Adam's jokes are funnier than mine. You're here ultimately because what you want. We come in and we have some fun, but you're here because you want to be here because it's in your interest.

The most important thing is you give people what they want. The secret to success is giving people what they want. The steps to success is finding out what that is.

Because it's very easy when we start talking about team members. What's the first thing you think about when you think, right, I'm going to give my team member what they want? What's the first thing you're thinking?

Yeah, absolutely. It's going to cost me a fortune. If you read this month's book club, Drive.

Who's read Drive by Daniel Pink? Third of the room. The basic message in there is, yes, money carries weight to a certain point, but actually there's so much more in it than money for the people that work with you.

And in session three, we're going to talk about what that is. So the aim of the game is to find out what that is. And to manage your expectations, you may or may not have already caught this, but different profiles have very different aspirations.

So Steele's, for example, you might think I'm going to create a really heavy bonus package for my finance admin team. Actually, like Steele's would much rather have security than they would more money. Like security, clarity, the ability to do a good job, control over their workload rather than going out there.

Blazes, on the other hand, like to make the tills ring. If you want to go out, if you want to get a blaze to make more sales, as Chris has said, pay them more money. And if you can pay them a million to make you 10 million, absolutely do all day long.

So the secret to this is it has to be a win, win, win. And by win, win, win, I mean it needs to be a win for your team member. So they have to look at it and be like, do you know what?

And they literally have to bite your hand off. You have to give it to them. They're like, this is everything I wanted and more.

They bite your hand off the opportunity. It has to be a win for the business. And the business has to ultimately benefit.

It has to increase in performance. It has to add value to the clients, create a better experience. The business has to win.

And then third, as a company owner, you have to win. It has to make you more money. I'm happy to sign checks for 100 or 200 or 500,000 pounds to recruit people and buy stuff.

But all I'm looking at, and Adam and I talked about this the other day, I said, I'm always happy to spend. But I'm not looking to spend on expenses. I'm looking to make investments.

If you tell me you need 50,000 pounds to do X, Y, Z, I'll write you it tomorrow. But it's got to make me 60, 70, 100, 250. When you see your team as an investment and not an expense, the game will change very quickly for you.

When we're talking about this as an art form and doing deals, the art of doing a deal is all about win-win. It has to be a win-win, and in this case, a win-win-win. And you need to understand this.

Even if you convince yourself in the short term it's a good idea, if you cut a deal with somebody, a team member, an investor, whatever, if it doesn't work for either of you, sorry, if it doesn't work for one of you, it won't work for either of you. I guarantee you, even if you think, do you know what, I've just screwed them over. I've just knocked them down 30% on what they wanted.

You might think short term thinking, you might think that's worked for me. I guarantee you, in the short, medium, long term, it won't work out. If it doesn't work for one of you, it's not going to work for either of you.

And the aim of the game is to make sure this is a genuine win-win-win. So the hardest thing, and this is where I've already seen people go wrong this year with it, is to keep it simple. Same as an operation manual.

If it's 50 pages long and it's got artists growing arms and legs, the reality is nobody's going to read it. And even if they did, they probably won't remember it. The hardest thing is to keep this simple.

And I'm going to take you through four steps to keep it simple with the aim of the game by the end of today to have your first one done. So step one is to distribute your strategy day. And what this means is getting those objectives up, getting those targets up, and do nothing, delegate everything.

Look at each of your targets and objectives and think, rather than when am I going to do this or how am I going to fit it in, think who am I going to give it to? Same as a winner hit list. Who can you give these objectives and targets to?

That's the first step. Again, do nothing, delegate everything. You know what you want.

We're going to delegate each of those bits. The second is to draft a PDP. And by this, it might just be a few bullet points.

It might be a full draft of PDP. But what we're going to do is we're going to draft it. And in the same ways that we create a strategy, we're going to creatively collaborate a PDP.

You don't necessarily create a PDP for a team member based on what you want. It's a collaborative process of understanding what they want and putting it together. So you create a draft.

And then the third step would be to meet with them and say, look, based on what I know about where you are, based on what you shared in autumn about your aspirations, what you want more of, what you want less of, this is my best reading of what I think you want. You send it to them ahead of time. You have a review meeting to go through it.

And then based on their feedback, their comment, the detail, you work up the final draft. And you'll know whether this is going to be successful. The mindset when you're creating this is that you give it to your team.

You give your team member the final version and say, look, this is your PDP. And they literally bite your arm off. I didn't put a message up here because it's not suitable to do.

But I had a message. The one that I did last year, literally send it out. They come back, send me a big, long WhatsApp message saying how grateful they were.

They're not going to let me down. They can't believe they found such a fantastic opportunity. And that's what we're looking for, somebody that's going to grab it.

And what that is, is one of my whole objectives delegated to one person. And their whole year now is to deliver that part of my strategy, because they want to, it's in their interest, and they're chuffed. They can't believe that they've been given the opportunity.

It's a win. It's a win. It's a win.

This is the aim of the game. So we're going to go into the primetime workshop now. And we're going to work on this.

In the vault, oh, Adam.

[Speaker 2] (1:03:02 - 1:03:08)

Do you talk about enumeration? If enumeration is part of it, at what point do you introduce that into those three steps?

[Daniel Hill] (1:03:09 - 1:05:32)

So really good question. I would say it depends who the person is. But it will either be a step two or step four.

So if you know exactly what this person wants, as in you know what role they want, what it's going to involve, and the financial element of it is a key point, either that they're going to get a significant step change, for example, or maybe that's one of their objectives, they want to make more money, you would include that. If however, it's a draft, and you don't know whether it's actually what they want, there's no point putting bells and whistles and numbers on it just yet. But in theory, my understanding is you want to do this role, which means I need to delegate this workload and get this off your plate by getting you an assistant or delegating it or just getting rid of it.

And if they say yes, you've then got to go away and figure out how much that's going to cost you. And you want to take on these new responsibilities, which are higher value for you, there's progression for you, the higher value for the company, in which case I'm expecting to pay you more. And when you get the value add minus the additional cost, it's going to cost you to delegate, then you would work up a package.

So either in step two, or step four, the one that I'm going to share with you, I did that in step two. So I already knew pretty much exactly what they wanted. And I gave it to them.

And actually, there was zero feedback. When you get really good at this, there'll be very little feedback. Last year, I didn't have a single, including people in the room, a single PDP that I structured, that came back to me, I gave it to them.

And they're like, it's exactly what I want. The money didn't even get talked about, because I made sure it gave them what they wanted, and some, and they were literally signed off there and there. For those of you doing it the first time, you're probably going to feel your way, feel your way a little bit.

So I'm going to give you an example of a PDP, one of my PDPs that I've done. And like I said, it is an art form. I've also created this into an updated template for you.

So there's already one on the vault from last year, but I've created a new one, which is even more simple for you on the vault. So if you want to get your laptops out and go into the vault, you'll find this year's template. And what we're going to do while you do that is we're going to hand out a copy of one of my PDPs.

[Speaker 2] (1:05:36 - 1:05:43)

Yes. The example's not in the vault, but it's printed, but the template is in the vault.

[Daniel Hill] (1:05:43 - 1:05:49)

Perfect. Sorry. Yeah.

I thought I said that. The template is in the vault, and we're going to hand out, while you do that, we're going to hand out a printed copy.

[Speaker 2] (1:05:52 - 1:06:20)

If you go into the vault and then you go to Workshop 5, you can get to the vault through the app, through the Property Entrepreneur app. And then if you go to Workshop 5 resources, the template is in there. So we're handing out an example, and then you've got the template to download.

So you can just edit it, format it. There should be no Wi-Fi code for the Belfry. It should just be login.

Just go off and on.

[Speaker 10] (1:06:23 - 1:06:24)

Yeah. So you go to the vault.

[Speaker 2] (1:06:27 - 1:06:37)

Go on the app or on your computer, obviously type in the circle URL and then bottom left.

[Speaker 10] (1:06:43 - 1:06:45)

Adam, can you log me into your laptop, please? Yep.

[Speaker 14] (1:07:02 - 1:07:02)

Appreciate it. Thank you.

[Speaker 11] (1:07:04 - 1:07:11)

Yeah. Thank you very much. Thank you.

[Speaker 14] (1:07:14 - 1:07:16)

Are you all struggling? Put your hand up if you're struggling.

[Speaker 9] (1:07:23 - 1:07:27)

Have you got the link? Do you know the link? You've got the link?

Yeah, yeah.

[Speaker 10] (1:07:34 - 1:07:47)

Yeah. I'll ask that question. It's a great question.

I'll pass down. Yeah, of course. What's that?

It's all right. No worries. Yeah.

[Speaker 14] (1:07:51 - 1:07:52)

Okay.

[Speaker 3] (1:07:53 - 1:08:29)

I did this last year. Yeah. There was a job description.

So input into a couple of years. Came back and added anything, but then I said, that's the job. And that's why these right now, because if they're not the type of people that you go with, but they're really, really solid deliverers of what they need to do 9 to 5.

[Daniel Hill] (1:08:29 - 1:08:29)

Yeah.

[Speaker 3] (1:08:30 - 1:08:31)

Does this work?

[Daniel Hill] (1:08:31 - 1:08:57)

No, the aim of the game is the reason it's called a professional progression plan or a development plan. It's all about progressing. So you just pay them good money.

Equally, I think you can probably always, you would only use this if you're looking for step changes. So like you really want people to take the business to the next level.

[Speaker 9] (1:08:59 - 1:08:59)

Yeah.

[Daniel Hill] (1:09:01 - 1:09:52)

Yeah. Can you... Yeah.

I suppose that's the other aim of the game is if you can get people within their existing package to do your whole strategy for you, you're on to a winner and happy days. You just need to make sure you're paying them right. If they're not already doing it, that's where you can add in.

It's okay. No problem. So for example, Lucy, my old PA, when I started doing this with her about seven years ago, because she's a steel and she's neon, she was great.

She didn't really need a PDP, but what I added was a bonus, 150 quid a month. And she had 12 projects for the year and every project was a level up. And that was my target for the year.

One of my objectives was 12 level ups for the business. She gets 150 quid each month. So if she does it, she gets paid.

If she doesn't, she doesn't. And needless to say, she ended up doing that for three years. Let's type in property on the circle.

[Speaker 10] (1:09:53 - 1:09:53)

Yeah.

[Speaker 2] (1:09:54 - 1:09:58)

And let's see if we can get you there. Or Suzanne can email it to you.

[Daniel Hill] (1:10:01 - 1:10:23)

You wouldn't do it for... This would be for the people that you're really taking on a journey. It's like if you're scaling your company or you...

Yeah, that was it. That was it. Yeah, yeah.

Exactly. The third session is all about pay. If they're not going to go on a journey, how much do you pay them?

Because still, you need to make sure you're paying people right. Yeah, yeah. Scroll down.

[Speaker 10] (1:10:23 - 1:10:25)

Have we got it? That's last year.

[Speaker 14] (1:10:36 - 1:10:43)

Max. Yeah. Members only.

Okay, there's section three.

[Speaker 2] (1:10:46 - 1:10:53)

Should we do questions so everyone can hear? Should we do question Q&A so everyone can benefit? Because actually, Matt had a really good question as well.

[Daniel Hill] (1:10:54 - 1:12:26)

Yeah, absolutely. So we've got a mic for Max. He's got a good question.

While everyone's loading that up, then we'll go through it. Yeah. Who's got a question for Dan?

Or who's got a question for me? A couple of questions here. Chelsea.

And just to confirm, those people who don't yet have a team, the reason you're going to use PDPs is one, if you don't have a team, and that's not the plan moving forward, and you are going to build a team, whether it's a new business or an existing business, this is for the people you're going to bring in, but it would be a phased contract rather than a PDP, which I think is going to be Max's question. Or the second is, if you have no intention of having a team at all, then you can do a PDP for yourself.

And the reason for that is that we're all human. And if you want to drive yourself, building yourself a PDP, so you get rewarded for execution, it's only going to rally up the progress you make by saying, right, and I used to do this myself. I don't do it as much anymore.

But when I achieve X, I get paid Y. So if I complete 100% of the winner hit list, it's phase one of my PDP, me and my partner are going to fly business class, or we're going to go on holiday for a week. And it's a reward.

And you use the PDP model just to drive yourself by working by reward. Max? I just covered it.

Cool. So if it's a new starter, it's basically the same logic, but it would be a phased contract rather than a PDP. Nobody would expect to start a new role on a professional development plan.

This is building on existing. Chelsea?

[Speaker 7] (1:12:36 - 1:12:42)

Rather than adding that there's a PDP available. Do you see what I mean?

[Daniel Hill] (1:12:43 - 1:12:43)

Yeah, exactly.

[Speaker 7] (1:12:43 - 1:12:44)

Add that to the ad.

[Daniel Hill] (1:12:44 - 1:12:53)

Yeah. So if it's a selling point of your culture, if you read any of our job adverts, you'll be able to find them on Instagram. They all say things like, we're a fast growth company, endless opportunity to develop.

[Speaker 7] (1:12:54 - 1:12:56)

Yeah. So like more vague rather than being like this, this, this.

[Daniel Hill] (1:12:56 - 1:13:36)

Yeah. And the way you'd use this would be, you wouldn't call it PDP because they're a new starter. You're not developing it.

You'd call it a phased contract. So probation is all without getting too much into the weeds. Initially, you'd have an onboarding schedule, which would be four weeks.

And say, right, week one, I'm going to teach, you're going to learn how to, for you, use property filter. Week two is you're going to start shortlisting deals. Week three is you're going to start speaking to agents.

Week four is you're going to start booking viewings. And that would be onboarding to get them up to their job. And then what you would do at a more macro level is say, right, well, phase one is your probation, first six months.

And as we go through this, it's exactly the same logic.

[Speaker 2] (1:13:36 - 1:13:54)

And it'll say onboard, and then presuming they pass probation, then you'd start talking about PDPs. Like PDP comes once they're, because there's a few levels to get through, right?

[Daniel Hill] (1:13:55 - 1:14:36)

For a new start, it wouldn't be a PDP, call it a phased contract. You might have four weeks for onboarding, but probation is six months. So multi-let, for example, we would say phase one is probation.

So it's just called probation. And in there, it would be like, these are the three things you have to achieve in the first six months, which would be compliance, 100%, maintenance jobs, less than 10%, credit control, less than 5%. And it would be like, okay, in order to pass probation, these are the three things I need.

Once I've done that, phase two might be, in order to go from a junior property manager to a property manager, would be that they take on landlord duties and you train them on that. And this is where that layered learning comes in.

[Speaker 7] (1:14:36 - 1:14:38)

Does that make sense? I remember doing that last year as well.

[Daniel Hill] (1:14:38 - 1:14:38)

Cool.

[Speaker 7] (1:14:38 - 1:14:40)

Yeah, I think we did something similar.

[Daniel Hill] (1:14:40 - 1:14:48)

All of this is about clarity. Like the aim of the game is every single team member knows what they're doing and when they're doing it and what success looks like. And then Rosanna afterwards, please.

[Speaker 5] (1:14:49 - 1:14:58)

Hi Dan. I just wondered, most of my labor's subcontracted and on a part-time basis. So would I implement some of this or just not do it at all?

[Daniel Hill] (1:14:58 - 1:15:17)

Yeah, not, well, obviously I don't know the details, but on face value for subbies that come in and out, this wouldn't be what you'd go for. But for your subbies, you just want on time, on budget. If they're laying floor or putting dry lining up, it's like you're getting paid six pound a meter.

It's like, it's that. And you just make sure you're paying them on price work, not day rate. That's really where it comes in.

[Speaker 2] (1:15:17 - 1:15:24)

But if you want to progress them to site manager or contracts manager, then they're going to start to take on more responsibility and then it would be suitable.

[Speaker 15] (1:15:25 - 1:15:25)

Yeah.

[Speaker 2] (1:15:25 - 1:15:30)

So it's kind of like functional jobs, maybe not so much, but if you see them growing, absolutely.

[Daniel Hill] (1:15:30 - 1:16:05)

Like you want to set the runway for them. That's a really good point. So if you've got a really strong dry liner and you want to become like gang leader, you say, look, you do a good job for me this year or up to Christmas.

Next year, I'm looking for someone to run this team of dry liners. And then your joiners become your site managers. And that's where that progression comes in.

I haven't said it yet. And I think it's in layer, but just, this is all a gap. In fact, one of the reasons that we use this is it's all a game.

Everyone wants to play a game. And this is the game is, what game am I playing this year? And whatever part they are of the team, whether it's a phase contract or a PDP, they should have this level of clarity, Ros.

[Speaker 7] (1:16:05 - 1:16:27)

We obviously work with a lot of students and they, quite a lot of them think their value is much more than it actually is. Yeah. So how do you tackle when they want to go into an intern job for 40 grand or what their expectations are, are much higher than what the worth of the role is?

[Daniel Hill] (1:16:28 - 1:18:25)

Yeah, good question. So when we say about, it's got to be a win-win-win, and if it doesn't work for one of you, it's not going to work for either of you. If it's a 25 grand role and they know that they've got a wandering eye and there's 40 grand over there for an internship and you can't offer 40 grand, you might be able to convince them to stay for a couple of months or even a couple of years, but ultimately it's not going to work because talent flows through.

If you can't keep it moving, the reality is you'll lose them. So either it'd be to create a runway where you can progress the top performers. And that would start from like, they start off, in fact, we're doing it for speakers.

So the minute we create, how do we keep people, talented people in our sort of team? They start off as, I forget where it is, or they do like a speaking course with us. And then they speak, they'll do like a mid-week mentoring.

Then after mid-week mentoring, there might be a team member on a blueprint and it's creating that progression so people can keep moving. But if the top is 25 and the internship's 40, the right thing to do is to let them go sort of thing. So that's actually the answer, that's actually the solution.

There's also getting a game because when you want performance out of people, if it's flyering, for example, if they're out flyering on a night, if they just get paid 10 pound an hour, 11 pound an hour to flyer, it's not really going to go anywhere. But if it's like, right, this is how we play the game, you all get 5,000 flyers on a Friday night. They've all got a different code on.

Whoever gets the most codes through the door, first place gets 100 quid, second place gets a bottle of vodka and you create this gamification. All of a sudden, you got five students who didn't think they wanted to be there. They just need to pay for their, whatever they're paying for.

All of a sudden there's this game and they're in a little scorecard and they've got a group and they're all competing against each other and they're bossing each other off the pavement. And do you sort of see what I mean?

[Speaker 4] (1:18:26 - 1:19:02)

Yeah, so in my business, it's just predominantly me, but then I do have a VA and she covers so many different aspects of my job and personally, like this sounds great because I now feel a bit like I've actually maybe neglected what she's wanted because I'm always asking her to do things for me. I've never asked her what she wants. Like this is a really good exercise to do this.

She's the first person I've ever employed, but like for something of this caliber, I don't necessarily think it's maybe worth it, but maybe something on a smaller, more filtered down version. Absolutely.

[Daniel Hill] (1:19:03 - 1:20:18)

And for those of you that are employed for the first time, everything feels awkward. For those of you that have been employed for years and never done this, it's going to feel awkward. For the person that you say it to, they're not going to expect it.

So for example, I had an interview this morning before this for one of the senior marketing role that we're recruiting for. And I said, how did you find your interview with Adam? She's like, I need to be honest, I've never experienced an interview like that before.

Because I had my top off. It was a Zoom video show as well. And it's, well, you won't learn this stuff in a business school.

Like this is culture. It's like, it's understanding human psychology. It's getting people to do things because they want to.

But as a business owner, you have to get people to do things. But if you can give someone a position where they do it because they want to, listen to that podcast initially, because they have to, then you'll have your chat and be like, look, what are you looking for? And you create this culture where everyone's developing and everyone's getting what they want.

And for some people, it'll be more growth. For other people, it would just be freedom to work from home when they have to, because the kid's ill, whatever it is. The aim of the game is to literally look after your team.

And it would be absolutely perfect for that.

[Speaker 2] (1:20:18 - 1:20:25)

Yeah, so in short, you could do a PDP for a VA. Don't think it's not worthy. They're not worthy of one.

[Daniel Hill] (1:20:25 - 1:20:59)

Well, this is actually the game. If you think about how talent flows, if you look at everyone in our business, so for example, Adam started as a delegate in seven years ago. He started as a delegate and bit by bit, I created enough runway for him to progress.

Bianca, who's just walked in. Hello, Bianca. Started as an ops assistant and within like two years was head of operations and events.

And he's now going on the next level to take the next level of responsibility. It's all about creating those levels. And everybody starts, a lot of people start at the beginning.

So absolutely, if they want to progress, that's the place to start.

[Speaker 3] (1:21:01 - 1:21:03)

Oh, can I get the mic, please?

[Daniel Hill] (1:21:04 - 1:21:06)

Should have known, follow up.

[Speaker 4] (1:21:07 - 1:21:30)

Yeah, someone used to have a question, Matt. I don't talk enough. So in that- You seem to be doing okay.

In that scenario then, because I want to do this on Monday. So for example, should I say to her, let's sit down and let's just talk through what you're looking for and then go with, and then we'll say, I'll build this into a structure and then share it with her at the end?

[Daniel Hill] (1:21:30 - 1:25:11)

Yeah. If you think about the blueprints there to give you direction, but also just think about the logic. So this is the academics.

Think about the practical. It's like, what are we trying to achieve? You've got a new VA and you want it to go well.

We understand from what I'm talking about today that the best way to make it work for you is to make it work for him or her. So how's the best way to do that? Say, oh yeah, I'm going to have a chat on Monday.

Just so you know, all of our contracts start from the 1st of April. This time of year, we normally talk to our team and just get some feedback. What are they looking for?

What do they want? What they don't want? And they'll say things that you didn't even think of.

Like, I would prefer not to speak to people on the phone because if they're a good VA, they're a steal. Great on WhatsApp, great on email, but the idea of ringing up somebody that owes you money and chasing them will keep them up in a cold sweat at night. When you get that information, you can build it around them.

It's that, really. That's your number one job. Right, we'll take two more questions, then we're going to do an exercise.

For those of you that are already in the document, that what we're going to go through is not necessarily the first couple of pages, which is a formality. Dec, if I can have the laptop on, please. If you go to page...

So this page here is just the formality. You can populate that at the weekend on your own. And you've got an example here of mine.

This here is again, just the formalities. This here is a really clever way of saying what you want. So in order for you to get what you want, you need to give them what they want.

So this is a really clever page that says, what you can expect from me. And then what do you think we put in those five bullet points? What they want, absolutely.

You said you want this. Here's the five things that you want. You can expect from me not to have to ring people that owe me money.

You can expect those things. In exchange for that, this is what the company expects of you. And then you can be explicitly clear, high attention to detail, world-class customer service.

You can be explicitly clear what you want. And what we're going to do in this workshop and this afternoon is we're going to start off with this page here and start thinking about somebody that works in your team. And what we're going to do is when we talk about phases, phase one is going to be however long phase one is.

It might be that they have one PDP for the whole year. It's unlikely. But you would normally have a couple of phases.

First phase, which is sort of getting to grips of it, transition, moving to the next level. And then a phase would become established. So we're going to think about who are you going to do it for?

And how are you going to... So you're going to choose one of your team that you think is suitable for a PDP. If it's you, it's obviously going to be you.

To connect the dots, what are these three deliverables going to be? The three things you want them to deliver within their PDP. Where are you going to get them from?

100%. You're going to look at your strategy and say, right, you're the best person to deliver this. So my business, 12 level ups.

I want 12 level ups this year. I stood on stage and told you last month, guess what's in Emma's PDP this year? 12 level ups.

And I meet her each month. I give her a brief. She goes away, delivers it, comes back and that's another one done.

Another one of mine was beat the budget. One of my team members, their sole PDP is about managing the budget this year, giving it to somebody else. It's your PDPs.

And then you can start to think about this, but we're going to do that this afternoon. So for those of you that want to crack on, start doing that for the first team member. And I'll come around and do the question.

Put your hands up if you've got a specific question. Pop your hand up if you've got a question. I'll come around.

[Speaker 11] (1:25:19 - 1:25:19)

Yes.

[Daniel Hill] (1:25:21 - 1:25:24)

How are we? We're good? Thank you very much.

[Speaker 3] (1:25:56 - 1:33:39)

Yes. It seems to happen with such events. It's something to solve.

How do we get you out of those? It's a really good question. You're going to be, you're going to be able to do it.

I'm going to just let you know that. Oh, yeah. As a part of that, you're going to need to just manage the money.

I'm going to just let you know that. As a part of that, you're going to need to just manage the money. I'm going to just let you know that.

As a part of that, you're going to need to just manage the money. I'm going to just let you know that. As a part of that, you're going to need to just manage the money.

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As a part of that, You're going to need to just manage the money. As a part of that, you're going to need to just manage the money. I'm going to just let you know that.

As a part of that, you're going to need to just manage the money. I think I read somewhere. I think I heard it somewhere.

I think redoing the case will get people jailed. It'll get people. and apologised for his involvement in some of the services and Jesus' prayer that we gave to see him, actually, as a son of Mary, and also sent him to Israel and to a lot of Eastern places.

Yeah. So, I'm really happy. It's so good to see you again.

It's good to see you again. Thank you. Thank you so much.

You know, in part of the office, we're all part of the service, let's be all, if you like, we've got our own thing, it's been fun, we've had the use of this, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this as well, we've got the use of this

[Speaker 10] (1:34:03 - 1:34:11)

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[Daniel Hill] (1:34:11 - 1:37:15)

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[Speaker 8] (1:37:43 - 1:38:16)

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[Daniel Hill] (1:38:34 - 1:39:46)

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Well, it's probably not the number to use then. What is the top of the mountain? What are you trying to achieve?

And I'm assuming it's going to be X amount of sales. So it could be 500 grand revenue, or it could be 50 sales, or...

[Speaker 8] (1:39:46 - 1:39:49)

But she's saying, well, I can't be responsible for sales. I'm not a sales person, am I?

[Daniel Hill] (1:39:50 - 1:40:34)

No, fair. In which case, what you would do is use the GPS model of how many leads you need to generate, how many pitches, how many sales. And if you know you need 100 sales, your conversion rate is 10%, it's 1,000.

You work it up, and that would be your best guess. You'd also put a caveat in there that it's based on selling 160 blueprint places. It might be micro of like, we need this and that.

But ultimately, if the end of the year comes and you don't hit target, they can't be running out unless the sales team is a complete flop. You don't want them running out with huge bonuses, whilst everyone else is sitting there licking their wounds because they delivered 10,000 crap leads and the sales team were left with bread and jam for Christmas. And then we'll go for a break.

[Speaker 6] (1:40:35 - 1:41:07)

I've had my fingers burnt in the past where you talk about an aspiration with someone, and then they just want it next month or by the end of the year. And actually, it might be a three-year journey. So maybe I'm answering my own question.

Is it the phases? And when it's an annual PDP, how do you help them understand that this is a very aspirational? Because you can't give them...

Can you give them a new job title every year to show that they're making progress, but they're not there yet?

[Daniel Hill] (1:41:08 - 1:42:49)

Yeah. And this is where the win-win-win is. And that's where the art form bit comes in.

If they're a high performer, and they're on 50K, and they come to you and say, I want to make 200K, you don't say no, you say, right, well, how do we make that happen? And you sit there and you figure out, well, how can I make that happen? And in your case, it might be right.

Well, in order to do that, this part of the business you're involved in needs to go from where it is now, making you 200 grand profits, making you 800 grand profit. This is how we could loosely get there. It's going to take four years.

And it's just being realistic. If they want to go from 50K to 200K by Monday, they need to bring you the winning lottery ticket. So it's just logic.

The law of logic wins. Give everyone what they want, but make sure it's a win-win-win. How does it get there?

And if they're savvy and understand it, and you're right, they'll get it. If they don't agree with you, then you just need to sense check that you're not wrong. And if you are right, and they still don't get it, then it doesn't work for everyone.

But we'll say it works in most cases. If you use all the things that we do, I would say our business works quite harmoniously with talent and progression and PDPs and packages. And we've got this...

Hopefully, you even see it as clients with a proper entrepreneur. We've just got this high-performance culture where we just constantly... In the corporate world, you would call it a CIP, a Continuous Improvement Program, where everybody wants to just keep getting better and better and better.

And if you can replicate that in your business, you get the easy bit. Your job is to find talent and look after them. Final question, then we're going to go to...

Oh, that's it. Right. Lovely.

[Speaker 14] (1:42:51 - 1:42:53)

Good. Nice. Okay.

[Speaker 2] (1:42:53 - 1:50:31)

We enjoyed that? Loads of questions because it is complicated, but it's a game changer. Let me just give you a little word of warning.

So, deck the slides a little bit unsynced. So, yeah, I think it kind of really alludes to what I was talking about earlier. So, definitely, hopefully, the message got across.

You do not want to get complacent with that really good egg star performer that you've got. Because it's like a ticking time bomb. At some point, they're going to have a conversation with you.

And then you just lose control. You get in the backseat. And maybe they just leave.

They just hand in their notice. It's like, oh, disaster. Or they've got...

They put a gun to your head. And it's like, look, I really need this now. And then it's not really leadership.

It's like... Yeah, it's kind of reverse bullying. Well, that's how I found out with my assistant, which I've finally done.

I finally got a PDP for my assistant. But oh, my goodness, I absolutely messed it up. She'd been working with me for three years.

I've been increasing her every year. But to be honest, I've been a bit lazy. I've been lazy.

I just took it for granted. And I wasn't doing enough. I was too busy, obviously, drinking coconuts and barley.

But I just neglected. It was a neglected working relationship. And every year we have the conversation.

And last year, she seemed very happy. I gave her a pay rise. She was like, this is great.

But then it came to fruition in November when we're having strategy conversations. It was like, what do you want from next year? And it was like, well, actually, I want a 50% pay rise now.

Otherwise, I'm going to leave in January. It was like, whoa. Whoa.

Okay. And then all of a sudden, it was like, well, now I'm in serious firefighting mode. So yeah, we've got this PDP.

It's now agreed. It was a painful process because it was... I was just trying to do everything I could to salvage the relationship.

Actually, it's probably potentially not going to work out now because of that. It's probably gone a bit too far. So if you're sat there and you're thinking, this person's great.

They're my safe bet. I actually need to focus on this. I would say, look closest to you.

The people that are closest to you are the people that need this the most. They might not have it. So that's just my little word of wisdom.

Don't get railroaded. It's not a fun experience. So some other blueprints from the which I just wanted to highlight might be useful to give you some more context when you're doing this kind of organizational structure work, right?

Because we're redesigning the organization. We're like, who does what? Well, you're moving up and I'm moving up and you're moving up.

And that means you're moving up and everyone's shifting around and you're going to do this now. And this is what we do in Windsor. This is when we say building the car.

This is what we're doing. So there's this blueprint from workshop seven in 2022 called the accountability chart blueprint. I shared this with Anthony on the mastermind a couple of months ago.

So it's in the vault. It's back in 2022. Obviously, we don't repeat all the content on advanced, but this will teach you how to write an accountability chart.

And if you haven't got one of those, number seven, thanks, Jay. Yeah, number seven, 2022. If you haven't got an organizational structure and accountability chart, this is the kind of exercise you want to be doing when you're thinking, well, who's doing what and what has to happen?

This should be clarity on a very high level. What's what? And also workshop seven from last year for PEP.

So that's the program is what the world-class recruitment process blueprint blueprint that we've mentioned a couple of times today about how we've just got absolute world-class top performers, Oxbridge candidates applying for our marketing role. So that updated version, obviously we haven't delivered this year's yet is in workshop seven from the program last year. So for those people that are recruiting, you've got all the recording and you've got the resources.

Okay. So who is, so we sort of start this day, who actually have a show of hands, who's going to finish this and actually do one for one of their team members this year? It's not a trick question.

Who's actually going to do it? Fantastic. You guys going to do it maybe?

No, not suitable. Okay, cool. No, that's good.

Pretty much everyone. Okay. Who would like some board level accountability and coaching to make sure they actually do it by the time they come to the next workshop?

Show of hands. Board level. There's no catch.

It's not, it's not a price. You don't have to pay anything. So let me try again.

Who'd like some for free board level coaching and accountability to make sure they get it done for the next workshop? Okay, cool. Everybody didn't put their hand up.

I'm not quite sure what's happening, but I'm not going to say anything. All right. So we are launching a brand new module as part of ADVANCE.

Okay. A brand new initiative. And it's called the Prime Time Accountability Group, the PTA.

Okay. The PTA. And this is going to be a small group for everyone that wants in.

It's going to be led by a handpicked community coach of ours and actually a high performer, a board member. You'll commit to this WhatsApp group. Okay.

So then you'll have the board member in there to help you. And you'll have weekly SES accountability to make sure that over the next four weeks, you do all the phases that Dan just announced. This is going to guarantee you results because if you don't do what you say you're going to do, we're going to give you one free pass.

After that, if you don't execute, you will be exited from the group. Okay. So absolute accountability.

It's all a game. It's going to be super fun. All right.

The price of this potentially could be 500 pounds next year. We haven't quite decided. All right.

We think this is very high value mentoring, but we're going to do it for you for this year for free. Okay. So there is no cost to this.

But the only thing I would ask is that time wasters need not apply. Do not join this group unless you actually want to do a PDP next month. That is the only caveat.

And ladies and gents, I'm very proud to announce our first ever community coach, bless you, an absolute star performer of PE. You already know he is, is our very own Shiv Harris. Let's give Shiv a round of applause for leading it for this month.

Shiv has done this numerous times. Obviously, he's been a board member for six years. He knows exactly what he's doing.

You know, he's built his business from, from him and his girlfriend at the time, now wife. And, you know, now they've got this hugely successful deal sourcing, as we know all about in two cities. Okay.

So, so Shiv's going to take you through that. He's going to be there. He's going to be showing you behind the scenes, what he's doing.

He's going to be building out a PDP this month for his team members. And it's an absolute no brainer. So for those people that want in, but want that accountability, you can scan the QR code behind me and I'll put you straight in the WhatsApp group, just so you know, you can leave.

Only if you want it. It's like, seriously, like time wasters need not apply. Okay.

So if you want one of the highest performing board members to hold your hand through this, show you what he's doing and get it done. This is going to guarantee your results. You'll come back next month with a PDP.

All right. You'll take you through the first week where you're drafting the strategy. Second week, you'll meet with the team member.

You'll review it. Third week, you'll review it and finalize it. And then you'll have it signed, ready to start for next month.

So that is an absolute no brainer for as far as I'm concerned. I will invite people to join again later. So don't worry if you're sort of still thinking about it.

I've just landed it on you. You can think about it at the break. You can talk to Shiv, get yourself g'd up, have a couple of coffees at lunch and then decide if you want to commit.

That's absolutely fine. Okay. You like that?

[Speaker 15] (1:50:32 - 1:50:32)

Yeah.

[Speaker 2] (1:50:33 - 1:50:57)

Good. Absolutely. Taking it to a whole other level.

Last reminder before we go to break, there are some affirmation boards over to my right. If you've ordered yours, fantastic. Good job.

Some people are even ordering last year's as well. So they could just catch up, which is fantastic. Make sure you collect it.

Okay. Make sure you collect it. Take it home.

Pride of place. It's there at the back of the room. Have we had a good first session?

A round of applause. Go get some teas and coffees. See you back here at 12.

Thank you.