**Session 1\_Transcription**

[Daniel Hill] (0:02 - 0:06)

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

[Adam Goff] (0:39 - 3:38)

It's Friday, then it's Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday, Sunday

[Speaker 18] (3:48 - 3:52)

I'ma take a shot, I'ma take a risk, it don't matter, baby, I'm straight, uh-huh

[Speaker 12] (3:52 - 4:09)

Feel like I'm in Prince's house, purple paint all on the walls, uh-huh Sittin' down on this fancy couch and I can't see straight, I'ma stay, uh-huh 22, I'm in Paris, baby, got strippers in my face, uh-huh Roll up in a Bentley, I'm a Christian, I'm a Finley, I'm a Prada, ha, ha, ha

[Speaker 7] (4:09 - 4:32)

Ooh, ooh, ooh I already made that payment, I don't need a J's, no plus, at least we're even I'ma back up myself, uh-huh

[Speaker 18] (4:33 - 4:46)

Buy some paper, ladies, I'll forgive you, drip on the way, uh-huh Rap, feel a side of bricks, off the cake on the way, uh-huh Take a flight, you wanna take a lift, on the Mardi Gras, he's on the way, uh-huh I'ma take a shot, I'ma take a risk, it don't matter, baby, I'm straight, uh-huh

[Speaker 12] (4:46 - 5:03)

Girl, like I'm in Prince's house, purple paint all on the walls, uh-huh Sittin' down on this fancy couch and I can't see straight, I'ma stay, uh-huh 22, I'm in Paris, baby, got strippers in my face, uh-huh Roll up in a Bentley, I'm a Christian, I'm a Finley, I'm a Prada, ha, ha, ha

[Speaker 7] (5:03 - 5:33)

Ooh, ooh, ooh I already made that payment, I don't need a J's, no plus, at least we're even I'ma back up myself, uh-huh Ooh, ooh, ooh I'm a Prada, ha, ha, ha Ooh, ooh, ooh

[Speaker 6] (5:33 - 5:52)

I'm a Prada, ha, ha, ha Let's get down, let's get down to business

[Speaker 21] (5:52 - 5:56)

Ladies and gents, good morning, it's your two-minute warning, take your seats please

[Speaker 6] (5:56 - 6:36)

It's just like this, so let's get down Mama, please don't worry about me I'm about to let my heart speak My friends keep telling me to leave this So let's get down, let's get down to business Let's get down, let's get down to business Give you one more night, one more night to get this We've had a million, million nights just like this So let's get down, let's get down to business

[Speaker 14] (6:38 - 6:52)

Let's get down, let's get down to business Give you one more night, one more night to get this We've had a million, million nights just like this So let's get down, let's get down to business

[Speaker 6] (6:53 - 7:09)

Back and forth, back and forth with the bullshit I know I said it before, I don't mean it It's been a while since I had your attention In my heart you're with it

[Speaker 17] (7:22 - 7:40)

The dreams we had don't ever fall away We can't leave them if we stay the same And I can't do this for another day So let's get down, let's get down to business

[Speaker 6] (7:42 - 7:57)

Let's get down, let's get down to business Give you one more night, one more night to get this We've had a million, million nights just like this So let's get down, let's get down to business

[Speaker 14] (7:58 - 8:12)

Let's get down, let's get down to business Give you one more night, one more night to get this We've had a million, million nights just like this So let's get down, let's get down to business

[Speaker 17] (8:44 - 8:44)

Good morning!

[Daniel Hill] (8:47 - 20:53)

Well, well done to everyone who came on site What happened to the other 60 people? Is there like some sort of fun conference? I don't know what's going on Hey, Gavin's back Welcome back Gavin, how we doing?

Good, good, good Take your seats guys Last month 9.30 full house This month 9.30 Boom, what's going on? Good, anyway, well done Welcome to workshop seven So workshop seven is going to be about finishing the high performance management blueprint we taught you last month So the final part to that three part series And it's going to be about marketing So winter is done We're going into spring and summer So we need to start thinking about how we are attracting clients and how we are putting them in our funnels Make your way in guys, come on let's go Just a reminder Mobile phones please on silent Put them away If you can put them away that would be absolutely preferable If not, silent And ideally not even vibrate Like I said, this is the end of winter So for me anyway, it was like a big jump for joy Because winter was disgusting for me It was genuinely foul Who had a really disgusting hard winter?

Was it just me? Yeah, it really wasn't that enjoyable It was pretty hard I felt pretty burnt out at times It was very heavy I was doing lots of prime time It was quite exhausting I was pulling in late nights and early mornings and weekends Sound familiar? But I definitely feel lighter now I feel like a bit of a new man I feel like I've turned the corner We're coming into spring to summer This is my energy and I'm feeling like All that real heavy work is done and now people are in new positions Things are starting to happen I can already see the difference So hard winter, easy summer Let's see how it goes So what have we got in store for you today?

Like I said, session one is going to be about finishing this high performance management blueprint The best part of session one is going to be I'm going to teach you the challenging conversations blueprint The conversations we all need to have that we're all probably putting off and this is an absolute game changer for levelling up your business and your life Then in session two, Dan's going to be on and we're going to move into marketing and this is where we're going to be doing a session called Funnel and Flow So like I said, this is all about how do you get leads into your funnel and what happens to them when they're in there so you can actually get a higher conversion rate Then after lunch, session three Chris is going to be on He's going to be taking us through his world class brochure blueprint You do not have a business unless you have a brochure So there's a blueprint for that as well So that's today's session But before we go into it, I just want to say congratulations to everyone who came to the AGM yesterday What a day! Who was at the AGM yesterday?

Just show of hands Absolute cracking day Firstly, I am absolutely proud to announce that I think literally 95% of people if not everyone, Shiv will probably correct me actually sent their business plan to print yesterday This is a photo of everyone who did it with their finished business plan When it went to print Shiv got a photo, this is them after they sent it to the printers I was like absolutely impressed It is doable and I just think everyone who came yesterday who got their business plan to print deserves a massive round of applause So congratulations to them Let's give them a big huge round of applause And just so everyone can see I did do mine Here it is It is done, published document Most entrepreneurs don't get the clarity They think they know what they're going to do for the year but until they actually write a business plan they realise there's lots of things they didn't think about or consider or get clear on So when you write a business plan you get clear on all those things and then most importantly your team can get clear on those things because even if you are one of those entrepreneurs that does know exactly where you're going your team almost certainly don't and this is all about being highly valuable and highly leveraged isn't it So this document is the manual for your business for the next 12 months You can use it on a monthly check-in meeting You can use it at your QGMs You've already set the tone You've set the bar, there's no surprises and that's why this is the most valuable 24 hours you'll spend on your business when you build it So I'm super happy for everyone That was a really fantastic day and congratulations to Shiv for actually getting everyone to literally not leaving the room The last delegate left, sent a video at 11.30pm in the room sending us to print, someone on the programme called Jamie So yeah, good for him Anyway, a bit of behind the scenes What's been going on? Well, everyone knows I'm trying to woo my girlfriend to move to Bali So I've got a bit of a personal update if you don't mind We did sign a long-term lease to get on a villa in Bali last week Yes!

So that is definitely moving in the right direction, not fully moving but give it time, so that's a good start We held our property entrepreneur AGM on Tuesday The new team, new dream, getting A players in to take us to the next level for the next vision, absolutely fantastic Our new head of marketing was there going really well, so that is literally rocking and rolling I am very grateful to Bianca who's worked like an absolute demon this winter to achieve this which is 85% of our winter hit list done which was absolutely huge She had far too many tasks We had to bring in Yolanda halfway through winter because we definitely weren't going to make it otherwise but she's absolutely smashed it, so thank you Bianca Let's give Bianca a round of applause please Some massive level ups in there Really exciting, and we had a bit of a New Year's Eve party, this was our office, one of our meetings, our office was a bit sad before wasn't it, a little bit sad not the nicest, so we had a little bit of a refurb put a new drink station in there so they've now got a better place to have a bit of a chill out between work and have meetings and things like that, so these little things they make quite a big difference, it's like marking the start of the new year, these little things do go a long way, so that was our AGM, unfortunately Bianca was sick but she was busy on the winter hit list, we've made her ill she worked so hard we made her sick, we had Yolanda on Zoom over here and we had Sophie, obviously we all know Lauren, so that was just a really valuable day, and it's really easy not to do these days, you know we're really busy we had event week with this and that and it was like can we do it?

But actually as most of you will probably know have held these meetings, when you get everyone together and you have that day and you get a chance to talk about now and the future and just spend time together and then break bread after for lunch, it's a really high value, powerful meeting, and this is what inspires your team they get inspired by it, they're part of something special, they're involved in the decision making process, they're presenting their own team's achievements, goals this is it, this is getting it off your desk and onto their desk and making them feel part of something, they're getting job satisfaction from being part of your business, so they feel like it's part of their business and that's what it's all about. So that was great and the sort of big realisation I've had is this, and for everyone that, you know, last year was on the programme will remember this probably sooner than the veterans in the room, is this idea of just rewiring our brain, that it's our teams that are going to deliver our dreams for us, not us, like we have to delegate everything and do nothing, we have to have that mindset, not because we're lazy, not because we want to sit on the beach and do nothing, but because we add the most value by directing and deciding not by lifting, it's our job to direct, decide, set the bar and then help our team to achieve the things that are on their desk, because there's only so much you can do, there's only so many hours in the day and we've all got other interests, families things we want to be doing, we can't just work 24 hours a day, 7 days a week, it just won't work. So this is the sort of realisation I'm getting and it's just a start reminder that it's our teams that deliver these things for us, because this is what we want, we want to be highly valuable and highly leveraged That's what the Wins Hit List is for, it's about systemising, so you can then pass it on to your team members, you maybe put them on PDPs, they're on phased contracts and they're taking things off your desk to help you deliver your vision and get things off your desk for good So Game of Four Quarters has been an absolutely huge one, I won't list everything we've done, but honestly, like 2025, if you were on the agenda yesterday you saw it in the business plan, 2025 levels up in our business, like when I sat down and I reviewed my Game of Four Quarters and what I'd achieved in winter, I was like, I had to send it to about 3 or 4 people, including my mastermind group, just because I felt so good about it. I was like, look at, you know, it was like the cat that caught the rat and brought it into mum, you know I was like, look what I've done! You know, people in the mastermind group, it's like, I've done all this.

So who else reviewed their winter, who reviewed their Game of Four Quarter winter achievements when they were setting their targets? Did anyone else feel the same? Anyone want to share how they did this winter?

Rakesh? We're about to put your hand up then. I can't be right.

It was absolutely fantastic. Like, it really was great. So I'm going to ask Dex to put some music on.

You're going to get out your Game of Four Quarters scorecard and this is when you're going to scan the QR code and tell us how you did. So this is in the workbook. So open your workbooks, get your Game of Four Quarters scorecard out, scan the QR code and tell us how you did for March.

What number did you get out of 10 for March? Work it out if you haven't worked it out. If you have worked it out, stick the number in and then put your phone away.

Okay, when you've done it, put your phone away. WhatsApp can wait. Got to think of a better way of doing this than getting your phones, haven't we?

It's got to be a better way. It's got to be a better way. It's like the teleport machine.

Okay, we've got the music, Dex. Thank you. So just out of interest, I just want to see how everybody did.

Shake the legs off a little bit. Get these card drains out of us. Everyone like to stand up, please.

Stand up. Okay. Stand up.

It's not that hard. Not that hard. Okay, cool.

Sit down if you did less than five for March. Take a seat. Okay, that's all right, because Finn was in Australia having fun, so we'll forgive him.

If you got six or less, put your...

[Speaker 21] (20:53 - 21:01)

Sit down, please. Seven or less? Eight or less?

Nine or less?

[Daniel Hill] (21:04 - 21:40)

Wow. Well done, chaps. 10 out of 10.

Congratulations. Five. Five of you.

Well done. Banging. I finished on about seven, I think.

Seven or six. But they were big, chunky things. I definitely overdid it.

But it's all good. Exactly. Yes or no.

Thank you, Richie. What have I created? I've created a monster.

It's good. Are you going to slag me off as well? No, you can't.

What's he saying? Yeah, seven. Go on.

[Speaker 11] (21:44 - 22:19)

Can everyone hear me? I really did struggle with the monthly game changers, probably for the first three months. I realised I was just setting unrealistic goals, stuff that needs to take a lot longer, stuff that needs to be chunked down.

I think the real win this month has been taking that understanding and playing the game. Keeping it really, really simple. Taking out the key, really two big things, breaking them down, and just achieving that.

That's really helped me reframe it. Otherwise, I was getting really demotivated, to be honest. Looking at these big ones, thinking, why am I not scoring?

So, just thought I'd share that.

[Daniel Hill] (22:20 - 22:57)

I think it's a great share, Akash. We had the same conversation on the Mastermind last night. Some people for their...

We on the Mastermind, we asked one big game changer for the month. You can see the way people are setting it. It's like, do this and then this.

It's like, well, that's sort of two things, or maybe lots of things have to happen to make that happen. It is a game. Much better to achieve ten, feel good about it, go into the next quarter, get ahead of the game, than feel like you're suffering and failing the whole time.

We've got so many things coming at us. We really don't want to feel like we're losing the war. I think that's very good feedback, and I had to give myself that same medicine.

Anyone else like to share? Yes, Steve?

[Speaker 13] (22:57 - 23:32)

Thank you. What I was going to say was, if you read Measure What Matters, they say seven out of ten is really where you should be aiming, because if you make it too easy, then you're not stretching yourself. If you're stretching yourself, you're not going to achieve everything.

There's a thought process for me that, yes, I probably do set them too big, but also I'm trying to get better, go further, and stretch myself every time with it.

[Daniel Hill] (23:32 - 29:29)

I totally agree. I think it's a different mindset. My view on it is, do you remember the analogy of the UFC coach?

My assumption is that everyone in here is a high performer, and they'll actually keep going until they go too far. The UFC coach's job isn't to protect you against the other fighters, it's to protect you from yourself, because you won't tap out, because you want it so bad. I think my view is, it's like a hamster wheel.

The faster you run, the faster the wheel goes. You never really get there. You never really feel good.

I think there's definitely two schools of thought. I definitely feel amazing when I do do my 10, because I did my 10 in Feb. I was like, wow.

It's all about how you relate to it mindset-wise. Equally, if you want to win the Game of Four Quarters competition at the end of the year, then you need to get 10 out of 10. Points mean prizes.

Good. Well, it's a new quarter, fresh start, new set of game changers. Hopefully you've all posted them in the app.

This is like a final call if you haven't. You've got the weekend. Maybe you might revisit them and just check that they are realistic and they don't rely on five other people to do things for you to get them done, because this is somewhere else where people fall short.

Things are out of their control. Getting the refinance done on a property, sometimes it's just completely out of your control. There are things you can do, but if it's out of your control, it may not be wise to put it on there.

The actions you can do might need to go on there, but actually not everything can go on there. So this is a skill. This is a whole different skill set.

Let's get on to today's content. High performance management. Bringing people into our business.

This huge investment we've made to get them through the front door. We're all busy and everyone doesn't have enough time to onboard someone. In fact, that might be the reason you didn't actually recruit in the first place, because you're just too busy.

The worst case scenario you can have is that you've put all this effort into actually recruiting someone or you've paid a fee or both. They turn up to the office on the first day. No one knows they're coming, whether it's virtually or in person.

No one knows they're coming. They haven't got a name badge. They can't get past security or they're knocking on the door and no one's letting them in.

Everyone's got their headphones on and they're working because they didn't realise that someone new was starting today. That is an absolute disaster. How do you think that's going to go?

You're not feeling welcome. You're not feeling reassured. It's like, what a disaster.

That actually happened to me when I first went to work at Lehman Brothers, probably because I didn't deserve to be there anyway. I spent the first day just trying to get a badge, get through security and I had no desk, no laptop. I was just standing there like this, like an absolute melon.

That was not the way to start your first day. This happens more than you think. That just leaves a terrible first impression.

What we want is for them to feel instantly reassured, have all their anxiety and nerves go away. They made the right choice by signing up for you and your vision. They left that other job or security they had and they instantly feel at home.

They get introduced to the right people. They know what their plan is. They know what they're doing.

They know what success looks like and they can get on and just do a good job because that's why they joined you in the first place. You need to create this environment of a little bit of nurture so then they can go and actually smash it. You have to do all of these things and we've blueprinted this to make sure they have the best first day ever and that they go home and they're talking about and telling their friends and their family about how fantastic their first day was.

Then you've got their friends and family saying if there's ever a job going, I'm available. That's the kind of reaction that you want. That was the reaction we literally got from Sophie.

I followed this blueprint. We updated it as we went through it. I'm going to share with you all the things we did.

I won't go into detail now but she literally said to me, my housemate said she's never ever seen someone have a first day like this and she said if you ever hire in a plumbing or something that we don't do, some complicated word that blazers don't understand, she'd be up for it. That's very kind. That's the kind of reaction you want.

That support network that they're talking to, when things get tough, that support network remembers the great first day they had and might remind them of it. This is why it's so important. This is all a game and it's very important to make our high performers feel welcome.

That's why I'm delighted I get to share this onboarding blueprint with you. There's 10 steps to this. Very, very simply.

Don't necessarily write this down now because I'm going to go through them all and share them with you. The first thing is what is the objective? What is the objective that we're going to be trying to get them to achieve?

What do we do before they start? What is their first day going to be like? The welcome aboard meeting where we outline everything they need to do including what success is.

The first four week plan broken down step by step so they know exactly what's happening. Introducing them to the high performance management and support framework which we covered last month. Getting them to meet the team.

Getting them to investigate and find out what systems are used so they can get up to date and familiar with them straight away. And then any and everything else they need to know the detail to help them actually do it. So these are the 10 steps.

You follow these 10 steps they'll have the best first day ever and your chance of success is absolutely basically guaranteed. If you don't do these things you're going to be missing a trick and you're going to be chasing your tail. So first and foremost the objective.

Why? Why bother? In terms of mindset why would we bother doing this?

Question? Hands up. Shout it out.

Why bother even doing this onboarding? Why not just sit down and tell them to get on with it? Matt?

You want to set the bar high. Absolutely. Set the bar.

Anyone else?

[Speaker 10] (29:29 - 29:32)

Experience. You create that really good experience and people hold that memory.

[Daniel Hill] (29:33 - 31:07)

Absolutely. Hold a memory. Create an experience.

You only get one chance to make a first impression. Anything else? Clarity.

Clear expectations. Absolutely. Graham?

Return on investment. Guillaume you've hired a lot of people. Exactly.

No wonder they went bust. Do you know what I mean? You want to get output out of them.

Return on investment. They need to feel productive as well. Otherwise they're failing.

Absolutely. You want to set them up for success. It's setting the bar.

It's efficiency. This is really important. This is the whole set and forget framework.

This is what you want. Once someone's bedded in, then they can fly. What you don't want is them to keep failing for the first six months and then you get dragged into review meetings and wondering why it's not working.

To be honest, it was probably all your fault in the first place. What can we do before they actually start? Well, what do we think?

Again, let's just keep it shang. Let's keep the momentum going. This is good.

I'm enjoying the engagement. What do we got to do before they start? It's not a trick question.

Shout it out. Send them a contract. Love it.

The formalities. Thank you from the solicitor. Absolutely.

That was top of my list. Rachel? Perfect.

Get their email account. How can you send them anything without an email? It's really embarrassing, isn't it?

It's weird. Tax? What have we got to do tax-wise?

We've got all the experts in today.

[Speaker 3] (31:07 - 31:08)

I was going to say send them a present.

[Daniel Hill] (31:09 - 31:16)

Send them a present. Nice. Very good.

Isn't that nice? I can tell you're ablaze. Masquerading as an accountant.

[Speaker 8] (31:16 - 31:20)

Anything else? Get everyone else excited for that. Nice.

[Daniel Hill] (31:22 - 32:04)

Absolutely. Let everyone know they're coming and they're excited and they're going to welcome them. You don't want that scenario of someone knocking on the front door of the office and no one letting them in.

What a disaster. Dan? Rulebook.

Very nice. Setting the bar before they join. You could do that.

Absolutely. Things to read while they're keen. They want to know what the culture is like.

Maybe what to wear to work or how you do things. We used to do that. Definitely.

I don't think we do that at PE but that's a good idea. Yes, Chris, what do you do? Turn up the time.

Absolutely. What do you need? Do you have to bring a swimming costume?

What is it? What are the things you need to bring with you? Colouring pencils if you're in marketing?

[Speaker 8] (32:05 - 32:06)

It's like... What?

[Speaker 17] (32:10 - 32:11)

It's a joke.

[Daniel Hill] (32:13 - 34:12)

Weird. I can go weirder. I'll stop.

You want to get them set up on the payroll. It's like all these logistical things. Who's going to do all this?

HR. Absolutely. HR.

I'll talk about more later. You can get HR outsourced. Very cheap.

They can handle all of this. This is what they are good at. This is their bread and butter.

You don't need to be getting involved in this stuff. If you're a blazer like me and you start sending diary invites to them, you'll get the wrong country, the wrong time zone. You think you're meeting on Zoom.

They're on Google Meet. It's a disaster. Just don't do it.

Get people who are professionals to do it for you. Tedge actually hit the nail on the head. A gift.

If you want to make this a world class Thursday, our recommendation is that you send them ahead of time a gift or a card. Whatever is appropriate. We like to send bubbles and flowers.

Bubbles and flowers. Celebration. Perhaps even a journal if it's appropriate.

To be fair, no we don't. But if it's appropriate. You may not send the flowers to a guy.

Ahead of time. Ahead of time. Make them feel special.

It could be on the day. We're talking about pedantics. But I would say you want to get them excited about the start date.

Think about any sort of sell. The time the person is going to drop out is right up until they turn up to the event. It's as many touchpoints as many feel good yes I've made the right decision.

You want to stand out as their best Thursday. This is small beer but it has big results. Let's try and get a bit of mics.

We're not doing the shout outs.

[Speaker 3] (34:20 - 34:42)

Similar to that. Touchpoints. We had a lady starting.

Her name was Jennifer. We sent her an email to say would you prefer to have Jen or Jennifer as your email address. She feels like she's getting input into what she's going to be using from now on.

It's just another excuse to have some interaction instead of waiting six weeks between them giving notice and turning up. We were covering about it yesterday.

[Daniel Hill] (34:44 - 37:08)

It was all about Alex Hormozy's view of just as many as many touchpoints as possible during the sales process even when they bought. Any excuse to talk to them. My advice would be at the very least send them a card or something.

Welcome aboard. Do something. A little goes a long way.

In terms of the first day what's the first thing they're going to do on the first day? What's the first thing they're going to do on the first day? Shine your shoes.

Meet them at the door. Greet them. That's a good idea.

Who's going to greet them? Who's going to welcome them in? Once they've been sat down, what do you think you're going to do?

What's the first thing they're going to do? Introduce them to the team. Nice one.

Absolutely. 100%. Anything else?

What do you do, Tez, when they first join? Chris, what do you do first thing when they join? Cool.

We do a welcome aboard meeting. Very first thing they do with their line manager. Sit down.

Welcome aboard. Boom. Whether it's a Zoom call or an in-person meeting, this is it.

All the nerves, all the anxiety go away. This is exactly what you're going to be doing. I'm going to take you through your onboarding plan.

This is a document that's in the vault. We're going to share it with you. It's in the vault, so you'll be able to download it.

You will write them this plan. Your job in this meeting, if you're their line manager or if you have a line manager, is just to run them through this plan. That's it.

They know exactly what they've got. They've got a document they can refer back to, so they don't have to take loads of notes, write it down, etc. Welcome aboard meeting with you.

You get to set the bar. You get to talk them through it. Then they can go and do some other things, which I'm going to run you through now.

It's a very well-structured document. You'll see it in a second. The main thing you're going to let them know on their very first day, this very first meeting, is what success looks like.

How are you going to determine if you've been successful at this organisation? You need to show them what success looks like in that role. Any ideas what you might use for them?

What you might share with them? What is success? Any ideas?

We've covered it recently. Metrics, like? Dashboard?

[Speaker 8] (37:09 - 37:09)

SES?

[Daniel Hill] (37:10 - 47:58)

We'll talk about SES in a second, David. KPIs? Business plan?

We're very close. We're basically saying it. Development plan, almost.

My house, PDP. Just shout around them. All these things are a yes, but it's the director's dashboard.

Akash was basically right. He didn't say the name. You share with them.

If this is the head of marketing, for example, the head of ops, you've already done your director's dashboard for marketing for ops. You share with them those KPIs. This is your top of the mountain.

I only care about your cost per acquisition, the conversion rate. These are the KPIs that I care about in marketing. That's it.

These are your metrics. Welcome to the first day. That's the most important metric.

I know what to focus on. It's clear. It's explicit.

It's embedded from the moment they join. It's very, very clear and explicit. This document, I've cut up bits of it to see it rather than give you the whole thing and overwhelm you.

This is it. Boom. Jane Smith.

Welcome aboard. Successes. First thing.

Bang. Right at the top of the document. KPI and, if appropriate, deadline.

Then you go into their four-week plan. This is what your first four weeks are going to look like. We've planned it out for you.

We're going to help you every step of the way so it's very, very clear, mapping it out in detail what's expected from them. The hardest thing here is going to be to keep this simple. A really good idea is to book in meetings ahead of time.

Rather than say, we're going to have meetings, we're going to have regular meetings. They should be in the diary. They've already been invited on their email.

You've done all the thinking ahead of time. You're not then scrambling around trying to find availability. It's like when Sophie joined, Dan and I actually did a couple of meetings.

Dan and I have done some meetings with her. Dan's done some meetings with her on her own. I've done some meetings with her.

They were all booked. It was like, here you go. There's two meetings a week for the next four weeks.

It's done. Cool. It's like, wow, great.

What was the feedback we got? God, these meetings are really helping. I'm so glad they're in there.

If we tried to do it once we were live, Dan and I were both busy, on a different time zone, it would have been an absolute disaster. This is like you're able to hold their hand through it. That's what you need.

This is it. Four-week plan. What's going to happen in the first month?

In this instance, it was to start a marketing campaign. In the first month, you're going to be basically designing, building, and launching and getting to the point where we launch, for example, our Blueprint campaign, which is launching on Monday. Step one, step two, step three, deadlines, what's going to happen?

Very, very clear. Just very, very clear. This is the keeping it simple part.

Don't put the detail in this bit. This is just like, okay, I'm going to do that, then I'm going to do that, then I'm going to do that. Next step, the management and support.

This is when you move on and you introduce them to... What do you think it's going to be? Someone already said it earlier.

SES, David said it exactly, yes. SES, the High Performance Management Framework. This is how we do things around here.

This went down really well with Sophie. I took her through this and she was like, okay, great. Then first meeting she had with me and Dan, she was using that word, used it three or four times.

She was like, I know you guys are high performance, so I've prepared this. I'm a high performance, so I've done this. She couldn't find out.

She was like, oh, I'm sorry, I know you're high performance, but I just need to find the document. I was thinking, yes. It really works.

We set the bar. We're a high performance company. That's what we're all about, because it is all about clear expectations, isn't it?

Through this, you're going to take them through how we manage you. How do we manage you? SES, monthly reviews, quarterly reviews, QGMs, the accountability spikes that I took you through last month.

You're just going to run them through that. Set up, check in, sign off every week. Daily support if you need it.

When are my availability times? This is it. These are your key dates.

This is when things are going to have to be delivered by. Great. These are all in the diary.

SES is in the diary. Monthly reviews are in the diary. Everything's in the diary.

It's already done. Example. First month, daily support.

Daily check in. Very normal when someone's just joined. Let's have a daily.

Doesn't have to be a call. Can be a call. Yolanda and Bianca did a call.

Sophie and I would do a WhatsApp just because of time zone and things like that. Quick WhatsApp. This is what I'm up to.

This is what I've done. She did an end of day. She'd sometimes do a beginning of the day.

I'm just checking this is what I need to work on. Absolutely. That was a bit hectic for the first couple of weeks, but then we got into the rhythm of the weekly SES.

We started using our SES document. Now we're still touching base every couple of days. If she needs something other than that, we're just using that document.

We're getting into a flow. And as she's bedding in, she's relaxing. She knows she's got me when she needs me.

She's getting to use the SES document. We're getting less urgent stuff, more important stuff. And it's starting to find a rhythm.

But that first month, you're really going to have to be there for them. Give them whatever they need. This is when your SES time is going to be.

This is when your monthly review is going to be. We're going to do quarterly meetings. As I said, annual.

These are the business. You're just giving them all of these key dates so they just know exactly what the game is. Moving on, as someone's already said, we've got to meet the team.

So as part of this meeting, you're going to say, listen, these are the key operators in our business. These are the slick operators. We've got a property entrepreneur.

This is what each of them do. These are the people that you're going to be working with. These are people you might see around the office.

These are people you may have very little contact with, but this is what they do. And your job is to reach out to them. Say hello.

Book a meeting. You may have already booked in those meetings. RHR actually already booked in the meet and greets with a few of the key team members.

So after the onboarding meeting that she went straight into, meet Bianca, et cetera, et cetera. Just already booked so that within the first day, these people aren't strangers now. If you've met the key people on the first day, you go home.

I've met all the key operators. Now tomorrow, they're no longer a stranger. They've already got past that awkwardness and they're able to start working with these people, reaching out to them without you having to do it.

They're now like boom, boom, boom, boom, boom, getting things done. So yeah, I'd say these need to be short meetings, 15 minutes, hello, how you doing, what's your role in the business, et cetera. So this was us.

So I just ran her through exactly who we had internally, who our third parties were, what their job titles are, and these are the people that she could then either have meetings booked in with or go and find a time to actually talk to these people. If it's not done on the first day, it must be done in the first week. Obviously, you can't meet everyone necessarily on the first day.

If you have an office, maybe you can. Next is your systems. So you can then set them a task to go and figure out what systems they use.

If they're going to have a meeting with the head of operations, then that would be a great chance for them to ask them, what systems do we use? What am I going to be using? You might also introduce them to the systems.

You might do a little fact find. This is what it's about. Ideally, you could say to them, obviously, you can't just say, what email system do we use and go and figure out the password.

That's not going to work. It would be a fun game. But it's like, you've obviously got to be realistic.

But you set them up. You say, this is your email. These are your logins.

This is your Asana. These are your logins. We use Google Drive for documents.

And then they can fact find whatever else they need. When they meet the team, like you said, if they're meeting the head of ops or your EA or your assistant, then they can kind of get into that detail with them. And you can leave something on the table for them to do.

So go and ask them about the marketing software that we've currently used. And they can do a handover style thing. So that's quite important.

And obviously, if you ask them to find things out, they're more likely to remember. So that's why that's really useful. So this is what I did.

These are our key things. But I wasn't the one doing the detail. Bianca took Sophie through.

This is Google Mail Drive. We used it before. She was very familiar with it.

So I think it was a fairly easy conversation. You know, we use WhatsApp for chat. An urgent.

SCS documents for everything else. These are things we do. We've got time to reply.

Sit on our emails, etc, etc, etc. So it's just running them through. Everything that we use.

And hopefully, they've used a number of these things before. If not, obviously, then they need to be brought up to speed on how to do those. And yeah, this is an example of a fact find.

So you might want to set some questions at the end. Some basic questions. Things for them to go and find out for the next meeting.

Okay. Last but not least, we're getting into the supporting detail. So we've made this simple.

We've covered a lot of ground, but we're giving them the complete roadmap. There really is no stone left unturned with this. This is where you can tell them the extra things that they should be focusing on and when.

You know, you could do a little build out, that four-week plan in more detail. The first four weeks, you could put supporting detail around that. Any other tasks that are on your to-do list that you need to hand over to them.

But make sure you do it in a list of priorities. Don't just give them 15 tasks and say, these are the 15 things you need to get on with. You can either drip feed them or you can say, week one, these three, week two, these three.

Or you can do a series of deadlines so they can manage their own deadline. It really depends on how senior they are. You don't want to teach them to suck eggs.

You don't really want to mother them too much. Is everything all right? You need to do this today, that tomorrow.

You can start off a little bit like that, but if they're a high performer, you want to get out of their way as quick as you can, set them up and let them do it. Let them come to you if they need help. Because they need to take ownership.

You want to be a bit careful about spoon feeding them too much. Just set them up properly so I'm available if you need support and then depending on how experienced they are and how senior you are, you'll get the dialogue going. So this is us just fleshing out a lot more detail about, for example, our marketing campaign.

So when you set the strategy, these are the key points we expect in the document. We didn't just say write us a strategy. It was like write us a strategy.

We want these things covered. We want to know the channels, the traffic, the tools you're going to use. We want to know the budget it's going to cost.

Give them the framework and let them put the meat on the bones. And obviously we have the key meetings like I already said in there. This is the detail.

A little bit more. Good. So these are our 10 steps.

All these 10 steps. You'll have everything you need to onboard your team. Are there any questions?

Any other questions? We'll take a photo. Tedulousious.

Yep.

[Speaker 3] (47:59 - 48:18)

Oh, you've got it. I've got it right here. So all these things, are they all talked through on the first day?

So you give them the successes, obviously the welcome aboard, but the four week plan, the management support. You say how it's all going to happen in that very first sit down with them. Is that right?

Yeah, I did actually.

[Daniel Hill] (48:20 - 49:42)

I only had an hour so I did this bit as a loom. I knew we were going to run out of time. So I said, you know what, I'm going to send you a loom on this and you need to watch it ahead of our next meeting in two days.

So that was just because I was a bit short of time. There was quite a few diary clashes, things like that. But yes, I mean, at the end of the day, this is, so you can probably do this in about 90 minutes I would say.

If it's the supporting detail, you might have to come back to. But a lot of what I've said is like you're just doing the high level. We use Google Mail and Google Drive.

Bianca will show you that on the call. This is Bianca. She's head of ops.

You've got to call her on Tuesday. This is Sophie. She's head of marketing.

You've got to call her on Wednesday. It's like you're running through it high level. You're not getting into the weeds.

With the supporting detail as well, we also pre-start date sent her some details on the campaign. We did send her. She was up for it.

She'd stopped work. So she had a bit of time. So we were sending her stuff.

So I guess it's kind of up to you to decide. But you definitely if you can get through all of this, you're onto a winner. If you do 80% of it, you're going to have to do it pretty soon after this meeting.

But you really want them to know everything and just have it as a reference. Then you might refer back to the next meeting. Have I answered the question?

[Speaker 3] (49:43 - 50:12)

Yeah, I think that answers it. If nobody else has a question, I did have a second question, which was about shadowing. So some people expect to shadow someone if they're in a similar role to someone else for a period of time, which I've never been a fan of, but I can see why.

But is that something that you would encourage, not encourage? Depends on the role. I guess with your marketing person, she's new.

That is a new role, right? So she's not going to shadow anyone.

[Daniel Hill] (50:14 - 51:26)

Yeah, I'd say it absolutely depends on how senior they are. And you might not have the luxury of shadowing because you might have lost someone. But at Capital Living, I definitely had in their first day, they would shadow someone doing a viewing.

And then they would do the next viewing. So for sure, there's and it will depend a little bit on their genius as well. Because a tempo would love to shadow because they like activity, they'll learn by doing.

Whereas a steel would probably like to read up on it or, you know, read the detail, watch the loom, and then they might feel stressed if you sort of start putting them into situations like that without the right preparation. Blaze is going to want to talk it through. This would be good for Blazes.

We want to chat everything through, don't we? Dan will send me a 10-page document and I'll be like, great, with a loom, I want to talk about it. Can we talk about it?

He's like, I don't understand all the details of the document. I'm like, I need to talk about it. It's like, I haven't read it.

So anyone else do any shadowing? Julian, do you have people shadow you when you're doing surgery? Trick question, don't answer that.

Anyone else do any shadowing? Yeah, you use shadowing? The brokers.

[Speaker 11] (51:33 - 51:49)

So we do a senior member teaches the new person, the new person does one themselves, and then the new person attempts to teach someone else. And that solidifies their knowledge. That's a nice circle.

I like that.

[Speaker 3] (51:50 - 51:52)

That's a good one. I haven't heard that before.

[Speaker 10] (51:53 - 52:16)

We don't really shadow per se, but most things are recorded. So if you're a new person in the support, there's all the history of the questions people have asked. If you're presenting, so there's hundreds of hours of recordings.

So you would go and watch these things, listen to these calls, or watch these support chat conversations. So it's not quite live shadowing, but it's based on...

[Daniel Hill] (52:16 - 1:06:06)

The fact find, you know like we did the little fact find, go and find out what the PE programs are, for example. You would do a little, go and listen to a support call or a sales call, and you'd set them sort of tasks. I think task-based training is really important.

That is definitely a fundamental. You don't want to just tell people how to, you definitely want to set them a task and show them how to do it. So I like the concept of shadowing.

I guess it comes down to whether it's physically practical or appropriate. I tell you when it doesn't work is when you've got a bad egg. You've got a bad egg or a B or a C player, I don't want them getting anywhere near my A player.

Hands off the A player. I'll train them. I'd rather train them myself, even if it means more effort and I can't get a yoga that night, I'd rather do it than have them train, you know, infect my new recruit, okay?

So I just wouldn't absolutely advise against that. Any other questions? Great questions.

Okay, fantastic. Well, that's that then. So we are absolutely clear on what it takes.

Like I said, it's in the vault. We've got our example, which I've just run you through so you can see the detail. And we've got a template, which you can then populate.

So anyone onboarding in on this spring, this now is the new standard. You've got the blueprint. Yes, it's going to take you a bit of work.

But as with all things in business, it's much better doing it ahead of time in your prime times. And then you can have, then it's just the execution when they join. You're not worried.

You're not stressing. There's a plan. They know the plan.

And you'll get the world-class result at the end. So, like I said, did this with Sophie recently and Marielle on UVA that I got through VavaVoom. And the sort of point to acknowledge is that I definitely felt the pressure of this workload on my desk, right?

Because it's like any investment. There's a dip initially. It was like, whoa, this is hard.

This is a lot of work. I've really got to put all this together. I felt like I was going backwards.

But already, within a month of both of them starting, I'm coming out the other side and I'm already way ahead of where I was. And it's only going to get better from there. So we talk about define, delegate, done.

It's like, expect you're going to go into the dip, but then the better job you do, you're going to come out the other side very, very quickly. And it's already showing up. Both of these are adding a lot of value.

Sophie was here on Wednesday. So, yeah, she absolutely loved it. She's doing a great job.

There's things she's doing in marketing that we've never done. She's only been there three and a half weeks. Okay, if there's no more questions on that, we'll move on.

So the second segment for today, which I know lots of people have been asking us about, this really is a fundamental game changer. I really don't see how you can actually run a business reliably without it. Most entrepreneurs are going to keep these deadlines in their head.

And when they delegate to their employees, employees don't clearly know when things are actually due. And so remember last week, we talked about, last month, we talked about clear expectations. The first rule of high performance management is clear expectations, isn't it?

So yes, clear expectations. Clear expectations. What is expected of me and when?

And we get frustrated when our team don't deliver because we haven't done a good enough job of communicating it. Or maybe we told them once in the onboarding call, we never ever told them again. And so what we do is we actually organize all of the routine work and deadlines into a document we call my house.

And the concept of my house is about keeping my house in order. The idea is that everyone keeps their own house in order, manages their own deadlines and does it to time. And then projects, things will get delivered on time because everyone knows what's clearly defined and nothing gets missed and you don't have to sign things off at deadlines because you just know they're getting done because it's done in my house.

And there's different ways of tracking it. This is the blueprint you need to get all that noise and worry. Have you done this?

Have you done that? Have you done this? Out of your head.

This is the blueprint you need. This will turn chaos into order and rhythm. And the concept is all about being early.

Being early. Who remembers this? Whoever heard it before?

Be early. Does anyone remember? Yeah, but who said it?

Who's the one who always says this? Be early. Josh, me.

Ian Bow is a good one isn't he? He's a stickler for timekeeping. Old Ian.

Don't be late for Ian. Ian, he might beat you up, huh? No?

This was one of Dan's objectives. It was one of his objectives for about two years, maybe three. Because Dan was always late.

You know, he's like always lastminute.com, rushing around Dynamo, rushing around a million miles an hour, screaming around the corners, getting up at 4am to meet the deadline. That was Dan. He's dynamo.

He loves it. Loves the thrill of the chase. When Dan and I first started working together he used to think I was a real diva.

Well, I probably am a bit of a diva to be fair. But he always used to think I was a bit of a diva, because I would always demand that things were done earlier. I need this by then, otherwise I can't look at it.

He's like, what do you mean you can't look at it? It's like, well, I've got things on. It's like, what do you mean?

It's like, he didn't understand culturally. He was from this environment of, let's just get everything done as quick as possible. Whereas I was from an environment of, well no, I don't do my best work under pressure.

I don't, I definitely don't do my best work and I definitely don't enjoy it when I'm stressed. So of course, stress and urgency happens, but I want to do everything in my power to not have it happen. I like to organise my week, my month, do things ahead of time, because I'm chilled.

I'm in my flow. I feel good when I'm relaxed. I definitely don't feel good when I've got to get up at 4am and meet a deadline.

Does anyone else feel the same way? Show of hands? Yeah?

So for me, this is how we work most effectively. And being early is something that Dan really had to change and he actually created MyHouse as a result. So fair play to him, he's come full circle.

And this is the blueprint. So first of all, what is it? What is MyHouse?

Well, I've kind of already alluded to it, but basically it's a document that lists everyone's responsibilities. You are responsible for taking the bins out, doing the washing up, whatever it is, doing the shopping and when. Bins have to go out on a Thursday night because they get collected on a Friday morning.

Shopping has to be done by Saturday lunchtime, etc, etc, etc. So this is what makes a business run, run. If everyone keeps their house in order and manages their deadlines, the business will run smoothly.

And this is what it looks like. This is a sneak peek of one of our MyHouses because we have literally about 12 different tabs and I'm going to run you through it. You're going to get a copy of this so don't worry.

But in summary, if you think about our events and how we have a monthly rhythm to our events, right? Because every month we tear up and we have to nail it and we have to do things in between to make sure that we nail it every single month. So how's this laid out?

So we've got the four weeks each day and then each project, for example so this will be easy for you guys to understand because it's like the content calendar in our group, our WhatsApp groups the board mentoring calls for example, MPS scores, etc, etc. So you've got the different projects within event management and then the task that has to get done. Well on the Monday we want to update the cover in the Facebook group.

It's been a while since many of you have been in the Facebook group but some of you might remember every month the cover photo changes and it keeps it fresh keeps it updated. Well like you can either sort of remember to do that or we can just list it out as an action that's got to get done. Boom.

And this is it. This is literally what it is. So it's like the projects the days, the weeks who's doing it and when it needs to be completed.

The key thing about MyHouse is that it's for recurring tasks. We all like to systemize and automate everything but there's just some things we can't. These are things that just need to get done on a recurring basis like regular recurring tasks that happen again and again and again.

We want to set someone up with them, train them and then have them complete the task and tick it off in something like a MyHouse document. Not one-off projects. Scheduling this allows you to schedule things when things need to be done, by who and by when and most importantly, like I said, the deadline.

The deadline. You cannot run a noisy business with multiple team members if you don't have this deadline management tool. It's just going to be an absolute free for all.

So this is how we get things running on rails like a well-oiled machine without other people having to chase other people waiting on that person. I'm still waiting for him to do this. I'm still waiting for the electrician to do that before the plaster can go in, etc.

If it is regular and you could do it, then MyHouse would be a great example of that. So why bother? Why bother?

Well, as I've said already, this is all about setting clear expectations. This is the reason we need to do it. This is how you clearly define in a document that's very succinct what is expected and when.

When is it required? It's really explicit. It's how you're going to hold people accountable.

So how do we use it? How do we use it? Well, we're going to be running through this in a second.

We're going to do a prime time accountability workshop in a second. We're going to get you to start doing your own MyHouse. So how do we use it?

Well, first, and this is what you're going to do, you're going to do a bit of a download brain dump of all the tasks that have got to get done. So let's just do this. You pick an example in your business and you think about every action that's got to get done, all the things you do, all the things your team do to make something happen.

In our example, for example, to get the slide deck ready for our event. There's a slide deck section. It's a project.

Things have to happen from different people in order to get a finished, polished slide deck that looks so lovely and sexy every time you guys turn up. And then the deadlines. When does it have to be done by?

So for us in a month, we've got three weeks. We don't want to make any changes on event week, so therefore we've got three weeks to complete all these projects. So once you've done that and you've listed it out, now you can go live.

You set it up, you go live, and then you go into this second phase, which is where you refine it because you realise that you missed a task. Actually, that wasn't long enough to turn the deck around. So we need 40 hours, not 24 hours.

So there's going to be this trial and test phase, which is very normal. So we're setting this up for now. But you know what?

This first month, we're going to suck it and see. Let's run to these deadlines and then we'll have a meeting at the end of the month. Keep a list of feedback and we'll refine it and we'll change it.

You know, you're not going to get in trouble, per se, if you don't do it this month. I have this trial and test phase. And then keep adding to it.

Once you've got it and that's working, do another one. Add things to it when you realise that you'd like to change the cover photo on Facebook, but you remember to change it every few months. Previously, it's like, actually, no, that should be in my house.

Let's get that in. That's really good. That would be really world class if we could do that.

And you start thinking of things once you've got 80% out of your head and you're doing anything. Actually, no, we should do that. We should do that.

We should do that. We should do that. One brick at a time, you build this quite fantastic task management system that means that everyone knows what to do, when to do it, and they can tick it off as they go.

So who should have in my house? Before we actually get you to write your own, because hopefully you've got an idea in your head of something you could write it for. Who should have one?

Well, anyone who's got an operational involvement in the business, anyone who is involved in delivery, anyone who's got a repeating or a recurring function within the business, something that happens week in, week out, month in, month out, day in, day out. It's like anyone really who's just got that consistent workflow. This is another example of a my house that we wrote.

We didn't do a whole spreadsheet for it. We just did it for the operational finance team. So things like weekly credit control reports, aged debt collection, team expenses, salaries, Revolut accounts, invoices, VAT, simple document.

Probably could have been in a spreadsheet. We used it as part of the Ops manual. There's different ways of doing this, but we like our spreadsheet.

It's really good, especially if you want them to tick it off as they go. This is one of mine. This is one of mine from my assistants.

This is not a tick off because I actually have this, and then each one of these tasks is in Asana. So then it's like a recurring task in Asana, and that's how I know that they've done it. Because I can see they've ticked off the task in Asana.

The way we know the Property Entrepreneur team have done it is we get them to, we ask them to tick it off here. So literally every single month the Ops team will go through, and it's not just the Ops team because all the trainers and speakers and Rachel will testify as they have the same. We use this for PE and and literally when it gets done, tick, tick, tick, tick, tick, tick.

End of the month, Bianca sits down with Lauren, if Lauren's been doing some of it, whatever. Boom, how's it gone? Ticks and all the things, yes, absolutely.

Reset it, go again next month. It's just like, it's the accountability. Rachel, do you want to share?

Because you've been, we've been using it with us for a while. Do you want to share? It's quite good because you can see.

[Speaker 4] (1:06:06 - 1:07:04)

Yeah, it's really good especially for you, quite new. It's really clear when you need to get things done by and on tempo. So I like ticking things, it's great.

I've got no problem with it, but I think for a new starter, just walking into this and having it and knowing exactly when to do things, it's amazing. But I've also implemented this for all of my proactive tasks in my HMO business, because even though my onboarding is really smooth, the rest of the business was a little bit, bits of it were a bit rubbish, even one-to-ones, things weren't ready when I go onto a call and they hadn't done their notes. I'd be like, I can't spend 30 minutes with you setting your tasks.

You need to know what they are. So I built this for the team. So now, and it's working already.

She knows exactly what she's supposed to be doing week in, week out. And I think it's that clarity. They don't need to guess or try and remember.

And I've just been caught out actually. I've got to do some work in the break because I don't have one for the marketing bit yet. And my virtual assistants just missed a deadline.

And I don't have one. And then I'm like, right, now this is the one I need to build next.

[Daniel Hill] (1:07:05 - 1:08:05)

It's quite straightforward. Absolutely. I think about task triangle, like top of the mountain.

So if it's clearly defined in here, then you don't have to go over their tasks necessarily. Maybe in the onboarding phase, yeah, but then they just know. It's very, very clear.

And they can refer back to it without asking you. So this really is the definition of getting something out of your head. And Rachel does love it because she's a tempo.

Tempos love rhythm. They love that reliability, that repeatable. And the other day, we were working together on the program and I gave her some feedback.

I said, look, I'm actually going to need that a little bit earlier from you. And she said, well, that's fine. Can you change it in my house?

And I was like, yes I can. Yes I will. It was a lovely moment.

Then we hugged. It was just a nice moment. It was just like, absolutely.

Of course I can. It's changed. So yes.

We'll go Ben, then we'll go over here. Can we get a mic, please, for these guys at the back? Thank you.

Ben?

[Speaker 16] (1:08:05 - 1:08:26)

So most of you know we work with virtual assistants. So they're all in the Philippines. So we're not in an office with them all the time.

So that's exactly what we do. That's exactly. You tick it off.

Repeating tasks daily, weekly, monthly. That's how we manage them, is by having processes. And I'm a dynamo.

I hate it, but it works. It does. It really works.

[Daniel Hill] (1:08:26 - 1:08:28)

I hate it. It's death.

[Speaker 16] (1:08:29 - 1:08:37)

For me, it's death. But it's really good for the team. It works really well.

Yeah, no, it's very good. They are hard to make.

[Daniel Hill] (1:08:37 - 1:08:40)

Well, that's good, because I hope you've had your coffee, because you're going to make one now.

[Speaker 4] (1:08:40 - 1:08:46)

I just want to warn you, it is painful to do, but you've just got to get on with it. So is running a business plan, wasn't it?

[Daniel Hill] (1:08:46 - 1:08:50)

It was painful. But it's really good when it's done. We've got some mics.

Richie?

[Speaker 19] (1:08:51 - 1:09:01)

Rachel, do you not own that my house for working with PE? And should you not be updating that, rather than Adam updating it? Take that.

Sorry.

[Daniel Hill] (1:09:01 - 1:09:02)

Why did you make him, Richie?

[Speaker 19] (1:09:02 - 1:09:02)

Alright.

[Daniel Hill] (1:09:03 - 1:09:37)

No, it's good. It's a good point. Well, actually, that is a very good point.

And yes, I could have asked her to change it. But equally... Who owns it?

Well, if you direct and decide, really, you're the boss. So you're holding them accountable. So it depends on the team member.

But Rachel isn't really in a situation where she's going to start editing a document, because she's reporting into me. So it's like, you understand that dynamic? If I was doing it with my assistant, I would ask her to change it.

Because I'd just delegate everything to my assistant. I'd be like, please change the my house deadline to this. Yeah.

[Speaker 10] (1:09:38 - 1:09:52)

Two questions. Do you have this on one... So there's 30 of us now.

Do you have one file separated for every one of them? Or is it one tab on the same file? And it's transparent for everybody?

[Daniel Hill] (1:09:52 - 1:09:55)

2024, my house. Yeah, transparent for everyone. I'm on here.

Dan's on here.

[Speaker 10] (1:09:56 - 1:10:04)

My second question was, do you have one? Because you said it's for operational tasks and things like that. I feel like I could do with one.

[Daniel Hill] (1:10:04 - 1:10:11)

Absolutely. Even Dan has it. If Dan wants to make an edit to the deck, there's a deadline.

[Speaker 10] (1:10:12 - 1:10:15)

So it's a weekly podcast and stuff like that, I'm guessing.

[Daniel Hill] (1:10:15 - 1:12:38)

He has one for the podcast too. Emma has one for the podcast. So he's got to deliver it by a certain date for the team to do it.

So if they're relying on you to do something, absolutely, yeah. You don't want to break your own rules. It's quite good when they see you on there, I think.

Matt? Good. Why are you using this rather than using something like Asana?

It's a very good question. I'm an Asana through and through. I bleed Asana.

And I have come to the realisation that Asana is complicated and takes a lot of management. Now, I still use Asana. But this is static.

Asana is dynamic. This doesn't change. These are hard and fast.

So I do a hybrid where I have it clearly laid out, clearly defined deadlines, and then I put, for example, booking my travel. For example, it's an Asana task that's recurring because that's where they look for their workflow. So it is a bit of a hybrid.

But they can never, ever say they don't know what the deadline is because it's written in black and white. That's the advantage of doing this in a simple document. And I'm close to asking my assistants to go back to a spreadsheet and ticking it.

There's something magic in the simplicity. We run Property Entrepreneur on caffeine and cocaine. No, I'm joking.

And CrossFit. Yeah, the three Cs. CrossFit, caffeine, and cocaine.

What else do you need? We run it on spreadsheets and documents and tick boxes and we do a pretty good job. So the hardest thing is to keep it simple.

So I have Asana for my personal life, my tasks, and my two assistants, but I don't think we're going to move to Asana for PE because it becomes... Okay, of course you can. Do you want to get a mic?

We're going to have to... We're going to do these two points and I need to give you guys 20 minutes to do this. Okay, go on.

[Speaker 4] (1:12:39 - 1:13:09)

The thing with Asana, that's when this needs to be done. And that's why you have the problems. What I've noticed is you need to use a hybrid because day-to-day tasks or just to see if your team are on schedule for doing what they need to do.

That needs to go in Asana, but for an overview of the month and what they need to be doing, they need something like MyHouse. You have to use both. It's the visibility thing with Asana.

[Daniel Hill] (1:13:11 - 1:13:43)

You can do timelines in Asana but they're complicated. Keep it simple. Sophie uses Asana and I was like, so do I.

I was like, okay, but we're not going to join them. She was like, no, no, no, no, we're not. Because she's also had experience of it becoming too much.

It's also another inbox Asana. I would suggest that if they want to use Asana for their own stuff, that's cool. But this is like clear expectations.

This is a bit like teaching them to suck eggs. You don't have to teach them to go to the toilet. They can go to the toilet by themselves.

Let them do it. Show them where the toilet is. Suzanne?

[Speaker 4] (1:13:45 - 1:13:50)

Would you then be bringing that into SCS each week?

[Daniel Hill] (1:13:51 - 1:14:31)

Yeah. Bianca, do you use it for SCS? Do you talk about MyHouse with Lauren in your SCSs?

It depends on the job. Certainly for an assistant, absolutely. Let's look at your workload.

How do you do on your SCS? It's like a scorecard for an assistant. It's quite hard to find scorecards for assistants, so I think I've just had a bit of a brainwave.

That's quite a good idea. I have to talk it through.

[Speaker 21] (1:14:31 - 1:14:32)

I have to talk it out.

[Daniel Hill] (1:14:33 - 1:14:38)

Anyway, so the other top tip. Is it one for everyone or can I? Okay, go for it.

[Speaker 20] (1:14:39 - 1:14:54)

I just want to add, what I do is use tasks in Outlook. So if you don't want multiple, like a spreadsheet and a trello, you can do all of this on tasks on Outlook. And then they just tick them off and the ones they haven't on just show up in red.

Really straightforward.

[Daniel Hill] (1:14:54 - 1:16:15)

Okay, well if you've got that kind of visibility, then great. I think the key thing is to keep it really simple and this is why we like the documents. And mine, this is getting built out now by Mariel, but it's like each one also then has a loom video to how to do the process.

It's kind of like it's kind of actually adding another layer to it. Anyway, I don't want to complicate things. So what we're going to do is we're going to go into a primetime workshop.

So we've had lots of time for questions already. Remember that these primetime workshops are head down hard work. They are not chit chat and distraction.

And if you are talking, you are distracting the person next to you who's paid a lot of money to be here. So let's absolutely focus in. Log into the vault.

You should have two copies on there now. One is our example of a my house. One is a blank example.

Pick something that happens regularly in your business and do a complete download of all the tasks that have to happen by who and by when and get it in there and start specking it out. And then this can go live with one of your team next week. I'll come around.

Hands up for help after this point. And we're into the I'll ask Dex to put some quiet, focused music on. You've got 20 minutes.

Good luck guys. ...

[Speaker 3] (1:16:18 - 1:19:02)

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[Speaker 8] (1:19:18 - 1:23:43)

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[Speaker 17] (1:26:56 - 1:26:57)

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[Speaker 19] (1:33:21 - 1:33:30)

This is more than one task for the same day, that's in like the same shape, so I'm just going to do a double, just do another line, so double you over twice.

[Daniel Hill] (1:34:03 - 2:02:49)

Last few minutes, just get some key points down, so you can come back to it later. Okay, we're going to finish off there because we've got some great content to get through, so well done. If you want to just close your laptops now, just make your last point.

Small housekeeping point with regards to, obviously we've given it to you to download, so the tick boxes came up as Xs or something, you know, typical Microsoft, right, it's not great. My suggestion would be upload it to Google Drive and have it as a live Google Sheet. It's live, it's accessible from anywhere, it's in real time, and it's very easy to put those little tick boxes back.

So that's just a little bit of a... And you can ask your assistant to do... Exactly!

Absolutely, yeah, absolutely, so, good. Right, bless you, let's get some water going. So yeah, laptops away please, ladies and gents.

On the homework, absolutely get that out the door, get it off your desk. You know, some pennies dropping, really good conversation with Matt, like, this is how we get it out of our head and we get it on their desk. It's like, this is literally like unloading.

It's like unloading responsibility and putting it on someone else. It's a very refreshing and motivating feeling. So now that all your laptops are away, we are ready for the next session.

So, save the best till last. The art of challenging conversations. So, when it comes to challenging conversations, you do not want to do this.

Please put your laptop away if you still have your laptop out, it is time to... I do apologise, we don't have enough time, but we are starting early and trying to get as much done as we can. You do not want to do this.

Nobody, unless there's something a little bit wrong with you, wants to actually have a challenging conversation. It's human nature to avoid conflict. We're social creatures, we want to get on.

We don't want to upset people, especially tempos. They're going to hate the idea of this. So this is absolutely against our natural urge.

But the reality is that being able to have a challenging conversation will actually change your life. It will change your life, I promise you. The quality of your life is actually a direct reflection of how many challenging conversations you are able to have.

Hard choices, easy life. Easy choices, hard life. Those with a few more years than me, people with wisdom in this room, will just attest to this.

This is something we learn the hard way. We'd wish we'd had that conversation sooner. We spent days, weeks, months, or even years in limbo land, treading on eggshells, not being clear, and never really having a breakthrough.

And then for whatever reason, something happens, and you're like, I wish we'd had this conversation 20 years ago with a family member that you never cleared the air with. It's like these conversations, handled correctly, always result in a good result. And this is why this Blueprint is absolutely fundamental.

We can all use it, and we're all going to use it this month. I want you to have the confidence this is actually going to improve the quality of your life, not just your business. This is going to improve the quality of your life.

So, word of warning, before we get started, is just, whenever you're going to have these conversations, you've got to beware of the ambush. You do not want people to feel like they didn't know it was coming, you've snuck up on them, and they're feeling ambushed. And this is definitely not something you do by text, or voice note over WhatsApp or email.

This is absolutely not. This is a human thing. If you want this to be effective, you've got to approach it in the right way, and this is why we've Blueprinted it out, even to the point where we've actually given you the notes in the workbook for the first time, so you get the notes exactly as they need to be, so you can follow this to the letter.

These conversations need to be well thought through, they need to be considered, and they need to be well approached. Health warning, so that is the warning going into it. Right, so the six steps to this is all about having the awareness of how to approach it, the mindset you need when you're going into a conversation, the fact that you've actually got to book this thing in, you've got to book it in, you've got to seek first to understand, then assess the situation, and then figure out how you're actually going to handle it unemotionally and logically.

They are the steps, really simple, and this is absolutely game-changing. So, first of all, the awareness. So, we all need to build our self-awareness as entrepreneurs, we're leaders, we're high performers, we're better than the average, and a lot of this comes down to the art of spotting problems before they become emergencies.

If you've got your head in the sand or, you know, buried in your work, in your detail, in the business, and you're not tuning in to how your team are feeling, then you're not going to see these things coming. We want to be able to see these things coming. So, it's all about tuning in, it's all about tuning in to their workload, how they're getting on, and a really good way to do this is to monitor their performance, right?

Director's dashboard, weekly SCSs, PDP check-ins, like, you want to be able to see, through the high-performance framework, how they're doing, and then this is your, like, warning sign when they start missing deadlines, or they're giving you little signals like they're busy or they're feeling quite stressed, and they've missed this, sorry, I've missed this because I was doing this. Like, these are the little warning signs that a high performer is going to give you that they are, you know, that perhaps something's not right. And the more you work with someone, the more you'll start to identify their traits, just like you would in a relationship or with your kids or your pets or whatever it is, you know, people, things you've got relationships with, you start to know when something's wrong.

You start to know how they're going to react. Maybe they're snappy when they're not normally snappy, or maybe they start huffing and puffing around the house, or, you know, whatever it is, or not replying to you for a while, for longer on WhatsApp, they're leaving you alone. It's like, what is it that that, how that person reacts when something's not quite right?

And it's up to you to realise this. It's your job, it's your responsibility as a leader to figure out, okay, well, look, something's not right, I'm going to spot this problem before it comes. They might do things differently, you might just get a gut feeling.

You sometimes know when something's wrong, right? Even the steals, you know, you have got the ability to sense when something's wrong with someone else. But it is there.

You just know something's off. Someone's been funny with you, and maybe it's nothing, but maybe it is, and something doesn't feel right. And this is when we need to think, okay, it's probably time to have a challenging conversation.

By the way, the word challenging conversation, actually, the beauty of this blueprint is they're not challenging at all when you have them in the right way, just to be really clear. We just need to clear the air and have a conversation. And different profiles will deal with it differently.

So a blaze will get emotional, get maybe a bit upset, and take it personally. Tempos might just bury it and get lost in the detail. It's like everyone is going to deal with it differently.

So you need to understand the person that you're going to approach, and you need to look out for these signs. So let's talk about mindset. Approached in the right way, this is only ever going to be a win-win.

It always has a positive outcome. Even when you've had those conversations with a boyfriend, a girlfriend, a husband, a wife, an employee, and it's the end of the relationship. Even when it is the end.

Not always the nicest thing, obviously, emotionally, but ultimately, it's for the best. I think we can all understand that. These things are for the best.

If it's run its course, it's over. This is good. This is progress.

This is moving forward. So remember that this is going to be good for you. It might not feel good for you necessarily at that moment, but it's going to be good for you in the medium to long term.

Going into these conversations, the most important thing we can all do as leaders is just assume we're wrong. I assume that I'm wrong. Six out of ten times, I'm definitely wrong, but I'm aware of.

You won't have all the information. You might be just getting a snippet. You might just have jumped to a conclusion and you don't have all the information.

So even though you might be sure as damn it, it's better to just go into the conversation assuming that you're wrong because it may literally just be a blind spot. It might be the tip of the iceberg. You're not aware of it.

There's something else that's happened that you didn't know about that has meant this person hasn't done what they needed to do or didn't do it on time and it could have been completely out of their control. They just didn't want to bother you with it and all you've seen is they've missed something. They've missed the deadline.

They've dropped the ball and you don't have any context as to why. Your goal is to help them achieve a positive outcome. It's like all you want from this conversation is to walk away with a positive.

You're not going in this like brash and upset and annoyed. Your only objective is to come out with a positive. That's it.

You just want what's best for both parties. Like a genuine win-win. You're not criticising people.

You're coaching them. You're not like barking and telling orders and it's not like parent-child. It's coach.

It's not confrontational. It's generalisations. It's just opening up the book and seeing what comes out of it.

Really you just want to go in with facts only. These are the facts. You've missed this deadline three times.

This wasn't done. This customer said this to me. These are facts.

You list the facts. You've got them going into the conversation. You're just not going in emotionally.

You don't want to be just upset going into the meeting. These are the things we need to address. It's business.

It's professional. It's not going to help you bring your emotions to the table. They might have an emotional reaction so you need to be the one that's the cool calm head and you can just get it done.

Phones off please. Biggest thing about this is you've got A players, B players and C players. Now watch out for the B team.

C players are easy in your business because you know they're rubbish and they've got to go. A C player is like the puppy. They're cute.

They're shitting all over the place. You just know that it can't be forever. It's not working out.

They're easy. A players piece of cake. High performers smashing it.

They'll get it. They'll normally have these conversations very easily and they're interested in the same thing you are which is doing a great job and progressing and smashing it. They take feedback very well.

They take responsibility very early. They're open to the conversation. They've got good self-awareness.

The B players, these are the ones you've got to watch out for. These are the ones that they do just enough just enough to keep their job and on some days you think you need to get rid of them and then on other days you think actually they're kind of doing alright and you've just got this constant roundabout of should I? Shouldn't I?

Should I? Shouldn't I? I'm busy.

I'll just leave it. Anyone ever work with someone like that? So they do just enough.

They're actually really, to be honest, they're underperforming but you've got other stuff going on and they had one good day this month so you sort of put the rest of the 19 bad days in the ass. Fine. These are the ones to watch out for.

These are the ones that you probably have to exit and if these conversations keep coming up it's just like you're flogging a dead horse. This is where you have to be a bit brave and be a leader. So we've spotted something coming.

We know the mindset we've got to bring to this meeting. Then we're actually going to book it in. We don't want to ambush them.

We want to book it in. We absolutely we want them to know it's coming. We want them to specifically know that something's coming.

They've either read between the lines or you've made it very specific and you can avoid all sorts of upset and fallout if you just give them time to prepare. This is the most important thing because you're obviously preparing but you need to give the other party time to prepare if you want to have an easy conversation, not this challenging conversation. So give them advance warning.

Send them an email. Send them a WhatsApp and manage expectations by framing the conversation. Don't just say I need to talk to you.

That may be okay in some circumstances like for example if you're dealing with a high point and we need to have a conversation but why not say we need to have a conversation about your My House this week. Frame the conversation. Let them know you're not doing anything in that email or WhatsApp.

There's no other sting. It's just we need to talk about something and they should get it. And obviously depending on the person depends on how specific you want to be.

And then this is where you share your insight. Acknowledge these are my concerns. This is where you're potentially bringing out the facts, figures only.

It's like these are my concerns. I saw that I've seen the My House. I assume I'm wrong and these things have all been done but actually three out of the five aren't ticked.

Here we go. You're getting into it and as I've said before just assume you're wrong. Really nice saying.

Not sure if you've heard it but it's and I said this on stage recently and I said when you're pointing the finger there's four pointed back at you. Have you ever heard that saying? It's a rubbish saying because there's only three in a thumb right?

That's what I realised. Is that not the saying? Four?

Is it three? I got the saying wrong. That makes sense.

So you point a finger and there's three pointed back at you which sounds weird because then you have five fingers or in a thumb. Anyway we digress. The point is that this is a really nice analogy for not just pointing the finger.

Yes. Assume you're wrong. This is not about pointing the finger or the thumb.

This is just about clearly expressing just these are my concerns. Book it in. These are my concerns.

That's how you're framing the conversation and then it's two ears, one mouth. I want to understand. Let them speak.

You've already framed it. You don't need to say a lot. We'll come to questions at the end.

We don't say a lot. First seek to understand then be understood. Your job is to listen.

Opening the meeting as I've just said no foregone conclusion. I want to talk to you about my house. Maybe you've listed the facts and figures.

Maybe you haven't. Maybe you've waited for the meeting. I guess it kind of depends is the honest answer to that situation.

You definitely don't want to do this loaded gun thing where you start throwing things at them and then they're already on the defensive. The most important thing is to get them to come to the meeting knowing they're going to have a conversation about their performance or something. I just wanted to have this conversation because there's been a few things that I've noticed over a period of days, weeks, months.

I just wanted to clear the air. I've noticed these things. You just revisit the framing that you said in the email.

I want to talk to you about my house. I guess it really depends on how formal this is. If Dan and I were having a challenge conversation he wouldn't send me a list with some bullet points.

It's not formal. It's not like employee. We would just say that we need to have a conversation about this.

I know the crack. And then we go for a laugh and we fight it out. That's it.

Let's just say he wants to have a challenging conversation. I just want to talk to you about this because maybe I should have brought this up a few weeks ago or months ago. This has been one thing that's been just irking with me.

It's my perception that this is the case. So you just revisit the framing. And then I just want to assume I'm wrong.

I just want to clear the air. What do you tell me from your side? What's been going on?

And then it's literally button it. Let them spill. Let them talk.

Hopefully they can really get into it. Clarify. Obviously the more detail you have given, the more they'll be able to address it.

And just listen. Two ears, one mouth. And then only question where required.

So you're just probing. So they say something, you can probe, and it's just literally just letting them. And you'll know straight away.

I think what I'm looking for in a challenging conversation is, are they keen to resolve it? And are they taking responsibility? Or are they like, is it genuinely I've got it wrong?

In which case, no worries. I'm glad we had this conversation because obviously I hadn't appreciated that the Belfry had closed the Wishaw. That's why we did it in the Lichfield.

I didn't know that you know, everything else, that's good. Yeah. I mean, equally, it might be that that thing then has to be questioned.

So my perception is this. This happened. And if they're taking ownership and responsibility, you're kind of like, okay, good.

This is now a positive conversation. If they're getting reactive and defensive, now you can't work with that. You're kind of getting like, well, hang on.

Either you've dropped the ball and you're like, okay, cool. Or it's like, this is actually now a problem because we're now getting into this. This is the next part.

So I'm kind of jumping ahead a little bit. So assessing the situation, right? So we've got a problem, but you don't want to like focus on the problem.

You just want to focus on solutions. It's about having this like winning attitude in the conversation that you're looking for from you and for your team. That's what I was alluding to when I'm talking to Umesh.

So they may have a personal or professional issue. It might be like, you know what, you're right. I haven't done this because my mum's sick or I've got this stuff going on at home or the kids are being homeschooled or whatever.

It's like, okay, great in a way. I'm really glad that you've shared this with me. It might be personal.

It might be professional. Whatever it is, you've identified the issue. They may not have understood what you asked them to do.

It might be that you thought you were really clear about how you wanted something set up. They didn't do it. And so your perception is you've told them and they haven't done it.

But actually there was no training manual. There was no deadline. There was no my house.

They didn't get the clear expectations. They didn't have the understanding and they've dropped the ball because they didn't really feel that they got delegated to properly and supported. If they've dropped the ball, fine.

Ball's dropped. No worries. Maybe it was your responsibility.

Maybe it was theirs. Time to reset the bar. As long as they're coming to add it from a, you know what, I've completely messed up.

I missed that one. That's on me. That's a great reaction.

No problem. This is where you can be a bit of a leader. Absolutely no problem.

I understand. You've got stuff going on at home or you just dropped the ball. Fair enough.

I didn't make it clear enough. It wasn't in my house. Get it in my house.

Reset the bar. Say no more about it. Never have to talk about it again.

It's like the bar's reset. Happy days. And this is where you might have this, you may have not set them up properly.

You may have not supported them. And you just literally go, yeah, that's absolutely fine. Maybe they don't have the skills.

Maybe they literally don't know how to format a Word document or Excel document. I'm struggling. It's taken me three hours.

I don't understand Google Drive. Rachel, you had problems with Google Drive. One drive.

So it's like, Rachel didn't drop the ball, but she was struggling. She was struggling with Google Drive. She'd never used Google Drive before, whereas we all just assume it's all fine.

What do you mean? We don't understand. We don't understand because we use Google Drive.

Actually, no, guys, I really am struggling with Google Drive. Okay, cool. Well, that's a skills gap.

So that is absolutely something that could have happened. And then if there's a challenge, like if there's genuinely something that isn't right, it could be just their competence. They're just not up to scratch.

Or it might be they're really good at doing stuff, but you just don't like the way they do it. They're just not a cultural fit. They might be a performer, but they might not be a high performer for your organisation.

This is where you kind of need to identify if there is an issue because, yeah, cool, they might do it, but if they're never going to report back to you, or they're not going to do it your way, they want to do it their own way, and it's not really going to work. So, yeah, how do we handle it? So when there is this issue, and you think, okay, I've actually got an issue, in the same way you wouldn't attempt to plumb your own gas, even the builders amongst us, don't try and attempt to fix your own HR or legal issues.

HR is an absolute minefield. So where you've identified there's a problem, and perhaps in an employee situation someone needs to go, you do not need to be trying to handle this yourself. You are definitely setting yourself up for a failure.

My advice would be you outsource it and you get it handled. So, yeah, you've cleared the air, you've had the conversation, they're going to stay. They dropped the ball, you've addressed it privately, you've had the conversation, and now it's been professionally resolved.

The next step would be, say, like I said, you've dropped the ball, that's absolutely fine, we'll reset the MyHouse, we'll never talk about it again. You would also formalise that, right? So you just want to record.

You'd be like, dear Rachel, I've now created a training guide on Google Drive, you know, here we go, blah, blah, blah, it's done. And it's like, you've formalised it, it's closing the chapter, and it's kind of letting them know that this is now closed off, but also like a reminder that it happened. You may have to rely on this later if you ever did have an HR issue, so it's quite important.

And then you just go back to managing them as before, it's like this is the next, we're now clear that, for example, the MyHouse, the next one is weekly and monthly, and it's just business as usual, and hopefully they never drop that ball ever again. You've addressed whatever's needed. Or it might be they've got to leave.

You know, nothing lasts forever. It isn't going to work out because of either a competence issue or a cultural fit. And this might be where, if you get in that conversation, like this isn't working, this isn't working, this isn't working for me, this is not the way I'd like it done.

And then I'm going to talk to HR about next steps. And this might be, at this point, they may hand their notice in, or we need to have a follow-up call with HR, because I'm not happy with the way this is going. You may already get a notice at that point, because they kind of maybe know what's coming.

If it's been a difficult conversation, if they've really messed up, if they're clearly not cutting the mustard, they might just go. Or this is when you just call in the HR. You say, right, I'm going to have a call with HR and then we'll have a follow-up.

And you speak to your HR and you say, listen, X, Y, Z, this person needs to be exited, please, over to you to handle it. You don't want to be getting involved. Do nothing.

Delegate everything. It is money well spent. Who here uses an HR consultant to do things like this for them?

Not enough of us. Not enough of us. Not enough of us.

This is money well spent. And obviously do not get emotionally involved. It's your business.

It's your baby. They may have upset a customer. They may have upset you.

You've got a bad review or you've lost money or you've, you know, damaged your reputation. It's like, this stuff really stings. It's really going to annoy you.

But this is not the time to lash out or end on a bad note. If you see this person walking down the street, you want to better say hello to them. So you don't want to create this bad energy, this bad aura.

You want to keep it business and logic. And really the point I was going to make about HR is for a couple of hundred pounds a month, depending on the size of the company, you can have HR on a retainer. You don't need to be dealing with this stuff.

This really is money well spent. I really do think this is like an absolute no-brainer in terms of an investment. Yeah, Rachel.

Let's get the mic. Thanks, Lauren. Have you got a mic?

[Speaker 4] (2:02:54 - 2:02:54)

I'm not going to chuck it.

[Daniel Hill] (2:02:54 - 2:02:55)

Where's the other mic?

[Speaker 4] (2:02:59 - 2:03:24)

She's done it! I'm so proud of myself. I've got a question on virtual assistants because some of us here just have self-employed people working for them or assistants because I get this for an employed person, 100%.

But what if you've just got virtual assistants? I power a lot of my business stuff. I'm about to hire a property manager by the hour.

She's self-employed. What would you do it your own way then? Because that would be my...

[Daniel Hill] (2:03:24 - 2:05:19)

Well, you don't have the HR so you don't need it. It's much easier because they're outsourced. It's just a conversation.

If you do it through an agency, you don't have to talk to them. You can just say to the agency, this is enough. I've had enough.

Any other questions? Good! Okay.

I want you to stick it on your action list that there is a challenging conversation that you have not been having that you need to have. Whether it's in your friendship group, in your love life, in your professional life, with a contractor, whatever it is, I guarantee you there is a conversation that you have not had because you've been putting it off because you haven't had this blueprint. Even if it's just about the washing up later tonight.

Whatever it is, just use the blueprint. Book a meeting in the diary. I'm joking.

You can use it for small things. Approach in the right way. These conversations are very easy.

Then you can build yourself up to some bigger ones. You'll be amazed at the results you can have. So, put it on your action list.

I would love to hear how you've all got on in the app. I would love to hear some results from Challenging Conversations. So much lighter, so much easier, so much more productive, clear the air, make progress.

I think it's an absolute no-brainer and a winner. If there's no questions, I'm just going to finish off with one last call for the Financial Fortress. Congratulations to everyone who's signed up, who's taken a place.

Did you have a question? Is it about Financial Fortress or Challenging Conversations?

[Speaker 3] (2:05:20 - 2:05:48)

Conversations. Okay, cool. If you have a monthly review booked in with your team anyway, would you put this in especially, which then makes it seem like it's a bigger thing, or would you just make a note, do the warning, and let them give the advance notice before the actual already scheduled monthly meeting, and then just have it in that monthly meeting?

[Daniel Hill] (2:05:50 - 2:07:24)

Personally, one of our values is all feedback is good feedback. So everyone expects feedback from people in our company. So after every workshop, everyone that reports to me gets feedback.

My assistant, every month, she gets feedback. It's like they expect it, so I just send them feedback. I would say that's just ongoing professional development.

I don't think that needs to be a challenging conversation. That's just business as usual. We're all trying to get the same thing, which is better.

A challenging conversation is for when it's maybe just a little bit more than that. It might be that the same piece of feedback has come up a few times. It really depends on your culture, but I'd say that if you have a monthly meeting agenda, you can definitely add.

We add things to our agenda in a Word doc, so people can see what we're going to talk about before the agenda, so that avoids the ambush. So you absolutely can raise it. I think the thing with feedback is, again, it's kind of easier to give people feedback in a Loom or a WhatsApp audio and then let them process, rather than, again, ambush.

If you have a meeting and then you say, listen, I've got some feedback for you, it depends on them. But again, they are also not having time to process, are they? So I think the answer is, it depends.

But these challenging conversations I think are more for big, chunky, there's something potentially quite wrong.

[Speaker 3] (2:07:25 - 2:07:40)

Fair enough. In terms of who we use for HR stuff, there's a company called Bright HR, which is about £8 per person per month or something, and they'll deal with firing and any other issues as well.

[Daniel Hill] (2:07:40 - 2:08:01)

Agreed. I use Bright HR with my last business and they were great. They're part of a huge company.

It's a very cheap peninsula. I think you recommended to me that way back in the day, like seven years ago or something. So thank you for that.

Excellent. There's no reason that everyone can afford to outsource this. So, yeah.

So, Tej, can you pass the mic to Anita? Ashley?

[Speaker 15] (2:08:02 - 2:08:24)

I was just going to say that if you interview properly in the first place, and then you have monthly one-to-ones, then really these challenging conversations should never actually happen. If you're doing the little things and having challenging little things constantly, then they'll never become a big thing, or you'll figure out pretty quickly it's not working.

[Daniel Hill] (2:08:24 - 2:08:55)

I completely agree. And this is the whole thing about awareness and spotting problems before they become emergencies. So, like, really a weekly SES is a challenging conversation, because it's like little accountabilities, little bits of feedback all the time, and it's much easier, much smaller, versus what most people do, head in the sand, let it go until the point where it's really pissed them off, and then it's a big conversation where it could have been dealt with, nipped in the bud early on.

Clear expectations. So I agree. Mic for Shiv.

Anita?

[Speaker 5] (2:08:56 - 2:09:35)

So, actually mine was quite similar, in that I most probably wouldn't wait to the end of the month. So if it's a challenging conversation, I would have it that week, so you've nipped it in the bud, so it doesn't happen again later on in the month, and then you get really agitated by it, so I would just nip it in the bud straight away. Also, I just wanted to add that if actually if you want to let somebody go, and you've made that decision, then I wouldn't actually have a challenging conversation.

I would just book it in with HR, because you've already made the decision to let them go, so, and actually they could just go off sick. So it's better just to reach out to HR, because you've made that decision already, so it's kind of like a little bit pointless.

[Daniel Hill] (2:09:35 - 2:09:47)

So you'd have the challenging conversation to seek first to understand, and then in that conversation, it's clear this person is wrong. You don't need to go any further. Say thank you very much, I really appreciate your time.

Play it cool.

[Speaker 5] (2:09:48 - 2:10:20)

And then press the trap door. Well, yeah, basically. But of course, if they are, like you like to label it here, a terrorist, then you're not going to want to have the deep, challenging conversation and book it into their diary, because they'll just go off sick.

So actually, if you've made the decision as the leader of the organisation that I'm going to let this person go, then actually you should go and seek advice first before you go and do that, because otherwise they'll go off sick for weeks, and that will be far more challenging for you to deal with.

[Daniel Hill] (2:10:20 - 2:10:39)

Yeah, I had the same thing actually with someone going off sick. It was a real pain. Yeah.

If you've already made that decision, and your mind's made up, that's cool. I think if you, if this isn't like a repeat performance thing, and you're just trying to engender this ability to talk about issues in a working relationship, then a challenging conversation is going to be worthwhile.

[Speaker 5] (2:10:39 - 2:10:45)

Yeah, definitely. If you want to make it work, then of course, have the conversation. And you'll feel so much better once you've had it.

[Daniel Hill] (2:10:46 - 2:10:46)

Totally.

[Speaker 5] (2:10:46 - 2:10:52)

And they'll feel better as well, because they'll know something was niggling, or something was going on. Yeah.

[Daniel Hill] (2:10:53 - 2:10:59)

That's sweet. It always has a positive outcome, because they know something's up, because you might be getting short with them, etc. Shiv?

[Speaker 9] (2:10:59 - 2:11:50)

I'm trying to figure out how to stop the other party having that emotional reaction. And you, obviously we frame it, we send them an email, here's the facts, and I want to discuss it. What I tend to do sometimes, I go, here's the facts, and then almost insinuate which direction this is going in, which is going a little bit against what you're saying, which is to seek first to understand.

But I kind of go, here's the facts, we need to have a chat about this. I think X, Y, and Z might be a useful next step, because then they kind of know which direction it's going in. So I always say to myself, they can have their emotional reaction in their bathroom by themselves, so that when they're then coming back to have a conversation with me, the emotion's gone, and it's now lessened.

Yes. It doesn't lessen if you just give them the facts and say, let's have a chat about it, maybe. They need to know what the next step is.

[Daniel Hill] (2:11:50 - 2:12:34)

I think it depends. I think my style would probably be more, I want to have a talk to you about this, and then I'll address the facts on the call. I think you want to frame the conversation without going into too much detail.

You don't want to pre-empt. You just want to say, I need to talk to you about, you could just say your performance. I think the key thing is to get them in the room knowing that they're going to have a conversation, and then you not going in with a loaded gun, and if they are going to react emotionally, you can kind of deflect it, because you're staying logical and calm.

[Speaker 9] (2:12:35 - 2:12:36)

Trying to.

[Daniel Hill] (2:12:36 - 2:12:44)

Well, you will, because you should. I mean, we should, because we're going to have self-awareness. It's definitely an art.

[Speaker 5] (2:12:45 - 2:12:47)

Can I add something to that? Sorry, I don't know what you're talking about.

[Daniel Hill] (2:12:47 - 2:12:49)

You may, and then we're going to wrap up for the break.

[Speaker 5] (2:12:49 - 2:13:24)

I think the hardest part is you just need to give them the opportunity to speak, because you're going in and you've most probably pre-arranged what you're going to say, and sometimes our emotions can kind of get the better of us, but actually, you need to give them the opportunity to say whatever they want to say as well, and that's most probably why you most probably shouldn't have the direction of where the meeting's going to go, because you then haven't given them the chance, and that's where then they get emotional, because especially depending on if they are what type of genius they are as well, I think you need to base that conversation based on that.

[Daniel Hill] (2:13:24 - 2:15:10)

Thank you, that's very eloquently put. It's like no pre-defined outcome in your head. It's like you're just going in to understand, to talk about it exactly right.

Give them the floor. Okay, so on your action list, final, just a point about the financial fortress. So obviously it starts on Tuesday, and Josh is going to be delivering this, and I just wanted to share something with you.

He was going through the slides from last time, and I attached a few people in here unless you were on it, and after the very first session, we asked the delegates who'd been on the financial fortress how much value they'd already received from the financial fortress, and this is what everyone put in the chat, just from the first session, it's the start of the second session. So, on average, that actually works out to £5,000, which is the cost of the event. So if you are thinking of joining the financial fortress, if this is something you want the strategy to go in to the year with, sooner rather than later, there is an opportunity to join us still on Tuesday.

You'll be in good company because Simon Zucci is a paying delegate, he will be on the call, he wants to know what this is all about, and of course the price is £5,000 as you know, but we are also going to let you bring a partner for £1,250. Some people here have already signed up, so if you do want to bring a partner, you're more than welcome, £1,250 or £6,250 for both of you, so you can do it with a life partner, and you guys can do it together. So last call on that, if you want to get on board, QR code is on the screen, I'll leave it on the screen over the break, and you can talk to Bianca, or me, or Josh to get signed up.

Okay, have we had a good morning? Long session, go get your coffee, I'll see you back here at 12 o'clock, thanks very much.