**25.01.09 PEA Session 1 01-Transcription**

[Shiv Haria] (0:00 - 0:30)

Two and a half minute warning, it's two and a half minutes to show time, take your seats. Ladies and gents, get your teas and coffees, make your way to your seats please.

[Speaker 5] (0:36 - 0:50)

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 7] (0:52 - 1:06)

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 5] (1:07 - 1:16)

Back and forth, back and forth with the bullshit, and all I said before, I don't mean it, it's been a while since I've seen you.

[Shiv Haria] (1:16 - 1:51)

Property entrepreneurs, we have one minute to show time, finish your conversations, get your coffees and have a seat. Ladies and gents, 45 seconds to show time, please take your seats, take your seats.

[Speaker 5] (1:51 - 2:10)

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 7] (2:12 - 2:26)

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 9] (2:34 - 2:50)

Ladies and gentlemen, property entrepreneurs, please clap your hands, give a huge round of applause and welcome to the stage, Mr. Shiv Haria.

[Shiv Haria] (2:59 - 19:30)

Good morning, good morning, good morning, guys. How are we doing? Take your seats, please, if you haven't already, quickly, quickly.

Okay, so hands up, who from the advanced programme is here? Yes? Who's here from the board?

Okay, so we have a full house. This is the first day of 2025. Are we excited?

This is the first day of 2025, but it's also the first day of the new season. It's the first day of the new month, of our new month. So, welcome to workshop four, ladies and gents.

You're here for a reason. I always tell you this every single time. This is going to be your best year yet.

Can I have a round of applause for that? I've said this before and I'll say it again. Everything that you need to be successful this year and to have the best year yet is in this room.

Whether it's deals, whether it's partners, whether it's contacts, everyone that you need to be successful is in this room, and towards the end of the show today, I'm going to show you exactly where you can find it. Remember, guys, that you've paid to be here, and the best way to make the most of your money is to make sure of your investment is to make sure that you don't have any distractions. You want to be focused and be in the room.

And what do I mean by that? I don't just mean be physically in the room. I mean be mentally in the room.

Sometimes we can be here physically, but our mind is wandering elsewhere. Who knows what I'm talking about? How many of you are making shopping lists right now?

What do I need to get for dinner tomorrow night? I don't want any of that. You need to be in this room and make the most of your investments, and as a result of that, we want no phones, please.

No phones. Now, obviously, we use our laptops and sometimes our phones to do the workshop elements, but outside of those workshop times, phones should be away, your laptops should be closed. Okay?

That means that there should be no cheeky e-mails, no cheeky WhatsApp. Where's Kevin Edge? None of that, please.

And because at the end of the day, guys, you're doing it for yourself, but it also distracts the person next to you. Who knows what I'm saying? Okay, so in winter, we all know we create systems, and at PE, we have a system, and here is the system that we have created.

It's called Nudge Your Neighbour. Okay? So I want you to look at the person next to you.

Look at the person next to you, and I want you to give your person next to you permission to nudge you if you are on your phone. Okay? What that means now, what that means is you have, guys, back in the room, please.

You have now given everyone permission that if you're on your phone, they are allowed to say to you, hey, you know, be in the room. Make the most of your investment. Stop being elsewhere.

You're distracting me. Okay, and now we all know, if all of you come from outside, we're in winter. Who knows that we're in winter?

It's time to get the big coats out, and how do we know that we're in winter? It is absolutely freezing. Ian Bauer got me out at 6 o'clock yesterday morning for a run, and it was dark, and it was cold, and he forgot to tell me that I need a head torch.

So we're running around in the cold, in the dark. I can't see anything, and you know what? Ian Bauer's right.

He runs at, like, a million miles a second. I've got to keep up with him. As well as that, when we get into winter, we also sometimes feel a bit lethargic.

We've had a bit too many mince pies, and at the end of the day, what we now need to do is we need to kick into gear, okay? Winter and Christmas is over, and it's time for us to not stand still, to get the flywheel going. Who knows what I'm talking about?

And how do we get the flywheel going? Baby steps, that's the answer. We did this on the Game of Four Quarters workshop.

We just need to do simple things. Sunday sanity, your Game of Four Quarters. Start getting your steps in.

Start going to the gym. Stop eating mince pies. Who's still eating mince pies?

Guys, we need to throw them away now. I know they're leftover, but there is no requirement for you to finish all the food. Just put it in the bin.

It's time for us to kick into gear. And the most important one, this has been the most important one for me, is get to bed on time. If you get to bed on time, you will wake up on time.

If you wake up on time, you'll get to the gym on time. If you get to the gym on time, you're going to start your day on time. If you start your day on time, you're going to be able to do all the things that you need to do this year to be successful.

Who knows what I'm talking about? You need to get to bed on time. It's an easy, easy win, okay?

So we're in winter. We need to kick into gear now. Who's heard this saying before?

Hard winter, easy summer. Easy winter, you're going to struggle. You're going to have a hard summer.

Remember that if you put in the effort right now, you are going to achieve the end-of-year target. But if you relax right now, even just for a moment, if you start off slow, you're going to fall behind. And if you fall behind, you know from doing this that you're never going to catch up again.

It's going to be another year of just standing still, not moving anywhere. Who knows what I'm talking about? How many of you have had those years where you've got all the best intentions, but something happened and you just didn't actually achieve your targets?

You didn't move forward. We don't want that year. This is going to be, what is it going to be?

Your best year ever. Okay. Now, we all know where we are now.

We are on the Property Entrepreneur track. We have now done, is my laser working? Yes, we are.

We've done this bit over here, the tempos. You're done now. Fantastic.

We've arrived at the strategy day. We did that yesterday, and today is the strategy day. And now what we're looking for is this bit over here.

This is where the steals come into play. How many of you are steals? Hands up.

Everyone look around. These are the guys that are going to be leading us through the next three months. This is where we get in, we lift the bonnet of the car, and we start fixing the car.

We start creating the assets. Who knows what I'm talking about? Steals, you're going to come into your own at the moment.

And, in fact, the next port of call we're going to get into, this was the first bit. This is where we've got to over the last three months. Over the next three months, we're going to get to this bit over here, which is the AGM, and more about that later.

So we've got a packed day for you today. This is not just strategy sessions. We're not going to spend all the whole day just doing strategy sessions like the program do.

We've got a day of content. How many of you would like your team building your business for you? Hands up.

And so in session one, what we're going to do is we're going to be diving deep into the one tool, the number one tool, that's going to get your team building your business for you. And that is our professional development plans. How many of you have done professional development plans before?

Perfect. So the whole point of this is to incentivize the team to step up and take the lead so that we don't have to be driving the business. We can just set them up, and they can drive the business.

The reason why winter is the most important time of the year is because where you should get to is you, me, for example, right now, January, February, March is my busiest time. It's when I set everything up, the business, the strategy, the finances, the team, the incentive plans. Everything is being set up now, January, February, March, because in April or on New Year's Eve, which is the 31st of March, I'm going to hand over to the team, and the team are going to run the race.

Who knows what I'm talking about? Fantastic. And then how many of you have heard this saying, sales solves everything?

Say it again with me. Sales solves everything. And who wants clients coming out of your ears?

Yes? Would we like that? Then we don't have to worry about clients.

We can focus all of our time on delivering a great service. The whole point of this is we want to get sales in effortlessly. And in session two, we have a guest speaker, and we're going to be covering off the campaign strategy blueprint.

We've listened to your advice. We used to do this in the spring, but the problem is that by the time we get to the spring, it's too late. We haven't got enough runway.

So we said, let's bring this forward. Let's do this now so you know what you're doing, you've got the plan in place, and by the time we get to spring, you're running already. Does that make sense?

Okay, perfect. Now, I want to tell you something about this campaign strategy blueprint. Even I've struggled with this.

Every year, I've never quite got it. But the speaker that we have here today is going to explain it all for you, so make sure you're paying attention so you can sort this out once and for all, and you never, ever need to worry about sales, and therefore you never need to worry about money because sales solves everything because it brings in the money. And then in session three, how many of you enjoyed doing your strategy presentation yesterday?

Fantastic. And the whole process of bringing it together is so valuable because it makes you change your whole life. Sometimes you're heading in this direction, and you get all of this feedback from people, and you start to realise, actually, I need to be going in this direction.

How many of you have had that sort of realisation? Yeah? So I want to give you a huge congratulations for hitting this first checkpoint, which is the strategy.

You're all here today. Can I get a round of applause for you for being here today? Excellent.

And in session three, you're going to have the opportunity to learn from the top performers. Okay? The reason why these guys are top performers is because you have voted for them as the top performers.

So we want to pick up from them, what are they doing differently for me? Here's a top tip that I gave to the Supper Club, I think it was a couple of days ago. When you're listening to these top performers, you need to be sitting there thinking, this is a great presentation, but what does that mean for me?

What does that mean for my strategy? What do I need to change in my strategy or adopt? Or, ooh, they've got a lot of tangible targets.

Ooh, that's a really good idea. I should do that. Ooh, they've got this thing about, you know, not speaking so much.

Ooh, I should do that. Or speaking more. I should do that.

You can put all of these things in, and you can still tweak your presentations or your strategies. And at the end of the day, you are going to vote for the winner. Okay?

So in session three, we're going to have the strategy awards finals. Who's excited for that? Yes?

So let me talk to you about what I've been getting up to over the last month. It's been a busy month. You all know.

Why has it been a busy month? Because December is half a month. Let's face it.

Half of the month, you're doing something. Actually, you're not really doing anything. You're preparing for Christmas, and half a month, you're having Christmas.

So I've had to be super organized and super productive, and here's what I've been up to. How many of you sent out festive messages or Christmas cards to your clients, to your suppliers, to your partners? So we did some of that over here.

This is a quick, easy win for you guys, if you haven't done this already. This is our simple little Canva-generated image with our team in it, and we used this same image for happy birthday, merry Christmas, work anniversary, anything and everything. Just get this done, and you can just change the words here.

Merry Christmas becomes happy birthday. We send a happy birthday to all of our clients. Who sends happy birthday to their clients?

Nobody, but it's like, oh, that's nice, isn't it? Get that done, if you haven't already, and this is all of our team here. Why do we put our team on here?

Anyone know? Why do we put our team's picture on the festive message? It's being personalized.

Exactly. It's being personalized. That means that the client is looking and saying, I'm not buying from this faceless company.

I'm buying from these people over here. They are the ones that are delivering my service. Okay?

Second thing we did is we had our Christmas parties. How many of you had Christmas parties? This is our team on the right-hand side, had our Christmas parties.

All started off very nice and kosher like this, sat around the table, and then it ended a little bit messy. This is probably about 11 o'clock. It went on to about 3 o'clock, so I won't show you the rest of it after that.

That one? Oh, this one. There you go.

You trying to poach my team? And then thereafter, how many of you had family get-togethers? This is my family.

Everyone knows. So this is my family. This is my grandma over here.

The whole family over here have gathered, and the reason I'm showing you this is because this is what life's about. Who knows what I'm talking about? The number one regret of the dying, who knows what that is?

I wish I hadn't worked too much. Do you know what the trick to having a good life to happiness is? The number of meaningful connections that we have with other people.

The more meaningful connections we have with other people, the happier we are in life. These people here are my family, and as a result, we meet up every year, two, three times a year, just to have meaningful connections. Who knows what I'm talking about?

Yeah? Okay, then we have the Winter Hit List 2025. This is my calendar as of December, just the week leading up to Christmas, and I thought, you know what I'm going to do?

I'm going to do the kickoff now. There's no point in waiting until January, and what I've done over here is I've shown you. I had a Winter Hit List prioritization and allocation meeting with my operations manager, so she had it with me, and the point is that she runs this, and she came to me, and the whole point of this was to go through it and look at every task and add a box and a bow to it.

Who knows what a box and a bow is? We wanted to go through every task and not just say, because when you put it in the WhatsApp group, just really quickly, it's going in the WhatsApp group. We wanted to go through every task and say, what is this task?

Exactly. What's the description? What do we want done here?

When do we want it done by? Who needs to be doing it? And give them all the information, all the resources that they need in order for them to go and do it, so at this meeting over here, we basically added more detail to all the Winter Hit List items, allocated them to all of the different people in the team, all the stuff that we covered in December in the Winter Hit List bit.

Then what I did is we had a Winter Hit List sales and marketing team, we had a Winter Hit List in the finance team, and a Winter Hit List with the delivery team. These were our kickoff meetings. So this is, right guys, here's the Winter Hit List, do you know what you're talking about?

The reason I don't do one with the whole team is because we did that before. It goes on for about two and a half hours, and people who are in sales don't really care about finance, and they get a bit fed up of it. But the point is, these are the meetings that I had before Christmas, so I could set myself up so that the team members, before they go on holiday, can get their brains in action knowing exactly what they're supposed to be doing, so that when they come in January, they can hit the ground running.

Okay? They need to start up the flywheel as well, so the first week in January is always a bit slow, but they know exactly what they need to do. And here's us having our Winter Hit List meeting over there.

And this is how it ended up. We have 61 tasks on our Winter Hit List, and they've all been allocated, as you can see, to different people over here, same deadline for everyone. We have quick wins for some of them, and we also have over here the RAG system, which ones are highest priority, medium priority, and low priority.

And, of course, we have to have a scorecard. Property Entrepreneur is all about measuring stuff, because if you measure it, you'll be able to manage it. So we have a scorecard here, ready to go.

We've already kicked off. In fact, sorry, so we've kicked off individually, but tomorrow we're going to have a meeting with the whole team to say, right, we're going to start. Tomorrow at 11 o'clock, we're going to start doing our Winter Hit List.

And what I want you to look at over here is how many of these 61 tasks have been assigned to Shiv? Two. Two.

This is where you want to get to. 61 tasks, two tasks assigned to me. You know what I did last week, because I didn't want two tasks?

I didn't want two tasks, so I hired a general manager, because I don't want any tasks. That's the point. How many tasks do you think Dan has on the Property Entrepreneur Winter Hit List?

Two, probably. He's trying to delegate as many as he can to Adam, isn't he, Adam? There you go.

Okay, and in other news. He has none. He has none.

There you go. Well, he's done it right then, Adam. In other news, we also held the Property Entrepreneur Program Strategy Day on Tuesday, and for the first time ever, we had a joint first.

This is the two people. I want you to join me in a second to congratulate them, but we have here Neil Gallagher and David Akibu. So can you, first of all, so that they can hear it wherever they are, give us a huge round of applause for the Property Entrepreneur Program, finally.

They did an amazing job, and I tell you something. If you could see their strategies, you would be amazed. I always thought to myself, I don't know, mentally, I thought the advanced program, the program, you know, program, advanced program.

You jump up to the advanced program. You know what I realized? These guys, they know what they're doing.

They know what they're doing, and they follow the process. In advance, you get complacent. You start following the process.

They know what they're doing. They follow the blueprint, and they are going to get results, and these guys, no doubt in my head, they're going to have amazing years.

[Shiv’s Co-Facilitator (Hall of Fame podcast announcement)] (19:30 - 19:34)

They will be released as a Hall of Fame podcast next week.

[Shiv Haria] (19:34 - 19:35)

Oh, amazing.

[Shiv’s Co-Facilitator (Hall of Fame podcast announcement)] (19:35 - 19:37)

So you can listen to their Strategy Day presentations.

[Shiv Haria] (19:37 - 27:52)

Fantastic, and I highly, highly recommend them because, honestly, they are not Property Entrepreneur Program and Property Entrepreneur Advanced. They are literally operating at such a high level, and remember that all of this is about what's true for them, making sure it aligns 100% with them, and when you watch these, when you listen to them, you'll go, I know that means something for them. Does that make sense?

And then we also had the strategy winner for the board. We had the board yesterday. I was part of the board, and we had to go through all the strategies, listen to all of them, and then vote inside the board, and there is, I think there's about 15 of us on the board, so there's one out of 15, and we have the strategy winner for the board.

I want you to put your hands together. He's in the room at the moment. We have the strategy winner for the board, Property Entrepreneur Strategy winner 2025 for the board was Mr. Tej Gill. Stand up, Tej. Stand up. This is what we're aiming for, ladies and gentlemen.

Okay, fantastic. Thank you, Tej. That was an excellent presentation.

Really enjoyed it yesterday. Okay, getting down to business then. Guys, Sunday Sanity.

This is the basics, and we know that if we get the basics right, the rest of it will flow, okay? Now, who wants some accountability? I want you all to stand up, please.

Stand up. Including virtual. Virtual guys, please can you stand up as well so I can see you.

Hi, Rachel. Rachel. Virtual guys, stand up.

Bit delayed. Here we go. So I want you to sit down if you did not post Sunday Sanity at all.

If we hear some shuffling. Oh, we have one. Shuffle, shuffle.

How many of you, sit down now if you didn't post once in the whole month. If you didn't post once, sit down. If you did not post two times in the month, sit down.

If you missed two Sunday Sanities, sit down. Perfect. So you guys over here, guys who are sitting down, I want you to have a look.

I guarantee you, I said this to Bianca just before we started today, it's no coincidence that the people who do the things that we tell them to do are the ones that end up not just winning the award, but actually having the year that they want to have. These are the people that come to, eventually when we do them, the supper clubs. These are the people that do the Sunday Sanities, that do the Game of Four Quarters workshops.

Okay? So turn up to these things. We're not doing them because we like doing them.

We're doing them because if we do these things, you will be successful. Your only job is to turn up. That's it.

Once you turn up, we will make you successful, but you have to turn up. Does that make sense? Perfect.

So thank you very much. A round of applause for the people that are standing up. Guys, 100% Sunday Sanity, this stuff works.

I dropped off Sunday Sanity. I'll tell you a little secret. Don't tell Adam.

I dropped off Sunday Sanity last year for a little bit, and my whole year, just all those few months, I just didn't know what I was doing. And I came back onto Sunday Sanity, and just like that, I was straight back on it. Who knows what I'm saying?

Fantastic. And then the Game of Four Quarters, we like to make sure that we've got our annual goals, but we need to chunk them down into quarters, into months, into weeks. How many of you attended the December Game Changers workshop?

The one that I'm talking about is the one that happened at the end of November, so one for December. Yes? How many of you had a list of Game Changers for December?

Hands up. Perfect. So there was a lot more of you.

Fantastic. I want you to go to page four in your workbooks at the moment. Page four.

And what we're going to do is for those of you who had the December Game Changers, I want you to scan the QR code and tell us how many of your December Game Changers did you tick off. Out of the 10 that you had, how many did you tick off? Get your phones out, please.

Can we have a couple of seconds of music? So this is page four in the workbooks. Scan the QR code and tell me how many we got.

Page two, sorry. Page two? Well, it is page four because we count the front cover as page one.

And when you finish that, please put your phones down so I know that you're done. Okay, are we done? Thank you very much.

Perfect. So I said to you that the plan of getting here, the three months getting here, was to get to the strategy day. This was a checkpoint, a milestone.

Now we're going to do another three months and we're going to get to the AGM. Okay? That's the next port of call.

And when is that? End of March. End of March is our next port of call, which is the AGM.

And at that time, you're going to formally launch your business plan to your team. Okay? You're going to officially kick off the new year.

Like I said to you, January, February, March is when I do all the work and then I hand over to the team and they run the race. But I need to tell them what they're doing. I need to give it to them and say this is the plan for the whole business about how we're going to achieve those goals.

Who knows what I'm saying? Yes? Okay, this is an opportunity for us to not only get everyone on board with the plan, but also get everyone hyped for the plan.

The whole point is we have to take them on this journey with us. Yeah? How many of you are enjoying getting stuff done in the workshops rather than just learning stuff?

Yes? Getting stuff done in the workshops? So later on this, today we've got a great opportunity for you on this very topic, so just keep your eyes peeled on that.

So to get on to our first session then on PDPs, it's true, and most of you will know, that most entrepreneurs focus on recruiting a highly paid team, but in the end, they end up like this guy. Like an octopus, where they're the brain in the middle, but they're carrying each of the departments. Who knows what I'm talking about?

Yeah? You end up having to actually do all the work that you hired all these people to do. And when you align your business goals with your team's aspirations, which is what you do through the PDPs, you're going to create a team that can not only set their own tasks, but you're going to create a team that can also drive to achieve the targets that you have set out to start with, and ultimately build your business for you.

The aim is to build this, to build a staircase that they can climb, and the staircase has different levels, and what that means is that each level, they're going to get what they want, whether that's pay, retention, perks, and we're going to get what we want, which is basically responsibility, accountability, and ultimately results. So it's a win-win is what we're trying to create with the PDPs. Here's an example of one that I did for our project manager, and there's four levels to it.

There's training, like let's train them up. There's executing. There's managing the team and owning the P&L.

But ultimately, here's the bits that I need you to remember. Junior project manager, 15 pounds per hour. Project manager, 17.50 an hour. Senior project manager, 22.50 an hour, and then senior project manager that owns the P&L, they get a profit share. These are different levels, and can you see if you were a junior project manager, you'd go, I want to get there. You're incentivized, and if I tell you exactly what you need to do to get there, you're going to be much more likely to do that.

Does that make sense? So we're going to incentivize them to build a business for us, and the whole point of this is to have clear objectives at each level. We have to have those clear objectives, otherwise it's not going to work.

To take you through this methodology, ladies and gents, I want you to put your hands together and have a warm welcome for our head trainer, Mr. Adam Gok.

[Adam Goff] (28:04 - 35:29)

What a great intro. Let's give Shiv a big hand. Well done, Shiv.

Full of energy. Full of beans. Full of beans.

Happy year, everybody. Happy year. Nice to see you all.

Full house. I love it. Fantastic.

What a great group we've got. Awesome. Good morning, virtual.

Good to see you all locked in. Okay, so we're going to get on to PDPs, which is, without a doubt, the secret sauce in terms of getting yourself out of your business and the dream of having somebody else deliver your vision for you. That is what this is all about, and this is where the real work begins, right, because we've done the fun stuff, autumn, where it's introspective and it's goal-setting and it's bigger picture and it's what do I really want and it's what am I all about and should I divorce my husband?

No, I'm joking. You know, it's those sort of deep questions that we ask ourselves in autumn, right, and it's very about us, isn't it? But we've now decided what we want, and it took us three months.

When I said to someone in Bali, someone in Bali invited me to a goal-setting session near where I live, and he was like, would you want to come to this goal-setting session? I was like, with all due respect, you've allowed three hours, but it actually takes us three months. I was like, I'm pretty sorted.

Thanks very much. But, you know, he thought he was doing this great thing by running this three-hour session on goals, and I was like, dude, you need to come on my course. You know, stop trying to sell me on yours.

But the point is, we know what we've got because we've done, it's like been layers, hasn't it? Like it started here, and then it came to here, and it was like 20 pages, and then it went down to 10 pages, and now you've managed to get it to a page with one target, and for those people that have really done the work, and it really sings to you when you've got it there. So, but this really is where it now starts.

This is where we have to now start actually really developing the business, the business development. So, you know, I've been doing the same thing. Obviously, I've been working really hard on this over Christmas, and who else is so grateful for AI for making strategy day so much more fun at PE?

It's just so cool now, isn't it? It used to be cool. It used to be really good.

We made up the nice templates. People had to go on Canva, make their own designs. Not anymore.

You can have the funky colors. You can be really handsome. You know what I mean?

You can have the village. Exactly, yeah. I need to have words with Bella.

But, you know, it's just so fun now, isn't it? I love it, and it's like seeing everyone's designs. It's just super cool.

It really brings it to life, and I love it. So, yeah, I've had a lot of fun with this. Bella and I have had a lot of fun with this with all sorts of funny ones going on, and yeah, it's just been great.

So, I've really enjoyed seeing that, and it has made strategy day brilliant. So, this is my year off. My year off is buy back my time.

You know, that book really landed with me, and as I said to my mastermind last night, it's probably the book that I should have written because literally it's how I got myself out of capital living back in the day. I mean, time auditing every week when you do Sunday sanity, hiring great assistants, like delegating. It's just, it's literally what we teach.

So, fair play to him. He knows exactly what he's talking about, and if you haven't read the book, read it. But for me, you know, last year was throwing myself in at the deep end and PE and taking on running the business alongside all my training responsibilities, and I just worked basically all of the time as for those people that heard my interview presentation.

So, it was very clear in autumn what I needed to do, and it was, I needed to dial it back. So, PDPs are a big part of how I'm going to do that, so I'm really excited about that, and we have also, like Shiv has started our winter hit list. So, I've got, this winter hit list is for PE.

So, I, Dan doesn't have any tasks. I have seven tasks, but the team have the majority of the tasks, and this is started in earnest, but we were closed also for Christmas, so the team, you know, they're going to get right on it basically from tomorrow. And I've also got one for my, you know, my stuff, my assistants, my portfolio, the stuff that I'm doing, and I don't have any tasks on there, you'll be pleased to know.

So, these are my four assistants that are going to be building out their own winter hit list, and you need to be here now, because this is how you're going to actually develop the business beyond you. All right? Your job is going to be to do these PDPs and focus on, like, making sure your team are incentivised, but your team's job, if you've got them, is going to be to actually try and put some of this stuff into practice with you directing.

And if you don't have any team yet, obviously your winter's going to be spent writing phased contracts and PDPs and plan job descriptions for the team that you're going to hire. All right? So, this session is completely relevant to everybody, no matter where you are in this journey.

That's really important. One of the things that I have been going on about, and I think my mastermind group are pretty sick of it now, a lot, over Christmas, is this, is just being offshore. Like, the tax in, you know, the United Kingdom is just, like, absolutely ridiculous.

Maybe some of you aboard are hearing about it. Maybe some of you are interested in hearing about it. But, like, for me, the deeper and deeper I go into it, it's much easier for me because I have actually left the UK.

So, being a non-resident, doing stuff in all sorts of crazy countries with companies is allowed. You know, it's a bit more different if you are going to live here forever. So, if anyone wants to, you know, talk to me about that, I'm just, like, a fountain of knowledge about it at the moment.

But one of the interesting things that I think I've figured out is that from the 5th of April, whenever the new tax year is, the UK are changing the non-DOM rule. Has anyone heard the changing of the non-DOM rule? And, really, it basically means that rich oligarchs from Russia and all over the world can't live in England without getting taxed on some of their worldwide income and assets.

That's effectively what it means. So, I think it's a mistake, personally, because if I was a rich oligarch, I would then just go, the weather's pretty shit here anyway, I'm actually off. So, thanks very much, but I'd rather not.

But, anyway, some won't, and it will collect some tax. But the flip side of this, for anyone who is ever thinking of retiring in the sun, is that it means, I think, that British people can become non-DOMs as well, because at the moment you can't, if you're born here, you basically can't become a non-DOM. In other words, you'd always be, sort of, in the UK tax system, even if you left and went to live in Brazil.

But because they're getting rid of non-DOM, I think what it means is that after you've lived abroad for between 3 and 10 years, you'll actually be, you'll escape inheritance tax. Yeah, exactly. So, if you're thinking of retiring to the sun in Bali, or somewhere with a better healthcare system, maybe if you're retiring, and you think, well, I could easily do that 3 to 7 years, then your kids won't, that would be one way potentially to save inheritance tax.

I don't know if the tax kings are nodding, or if they know about this, or is it a yes, is it a no, we're not sure. Don't trust the professionals. What do you think?

Yeah, more or less, sort of thing. Yeah, potentially. So yeah, every cloud's got a silver line.

I thought that was quite cool. Anyway, so that's me, and that's what I've been spending a lot of my time over Christmas trying to work out. Anyway, let's talk about this.

So, who's ready for PDPs? Yeah. Who's ready for PDPs other than Grant?

Yeah. Good. All right, good stuff.

Good man. Love it. So, who here has already used a PDP?

Okay, about half the room. Would anyone like to share their experience of using it, good, bad, or ugly? Thank you, Anita.

Well done. Let's give Anita a big round of applause for being brave.

[Anita (shares PDP experience and Game Changer insights)] (35:33 - 36:18)

So, I've got great experience from using it, and I felt that the team really leveled up last year, and actually, just the Monday gone, we got all the PDPs back out. We review them every one-to-one, so anywhere from to keep on top of it, but I got them back out, and I've started doing mine already, so it just falls in with the plan, but really recommend it, but don't just put it to a side. Make sure you look at it in the one-to-ones monthly.

Otherwise, that team member forgets, and what we've done is that the game changers, they've got to look at them every month. So, they've got to set out their own game changers for every month, and then they've got to scorecard themselves at the end of the month. So, yeah.

So, I've had a lot of success and I've had a good experience, so make sure you do it.

[Adam Goff] (36:18 - 36:30)

Boom. Round of applause. Thank you.

Anyone else? This side of the room. Mr. Chris Moss. Chris, could you pass to Chris? Try and get over the water. Good man.

[Chris Moss (adds insights on PDP traction and implementation)] (36:32 - 37:43)

So, my experience was first year, I did it, and probably didn't get the traction. It took me a bit of time to get the flywheel going, and the biggest reason for it was is that I was the one that was still driving whether they'd hit them, not hit them, and I was holding them accountable. Second year, I switched it, so they all have PDPs, but they were accountable to report, it's a small change, but report in as to whether they'd hit it or not, and it was their responsibility, and in the PDP, it included it is your responsibility.

Like, one of the points was to basically drive your development. It wasn't worded like that, but that's what it was. And then, also the scorecard on a monthly basis, and then one of the team, our head of ops, her job was to make sure everyone had set their game changers, and basically, she was doing the accountability holding as opposed to me, so then, when I got too busy or things were, yeah, not where I needed them to be, it didn't fall off a cliff, so yeah, it was a total game changer.

This year, first year, because of those things, not, it took a bit of time to get the traction. The final thing that was a huge one for us as well was the remuneration being attached to the PDP definitely made a massive difference to the whole thing. Fantastic.

Let's give Chris a big hand. Thank you for sharing.

[Adam Goff] (37:43 - 41:42)

You can leave it. You can leave it. Yeah, there's a lot in there to unpack, but yeah, I mean, I'd say that they're very easy to get wrong, these things.

I've definitely got them wrong, and yeah, the magic is in a bit, something you both said is when it becomes like automated and almost part of the way you do it, and it's like the fabric of the business, it's easy. When it's relying on your energy, you're like the octopus, aren't you, that Shiv, the example Shiv gives. It's up to you, and if you drop the ball, it doesn't get done, and then you can solve that by putting it on them and incentivising them, and we're going to do incentivises next month, but it's incentivises, incentive schemes next month.

One of the biggest game changes when you've got a high performer, actually, is when you, and you can do this in SCS, I don't know if you do it, but it's like rather than you plan the SCS and you take them through it, when you get your team to plan their own SCSs and they drive, and you're like, what do you need from me? It's like a whole different ownership level. Now they're asking you what they need, rather than you telling them what they need.

So it's like, it's that flip, and that is, that's definitely high performance leadership and management right there. Banging. Good, yeah, so these are very effective, but they're also quite easy to get wrong.

So what sums up PDPs or professional development, we call them PDPs, by the way, professional development plans for those of you who are wondering on all the acronyms. So Dan summed this up really well last year when we were kind of really levelling up this content. He said, the secret to success is, first of all, knowing what you want, what do I actually want?

Clarity. Hint, we did that in autumn. And then getting other people to achieve it for you, not because you tell them to, but because it's in their interest too.

So when you create a desire and a hunger and a need for them to do it, they want to go out of their way to level up, to raise standards, to do everything you want them to do off their own back, and it's not you whipping them or whatever, it's them wanting to do it because you've got this bit right. So this is the real skill in this. And this is high performance leadership.

This is high performance leadership. This is like the next level. But it's also the art of deal making.

Because there's a deal to be done between you and the high performer. This is not you just telling them how it's done. Do you want to do this?

Yes. This is collaboration. It's working together.

It's a process. And it's a win-win for you and them, and then it's a win for the business. That is what it's got to be.

Win, win, win. They've got to be excited, happy, chuffed, a little bit scared perhaps, apprehensive about the challenge that lies ahead for them, but they are well and truly up for it. And then you can just run it on rails after that.

So like I said, there's two parts to this. So we've got this part this month, which is going to be strategy really, kind of like doing the initial work around who's going to do what and the objectives and targets. And then in the second part, which Dan's going to run next month, is going to be to do with how you pay them, the incentives, the packages, the positions, you know, really kind of getting into that detail where you start to finalize it.

So this is the blueprint that I'm going to run you through now. And there's going to be 20 minutes or so of content where I'm going to give you the context. I'm going to explain it because some people have never heard it before.

Some people have heard it before. Some people have done it themselves. So if you've heard it before, it's going to be a great refresh.

Okay? And trust me, you will need a refresh because this is complex. And for those people that haven't heard it before, you know, welcome to your new world because this is going to be an absolute game changer.

And don't forget to listen to it on the vault to remind yourself so this becomes natural and free-flowing, not something that's clunky when you're in a meeting with your team members and you're like, ooh, ooh, ooh, ooh. You know, you need to understand this in order to deliver it in front of your team. So first thing is, what is it?

Well, what is a PDP? Well, Chris has still got the mic. Does someone on Chris' table want to explain to me what it is?

And what is it actually? Obviously, we know it stands for Professional Development Plan, but really, if you had to sum it up, it doesn't have to be you, Chris, but it can be if you want. Anyone else want to sum it up?

Someone on Chris' table? Come on, team.

[Chris Moss (adds insights on PDP traction and implementation)] (41:43 - 41:56)

So my summary would be that it is a plan of action for a team member to be able to take them where they are currently to where they want to go, but also in line with where the business needs to go.

[Adam Goff] (41:57 - 45:58)

I mean, he's got the mic. He should be a trainer, shouldn't he, really? Let's give him a big hand.

That's spot on. All right. Take the mic off, Chris.

Okay, he's far too good at this. But it's absolutely right. It's a progression plan for a high performer, but the key thing is it aligns with the company's objectives and targets.

That's the key thing, all right? So that's what these things are for. I'll talk about phased contracts later, but this is really PDPs for high performers, okay?

So that's what a PDP is. And why do we do them? Why do we do them?

Why is it valuable? Have I got a board? I do.

Why don't we shout out, and I know this isn't going to help virtual, but I will say it back. Why bother? What does it do?

What does it create? Feel free to shout out. Raise your hand.

Who's got an idea? Claire? Accountability.

Yeah, absolutely accountability because obviously you're setting it all up from the beginning. Engagement. Yes, you know, it's no longer a job, is it?

Now it becomes like purpose. Growth. Growth, yes.

Opportunity for growth. So now, you know, you're giving your high performers a runway, a stairway, as Shiv said. Anyone?

Suzanne? Retention. Okay, yeah, you're going to hold on to your talent.

You're not going to let them go out the door. Katie? Responsibility.

Absolutely. I can't spell retention. Anyone want to help me?

If only I had chat GPT doing this. Who needs to spell anyway any of these days? Sorry, what did you say?

Responsibility. Yes, exactly, yeah, exactly. Like responsibility, which is what Shiv said, isn't it?

Because it's really like them owning it. Anyone else over here? Reward.

Yeah, incentives. Fantastic, yeah. Absolutely.

Rather than just, you know, dream up a bonus, actually this process can help you carve out what they actually really want. Because people do want pay and perks, but they also want that responsibility piece as well and the autonomy. So it's very interesting, that one.

Anyone, anything else? Purpose. Purpose, yeah, absolutely.

Empowerment. Empowerment, yes. Any more?

Culture. What type of culture? Oh, love it.

Absolutely, like continuous improvement is what we want, isn't it? We want, we're all interested in continuous improvement, otherwise we would not be in this room, would we? We'd be happy where we are, wouldn't we?

You all know entrepreneurs that are just ticking along in their comfort zone. They don't like anyone telling them that they're wrong or whatever, they're just in their zone. Some of them are doing it well and some of them could be doing better.

So absolutely, high performance. Valerie? Between team members?

Yeah, absolutely, yeah. I mean, I think it's always, when we talk about culture, it's a meritocracy, isn't it? It's like if you do well, if you work hard, this could be you, you know.

Adam started off putting the pens out at Property Entrepreneur. Now look at him, do you know what I mean? It's like, yeah, what a journey I've been on.

Any other ones? Shelter? Shelter out the bad?

Yes, you could, although I probably wouldn't use PDPs. If someone was, if you didn't know they were an A player, I wouldn't give them a PDP. Absolutely not.

I'll talk about it in a second. Getting valued? Getting valued, yes.

Graham? Vision, alignment. Ooh, yeah, nice.

Yeah, yeah, yeah. Vision, alignment. Transparency, yeah, that's a good one.

Speak more about that. What does that mean to you? Let's get Suzanne and Mike, please.

Thank you, Bianca. God, so many team. Someone's had their coffees.

Transparency, that was a good one.

[Suzanne (shares past boss moving goalposts; transparency example)] (45:59 - 46:19)

So quite often, like my old boss, for example, would often change goalposts on me. So you're heading in one direction and then suddenly one day she wanted something completely different. So having it all mapped out keeps it transparent and also holds them to, well, actually, that's what you said.

[Adam Goff] (46:21 - 1:00:01)

Yeah, I think that's really nice. And that's definitely an employee's perspective, right, which we often can overlook. But isn't it really nice if, or wouldn't it just be really nice?

So the thing that's like, maybe you've decided, you know, to stop running the business this year and you've come up with it in strategy and now you're sort of dwelling on it and it's in your head. And you're like, how do I tell my senior team that I'm actually going to chairman level? How are they going to react?

Or how do I actually tell my business partner that I want to get out of the business? You know, it's like, I think it's so much easier when you can be honest with them about your goals. And if you say to your team members, actually, I'm looking to step back from X at this point, they then know and then you can align, kind of what Graham was saying as well, you can then be really transparent about your goals and your objectives for the businesses and then get everyone all aligned behind that and then you're right, then you can't change ship as well because it's written down.

So the team member gets a plan, you know, and they know what the crack is. And they can see a runway. I think it's really nice to have a runway and know where people are going and reduce that uncertainty.

So, yeah, all of those things. So we can see there's a lot of reasons for this. This is a good quote, which is where opportunity goes, bless you, talent flows.

And this was part, someone said, someone called this out, is like Dan always says, if you're green, you grow, if you're ripe, you rot, which took me a couple of years to figure out what it actually meant. But it basically means like if you're not growing, you're going to fall off the tree. And talent's a bit like that.

Like either you're growing and they've got a runway and there's opportunity and the talent will stay with you if there's opportunity. But if the talent thinks they've hit a ceiling or there's a dead end, then they'll look to leave. So they'll go where the opportunity is.

So your job as an entrepreneur is to create that runway for your team. And you've got to like build that in so you can keep your star performance. You know, with us, I've got photos of all our team.

At the end of the day, we all know it's really difficult to run training businesses, mentoring businesses. That's what did Dan say last month or two months ago. Everyone just thinks, oh, if I could just have 10 people paying me 500 quid a month, that would be perfect.

Or 20 people paying me, 10 people paying me a grand a month, it'd be 10 grand a month and I'd be sorted. But sales and marketing is really hard in training. It's really hard to get 10 people paying you a grand a month.

It's really difficult. If it was that easy, everyone would be doing it. It's hard.

But what's good about when you work with PE is, you know, you can just focus on what you like doing, the mentoring, the speaking. You don't have to worry about the business, the sales, the marketing, the reels, the social media. You can just turn up and do the bit you like.

And that's why I think we're able to attract such good talent to come here and speak on stage. But that's what you want to do in your businesses. You want to let them be in flow and give them a runway right the way to the top from, you know, hosting a midweek mentoring up to, you know, running their own mastermind.

And if they can see there's that progression, that they enjoy every step of the journey, then they'll stay with you, right? And that's what you've got to do in your businesses. So why do it?

Well, it comes down to this. What's this? Who's really on it today?

The levels of leadership. Thank you, Suzanne. Well done.

These are the five levels of leadership. Maxwell? Maxwell?

John Maxwell? God, that just came to me. It wasn't in my notes.

These are the five levels of leadership, and it starts off at the bottom, which is people follow you because they have to. You know, maybe you're in the army and it's rank and you just have to, or maybe you've got a job you can't leave and you just have to do it because they're the boss. And then the second one is the level up from that, the leader above that is people follow you because they want to.

This is where they have maybe more options, they like working for you, and actually part of the reason they're there is because they like you and they actually want to work with you. You know, you're a nice person, you're considerate, you're whatever, you're ambitious, and they're drawn to you. The next one is the level, the third level, is they follow you because of what you've done for the organization, like you're a star player, or you might be the number one salesperson for three years straight, or you know, you're whatever.

You know, you always get the best reviews, or et cetera. And they're just inspired by what you've done, therefore you will just rise as a leader, and they'll follow you for that reason. The level above that, which is where we are now, which is where people follow you because of what you've done for them.

So when it's no longer about you, and it becomes about them, they're like, you know, Umesh has done this for me, you know, he's listened to what I wanted, he's given me more responsibility, I now run my own team, you know, he's paid me well, you know, the new kitchen is because of him, you know, and like I got to go on that dream holiday because of him, and you know, it's like they start to feel grateful that Umesh has given them all of these opportunities that they asked for and they wanted and they've earned, but it was Umesh that created that runway for them, and now they, you know, they see Umesh as almost like family, as friends, and it's because you've really ticked a lot of their fulfillment boxes, and that's where we're trying to get to, is this level four, this level four in leadership, and actually this is one of my objectives for the year, one of my professional objectives is to be a level four leader, because this is where the secret is. Action lists, back of your workbook, action lists, podcast number 66. This is a book, it's called The Five Levels of Leadership, but Dan sums it up, you know, in under an hour, and I really suggest you listen to this, because you'll be at different levels, you can't just jump necessarily, but this is, leadership is really the name of the game when it comes to advanced and getting to that next level.

Okay, so, yeah, so who? Who are PDPs for? I've already kind of touched on this, with grants, and it was a great point, Grant.

A PDP is not for everyone, all right, this is not for everyone, you are not making this for, you know, everybody in the organization. PDPs are for your high performers, the talent, the A players, the senior team, the people who want to step up, you know, who are aggressively showing themselves to be the people that want to run with it, right, that's who PDPs are for predominantly. If you've got other people in your team that need progressing, then you wouldn't use a PDP, you'd use a similar version, but we call it a phased contract.

A phased contract is where they go through different stages in their progression, but it might not necessarily be called a PDP. We typically use phased contracts, and I'll talk about it a bit more later, when people start. Okay, so you can have phased contracts, which is like you're going to go to this, and you're going to go to this, and you go to this, but PDPs tend to be more for the sort of senior managers kind of level.

Okay, so next, when do we use them? Well, Anita kind of already summed this up, you know, she actually nicely put it, it's just part of her management framework. We write our PDPs once a year, all right, we're thinking about them in autumn, but we really start putting them together in Jan, Feb, March, and they're signed off by the end of March, and they last a year, so they'll last from, say, April to April.

They'll go business year to business year, but the phase we're in now, the January to March phase is an important phase, because you actually start having the conversations with your senior team about their PDP, and you start drafting it, but you, and you start giving them more responsibility. It's not like it just starts on the 1st of April. You start giving them more responsibility now, because you're talking about the direction of travel, and then both of you have almost like two or three months to kind of try before you buy and think about it, before you sign on the dotted line towards the end of March, and you say, right, this is your PDP done, you know, you might start giving them that responsibility sooner, just so they can get a feel for it, but also you can get a feel for them, so there's actually quite a golden window now, where you can help them step up without having to start talking about changing packages yet, or bonuses.

It's like, you scope out the job, and you start getting them to do it, and it reduces risks for both people, but it does generally start 1st of April to 31st of March, and it gets reviewed absolute minimum every month, certainly every quarter, and it's just part of their performance review. You know, we don't look at ours weekly unless we need to. It's generally monthly, and then reviewed annually.

What's the objective? Well, I've already shared this with you. The objective is basically to figure out what you want, what you've done, and then get other people to really want to go and achieve it for you, and that is the skill and the art of deal-making that we just spoke about.

How do we do it? Well, this is how we do it. There's a 3-step process to getting this done, and as I've said already, the 1st step is know what you want.

Know what you want. I'm going to get you to do this now in this primetime workshop. Now, some of you are sat there going, oh my God, I don't know what I want.

You do know what you want. What is it that you want this year? Any ideas?

Headline strategy, and what comes under the headline strategy? Supporting objectives. You have already decided what you need in your business because you've set a headline strategy and you've got supporting objectives with targets.

Bless you. Amazing. Section 1 is done.

What a relief. That's good, isn't it? All right.

Woo-woo. Objectives and targets is what you've already set. You already know what you want to get done in the business this year, so that's perfect.

That's number 1. Amazing. I'm going to get you to get those out in a second.

Step 2 is you don't want to be asking yourself, well, when am I going to get this done? I've got a busy year already. When in the year am I going to do it?

You're going to ask yourself, who am I going to get to do that for me? Who's going to achieve that objective for me? The idea is, people like Shiv, who have been doing this a number of years, won't have their name attached to any of this.

Some of us, though, won't be in that position, and we'll still be building the business, and some of it will rely on us. The goal is to get as much of it done by someone else as physically possible. What we're going to do is we're going to distribute our objectives, our business objectives and targets to other people in our team.

They are going to be the ones, hopefully, that are going to be responsible for delivering it over the next 20 years. 12 months. The third bit is, how do you get them to raise their standards, to drive, to work late if they need to, to come in early, to get things done, to make sure everything is all right when they go on holiday?

How are you going to make sure they act like an owner so they can really get it done, that responsibility that we spoke about where you really have to make it in their interest and you have to give them a good package and it has to be fair and equitable and there needs to be incentives because incentives drive behaviour and it is not just money but it probably is to do with money plus responsibility, plus autonomy, plus being able to make those decisions that people want, that crave, to be involved in the strategy, to be at the table, to not feel like a number or an employee and that is the bit that we are going to do next month.

Two exercises, really, that we are going to go through now in this prime time workshop. You have heard enough from me now and it is time to start actually putting it over to you so you can start this process so we can get it going. Right.

Exercise number one is going to be the distribution of your objectives and targets. When I go into the prime time workshop, you can get out your headline strategy for those people that haven't got it as the wallpaper on their phone or whatever, why not? Get it out, get the slides out, get it ready and pull them up and then you will turn to your workbook.

If you want to turn to your workbook now, get your workbooks out. You will be doing this in the workbook. Is it page 10 and 11 on the workbook?

Get the workbooks out and you are just going to write out your objectives. Just pick your main business first. If you get time to do the second one, good for you.

Write everything out. Write out your key team members. These are my senior team members.

You write them out. Write out the on the other page. You can do whatever you want on this page.

This is just how I've done it for a demonstration. Pick an objective like world class finance function. I know some people in here have that.

The target, to have a future forecast for example. Who's going to do it? Josh.

That's what we need to do for all of your objectives and targets. Josh or Josh plus X or whoever. Maybe me and Josh or Josh plus me, whatever.

Next objective, more memberships. One we had last year for PE. Target is to relaunch the virtual and the hybrid offer which we've done now.

It's much improved from last year. Who's going to do it? Whose PDPs are going to be in?

Bianca's. Who's responsible for it? Bianca.

Who owns it? Bianca. Do this now for all of your objectives.

Hopefully getting as much of it off your desk as physically possible. We're going to go into the primetime workshop. Before we do, are there any questions for the team, for the group?

If not after that, I'll ask you please to just raise your hand and Shiv or I will come to you individually. Jackie's got a question. Of course.

Yeah, yeah, I'll put this up. I'll put this up here in a second. Any questions before we get rocking and rolling?

Gareth, Steve, I've got the mic. Give me a second. Don't look so nervous, guys.

Everyone's like, oh, damn, I've got to do some work. I thought I was going to sit back and listen to some music. I thought I was going to listen to some awards.

[Tej (strategy award winner)] (1:00:03 - 1:00:13)

So, based on the business, headline strategy, three supporting objectives, clear. Would you bring some of your professional objectives into this as well if you've got...

[Adam Goff] (1:00:13 - 1:01:12)

Yeah, it's a good question. I thought about that before this session. I didn't really come to a solid conclusion.

I think it depends on the objective. The professional objective should really be more around you, like you being a level four leader, you communicating better, et cetera. So, they probably shouldn't, they probably wouldn't come on to this.

But depending on how you've set your professional objectives, they may. But typically, it's what is the business going to do? Does it need to achieve marketing, sales, finance, operations, products?

If you use those, what I asked you to do before Christmas, and then who in those teams can really just go and make those happen. And then you can hopefully focus on managing them to do it and your own professional objectives. Because if you've got your own press objectives and six company ones to focus on, you're the octopus, aren't you?

So, yeah. So, use your own judgment and feel free to ask me. I'll give you a heads up.

Does anyone else have a question? Steve? Oh, Lauren's got a mic behind you.

Thank you, Lauren.

[Lauren (passes mic / minor role)] (1:01:13 - 1:01:27)

Morning, Adam. Good morning. You talked about this PDPB for high performers and probably more senior people.

The phased contract approach, is there elements of the PDP that would come out of that to become part of the phased contract?

[Adam Goff] (1:01:27 - 1:23:51)

100%. They're very similar and I'll go into that after this. So, we're just going to do at the moment, all I want you to do is think about your business objectives and who you could get to do them and then the next phase will go into like, I'll talk about the difference between phased contracts and PDPs and we'll start getting into a bit more detail.

So, this is going to be quite a quick little session and then we're going to have a more in-depth session. Is that okay? Time for one more question?

Okay, fantastic. So, we're going to go into prime time. I'm going to put these up like Jackie's asked for on the board.

Raise your hand if you've got a question. Please no talking. Please focus.

This is where the serious work gets done. Off you go. Laptop or put your pen down.

Who's still going? Okay, cool. The goal is to just put a team member or team members next to each objective at this stage.

You plus another. That's it. That's all we're doing.

Then we're going to go on to phase two. Okay? So, guys, finish off.

Okay, so we'll round it off there. Just in really simple speak, the goal here is to basically you've mapped out what you want for the year and as much as you can, you've got to assign it to someone else. Is everyone clear on that?

Okay, good. That is the main goal. Now, if you haven't got team and you're a one-person band and all the rest of it, then no, you're not going to be writing PDPs yet.

It's just not going to happen. But you may be able to apply this blueprint to other things like the gardener or the housekeeper or ex, you know, like housekeepers and gardeners can still be put on phase contracts where they go from sort of being told what to do to actually running the house completely autonomously. You can still use this blueprint.

You'd be surprised how you can use it. Anyone who works for you directly or indirectly, you can use this for them. Unlikely you won't get value from this session even if you don't have any employees and you're just, you know, a crypto millionaire.

Right. Exercise two. This is where we're going to start drafting the PDPs now.

We're going to get into the detail which some people were just asking me about. This is the next page in the workbook. If you turn over, this is where we establish what they are going to do and what success looks like.

And I've given you four double pages so you could do them, for example, if you had four senior team in ops, marketing, sales and finance for those people that have got that. Right. But you don't have to use them all but there is enough there for you to do many or maybe make some mistakes.

So this is what it looks like and it's broken down into a couple of sections. I'll just run you through and then you guys can crack on so please just give me your attention. So first we're going to put the team member name up here and then you can list what the team member can expect from you, from the company.

We are going to give you a high performance management framework, weekly SESs, monthly reviews. We're going to hire you a new team member. We're going to give you an incentive plan if you deliver this result.

We're going to give you training. We're going to invest in you. We're going to buy you a new coffee machine, whatever.

Okay. Whatever it is that you're going to do for them, this is where you list it. This is where they're going to get the support they need.

Then under that, the really important bit is the accountability piece which is what you can expect from the team member. You are going to take complete ownership of your role. You're going to completely own your PDP.

You're going to plan your SESs. You're going to work on business development, not just business management. You're going to drive the business forward in whatever way you see fit to raise our standards and reach our targets.

You are going to increase profitability. This is where you unload the responsibility that Shiv was talking about. This is it.

This is where you unload it. Then the next part of this, once you've done that bit, then you're going to work on the next bit which is where you outline their current position, what they might be doing currently, and their new positions. They may go from being a sales team member, current responsibility, following up with leads, filling in the CRM, hitting team targets, to sales manager which is setting the team targets, managing the team, leading the team, making sure all the team hit their targets, etc.

This is where you list out the current and the progression and then the key areas of focus. You don't want to have too many things here but these are the things that you know are going to annoy you. I always put the things in here that really give me the anxiety.

Maybe something that you know they might be weaker at. If they're always forgetting to fill in the CRM, this is your opportunity to put it in here. Your key focus area is to make sure the CRM is completely up to date every single day.

You put it in their PDP. You turn the bit that they don't like as a key focus area so that when you come back to it every single month it's not a surprise and they can raise their game in that area which you already know identified might be a weakness of theirs. This is where we start to really get into it.

What I'm going to do to give you a bit more context because this isn't necessarily easy to do straight off the bat is I'm just going to run you through the difference between a PDP and a phased contract that I've already alluded to and then maybe some examples just to give you the context which you can copy and imitate because we're all about blueprints here. The difference between a PDP and a phased contract. Have I explained this on stage already or did I just explain it to someone one-to-one?

I'm forgetting. Have I explained it? Okay, good.

Someone did ask me. I just wanted to check I wasn't a piece of myself. A phased PDPs are for the high performance senior team members or people that are absolutely ambitious and ready to go.

Talent will flow up or out of your business. A phased contract is where you want to give people a progression plan without necessarily calling it a PDP. Phased contracts are really good for new joiners whether they're the best thing since sliced bread and you've just hired a premiership football striker or whether they're a VA, an entry-level VA.

A phased contract is a progression plan for someone to move through the responsibilities of their role. It works really well for new joiners because if they've got a six-month probation which we always recommend they have which is the most you're legally allowed to do in the UK then you can do a phased contract for the first six, nine, 12 months and the main objective of a phased contract is to make sure they get onboarded correctly and they nail the job you hired them to do. Don't start trying to get them to run before they can walk.

If they're new to the organisation phase one is onboarding. Phase two is start taking over key responsibilities. Phase three is do all your key responsibilities and hit all the targets.

You phase their onboarding over a period of time so that they have a successful onboarding and first year with you and if they turn out to be a high performer then you can start talking about PDPs after that. We like to use phased contracts all the time but this would be open to everybody, high performer, cleaner, property manager or VA. It doesn't matter.

We always like phased contracts because it gives them a runway to focus on for their first three, six, nine, 12 months in the business. Is that clear to everybody? Phase one is this.

Phase two is this. Phase three is that. That's a phased contract.

If you pick up the phased contract example in the middle of the room, the blue one, the PE one, just have a look at it. Just have a quick look at it. Familiarise yourself with it.

You can skip to this bit. This is phased contracts and it's very similar from the PDP. It's just not necessarily called a professional development plan but if you go through it, you'll see there's phases in there.

There's phase ... Why have I not put it in here? No, there's phase ...

Where is it? Give me one. Thank you, Richie.

Take a look at ... What is it? If the title page is ...

Oh, goodness me. It's not page numbered. If you go to the last few pages, you can see phase one, phase two, phase three.

Can everyone see that in the last few pages? Phase one, phase two, phase three. Phase one ...

Is everyone with me? Phase one onboarding to be completed by 19th of March. This is what it is.

Pay, hours, et cetera. Phase two, get involved in the winter hit list. Hours, pay, et cetera.

On completion of phase two, increase in wages. Phase three, boom. Dates, hours, wages.

Subject to completion of phase one, two, and three. Now I'm on the last page in bold at the back. Subject to completion of these phases, it says this at the end of every phase, we will review whether we're going to build you out a professional development plan.

When this person joined, who was a high performer, by the way, they got a very clear three-phase program for the first nine months. At the end of it, if they do well, each phase has to be signed off to move on to the next phase. At the end of that phase, we'll sit down and we'll talk about your PDP.

Okay? Super simple. You've got the example.

PDP is the black, let's see, PPN version, if you want to pick that up. No worries. Thank you very much.

This is a bit more formal. It's the full thing. My phase contract, by the way, is kind of similar to the PDP.

I did a lot of the same stuff. This is really what you'll see here is what we've put in your workbook. Again, who is the person?

What can James Davis expect from PPN? What does PPN expect from James Davis? Key focus areas.

You've got examples of the kind of things that we have put in our PDPs in the past. If you look at the last couple of pages, you've also got phasing. We're going to go into the final part of the prime time workshop now.

This is where we're going to do some real work. We've still got 35 minutes. You're motivated.

You're caffeinated. You've had all the context. You've got Shiv and I in the room to help.

You should get more done in these next 30 minutes than you would in a couple of hours by yourself having to get warmed up and get going on this. You're now ready to roll. Don't mess around.

Don't be on your phones. Now is the time to start distributing, unloading, putting your pain points on there, and building out at least one PDP for perhaps your most important person. If you do that, then you've got space to do more.

Are there any questions before we get started? Yes, David. We'll get a mic.

It's good. I can see people that this is serious, caffeinated and motivated.

[David (asks team distribution question)] (1:23:54 - 1:24:01)

Thanks. I'm just wondering what the exclusivity is on the phased contract.

[Adam Goff] (1:24:01 - 1:24:32)

Exclusivity, what does that mean? What it means is we don't like people working for us that work for other people. Even our freelancers, our rule is you need to work just for us.

This person had a legacy client they were going to off-board basically. We just don't think it works. You can't have two masters.

We just like people to be exclusive, and that's it. Thank you. Cool as old-fashioned.

You may have a question, Kay, of course. You can always have a question because you found £350,000 on the back of the sofa.

[Kay (asks HR/freelancer law question)] (1:24:34 - 1:24:49)

It's just a quick question off the back of what you just said. I don't know what the answer is, which is why I'm asking. That would make sense.

But there's a... I don't think you'll know the answer, which is why I'm asking in the room. Oh, right.

[Adam Goff] (1:24:49 - 1:24:54)

That would make sense. You're doubting him already. I deserve that, Kay.

[Kay (asks HR/freelancer law question)] (1:24:54 - 1:24:55)

Okay, so... Touche.

[Adam Goff] (1:24:56 - 1:24:57)

Touche.

[Kay (asks HR/freelancer law question)] (1:24:57 - 1:25:20)

In the UK, there's a HR law regarding self-employed people. I understand it that if you tell them they cannot work for someone else, then they actually become employed. I think what was the...

There's a clause. Does someone know about this? So am I right in saying that?

So we wouldn't actually be able to tell our self-employed people that they can't work for someone else.

[Adam Goff] (1:25:20 - 1:25:36)

Not in their freelancer agreement, no. Okay. Okay.

But when you have conversations and... Yeah, I mean, you might not, but yeah. Can I ask that one?

Oh. Sorry. Legal boffin.

[Anita (shares PDP experience and Game Changer insights)] (1:25:37 - 1:26:03)

So I wouldn't put it in here, no, because, of course, it's in writing. You want to make sure that if you've got somebody that's self-employed, they've got the autonomy of their role, so you need to draft it so it's different to an employee PDP. You can still draft one, but the language you use needs to be slightly different so that they've got full autonomy, they're using their own equipment, et cetera.

So just make sure the language is slightly changed.

[Adam Goff] (1:26:04 - 1:26:38)

Yeah, it's a great point. When we do have, like, legal freelancer agreements they sign, and then this... You're right, the less of that kind of detail you put in, the better.

Maybe I was misguided to put it in mine, but it was one of those key focus areas that I wanted to make sure was addressed. Yeah, you're absolutely welcome. Thank you, Anita, for that.

Really appreciate that. Mark. Delegate to elevate there, Clay.

That was good. Mic on, please. Just, if you rub it and then tap it...

[Chris Moss (adds insights on PDP traction and implementation)] (1:26:39 - 1:26:39)

Speak?

[Adam Goff] (1:26:41 - 1:26:57)

No? Damn it. It's okay.

Mark will be built. Yeah, you'll get an invoice, Mark.

[Speaker 10] (1:26:57 - 1:27:12)

Anita, would you be happy, with full disclosure that this isn't legal advice, to put some of those key points maybe in the group? Because I think there's a few people that might benefit from that. That would be really helpful.

Thank you.

[Adam Goff] (1:27:12 - 2:01:23)

Boom, there we go. Final, just sort of word of warning, and then we will get into it, because we've now got 31 minutes, is the hardest thing is to keep it simple. This must be the biggest bit of feedback I gave everybody during autumn.

It's genuinely hard to keep things really basic and simple. Winston Churchill said, I'm sorry for such a long letter, I didn't have time to write you a short one. It's like, it's genuinely harder to get this down to just what you want, and this is a process.

Start, and just like your journaling starts off at 20 pages, and you get it down to one. It was a journey, wasn't it? That's the same journey you're going to go on.

Some of you will know it, and you'll just have it, but others, it's going to... You've really got to make it simple, and simple enough for even a blaze to understand. That is the goal.

If a blaze can understand it, I'm a blaze, before you get upset, then you have achieved your objective. We're going to go into hands up for help. We're going to go into the prime time workshop.

If there's any questions on virtual, of course, drop us a chat. If Rachel can't help, Shiv or I will be around. Let's go, guys and girls.

Get it done. Do some work. No, we're not filling in the templates now.

There are templates on the vault, but right now, just do it in your workbook. Keep it super simple, and then you can go and fill those in in your own time. We don't want to overwhelm people, really.

Just keep it simple now. Finish up your notes. Pens down.

Breathe a sigh of relief. Some very focused faces on virtual. So focused, they've turned their cameras off.

Okay, good. Let's turn the music off, and back in the room. I'm pretty impressed, actually.

There's actually some work got done there. How did we find it? Good.

Made a start. Okay, the goal was just to make a dent, and a couple of people asked me this. I think the key thing is that you are in the what can you expect from them bit.

That's the bit where you go, my problem is now your problem, and it's like explicitly clear that it is now their responsibility. Everything that happens inside the house is your responsibility. I don't care if I'm sat in my dressing gown eating my cornflakes, and a fire starts in the kitchen.

It is your job to get the fire extinguisher, put it out, clean up, and tell me about it after. You know what I mean? It's like I don't care if I'm in the room when it happens.

This is where you make it their problem, and if they don't want to do it, at that point they say, that's not for me. Yeah, great. That's absolutely fine.

There's the door. See you later. Get a new job.

So this is where we just have to be really, really, really, really explicit. Okay, let's go through the homework. So you have got some homework for this, and the goal is to keep it simple.

So finish drafting those objectives and targets that we talked about and all of the expectations that you've got for your team. Really go back to this tomorrow morning in prime time or tonight if you're a night owl, and just reread what you've written, and as I said to David, this is an iteration process, so you'll rewrite these, and they'll become sharper and clearer, and you'll go to sleep, and you'll wake up maybe in the middle of the night or in the morning, and you'll be like, oh, yeah, there's something else I've got to put on the PDP. I don't want to do that anymore either, and you'll add it, and you'll build this over the next couple of weeks and maybe even couple of months as you realise there's things you're doing that actually those key employees could be doing. So that's the main thing.

Feel free to start holding these initial meetings with your team. Next month, we're going to really build out the detail, and we're going to talk about paying incentives. Right now, it really wouldn't be a bad idea if you started introducing them to the idea of a PDP.

Congratulations, you've done fantastically well. One of my objectives for the year is I want to put you on a progression plan. Is that something you'd be interested in?

Yes. Right, okay, cool. Well, this was the ...

You could actually start with saying, what sort of things were you thinking would you like to do in the business? Well, I'd like to run the sales team. Fantastic.

Or, I don't know. Well, actually, I've had some thoughts. What if you ran the sales team?

Me? You know, and you start to suss them out, and it's like, okay, cool. So we think, potentially, we could explore you taking over the sales team.

Fantastic. Well, I'll tell you what. Next month, let's have another meeting, and by then, you'll have done this and have done the homework, and you can have a follow-up.

Okay, cool. These were the kind of things I was thinking, and maybe then you can start getting into rewards and incentives and things like that. By the end of winter, you'll have this done.

But this does take time. So, yeah. So, objectives, targets, start seeding it, talking with your team if you feel confident, and, you know, start building out the clear expectations, key focus areas, and there are templates in the vault, but we didn't want you to get them out this month because sometimes it takes a long time and it's fiddly and it's a big document, but you can if you want to download those templates and start filling them in. All right.

Are there any questions? Good. Okay.

Really important. Yes, Anita's got a question. Go for it.

[Anita (shares PDP experience and Game Changer insights)] (2:01:23 - 2:01:25)

I have a question. I just wanted to add something.

[Adam Goff] (2:01:25 - 2:01:28)

One second. Thank you.

[Anita (shares PDP experience and Game Changer insights)] (2:01:29 - 2:01:58)

So, if you did this last year and you've got a high-performing team member, something that helped me was I actually got them to update their game changes for the year because I find it quite difficult, actually. When I looked at their game changes, I couldn't really see where I could change them, and they added things I didn't think of that they wanted to do, and, actually, that's amazing for me because it means I don't have to do them this year. So, definitely, if you've done it once, I would get them to fill out their own game changes in that template that's on the vault.

[Adam Goff] (2:01:59 - 2:02:41)

Yes, and it's a great point. Thank you, Anita. This is the whole thing of creative collaboration is that they're closer to the trench than you, so you could say, look, this is what I'm thinking.

Why don't you go away and think for a few weeks about how you could help with the business, and then they'll go away and they may not have something, but they'll think of something, and then when you meet again, you can be like, okay, so did you have any thoughts about what we spoke about? They're like, yeah, well, I was thinking we could do this, we could do that, and you're like, okay, cool, now we've got creative collaboration and we can create a win-win-win. Okay, so, as I said, coming up next month is going to be Dan doing pay, packages, and incentives, which will be the finishing part of this PDP.

Have we had a good session? Good stuff. Let's give Shiv, Harriet, a big round of applause ladies and gents.

[Shiv Haria] (2:02:50 - 2:07:11)

Excellent, did we enjoy that, guys? Yeah, very useful. One of the things that I was just thinking about as I was going around the room was to help you understand what the PDP is.

You've just spent three months creating your long game and your strategies, right? And because you've got the long game, because you know where you're trying to get to in five years' time, you're able to go, yeah, so to get there in five years' time, I want to get here in one year's time. And because you want to know that you want to get there in one year's time, you're much more likely to do the actions that are required to get there.

Does that make sense? What we're trying to do here with the PDPs is create that five-year plan for our team members because they don't spend three months working on their strategies. So we're trying to say to them, look, you're here right now, junior marketing manager.

You could be here, head of marketing. Wouldn't that be cool? Oh, yeah, that looks amazing.

And here are the steps to get there. And I'm going to help you get there. And in order to get there, here's what you need to do.

These really clear expectations of what you need to do. Okay, so what you're telling me is if I do these things, I'll get to that level and then I'll get to that level and then I'll get to that level. And so if I follow your plan, your staircase, I'm going to get to head of marketing.

Yes. Can you see how if you gave that to them, they'd be much more likely to do the things that you want them to do this year because they know where they're trying to get to? Does that make sense?

That's exactly the power of this. One of the things I want you to bear in mind though as you do this is you need to find out exactly what incentivises them because not everyone is incentivised by the same thing. We tend to think of ourselves as everyone's incentivised by money but not everyone is and sometimes what you can do is ruin what you've got by incentivising people by money.

Very quickly, I'll tell you, I had somebody, our deal negotiator, the person that goes out and finds the deals for us and she was on an hourly rate before, doing a great job, loved her job, loved the flexibility of it, worked around her life and then I said to her, well, you know, instead of being on an hourly rate, I'm going to put you on a price per deal. Every deal you source for me, you can have that, you can have 500 quid and she was like, yeah, that's fantastic and she loved it. She made more money but guess what she ended up doing?

Just the things that would help her get more money so she stopped doing team meetings, just stopped turning up to them because she was like, well, that's not helping me get the deals in. She stopped helping with any progression, any issues that came up during the progression of purchasing the property because that's not helping her get the deals in. She stopped visiting agents because she can just talk to them now.

She's already got the relationship, she doesn't need to go visit them anymore and if she doesn't visit them, we don't get the pictures. If we don't get the pictures, we can't put them on social media so no one else knows that she's doing these things so you've got to be really careful what do they want and then you've got to work around what they want and make sure that it's not actually detrimentally impacting what it is that you want. The book that I recommend here, it's actually on our reading list, our book club, is Drive by Dan Pink.

He basically says that paying people more money sometimes disincentivises them. Okay, really, really important concept here. It is in your, at the end of your workbooks.

The next I want to talk to you about the affirmation boards. Before the break, hands up if you ordered the affirmation board in December. You guys were obviously the quick off the bat and hands up if you haven't ordered because you were like, I haven't finalised my strategy yet.

Yeah, perfect. So there is, if you've ordered already, over here or at the back of the room that they collected, over there. So over there you can go and collect at the end of the day your affirmation board.

If you haven't already, you've got a deadline which is the 13th of January for you to go and order your affirmation boards and you can pick them up at the February workshop. Does that make sense? Perfect.

So the QR code is in your workbooks on page 20. All you've got to do is go there and now that you've finalised your strategies you already know what it is. You just put it in, put the picture in and off you go.

You've got that. The importance of this is it's now visible in front of you. All the way through the year you know what it is.

I said to someone at the supper club, if you get to halfway through the year and you realise if someone says to you what's your headline strategy and you're like just give me a second let me get my phone out, that's not your headline strategy. You've lost it. The purpose of this, your year of, your personal and professional is to get out there where you can see it.

Does that make sense? Perfect. Last thing then is it's time for a break now.

We're going to be back here at 12 noon. Make sure you get some steps in if you can and look around. What I do right now before you get up is look around now for who you want to talk to and make a beeline for that person because remember the whole point of this whole thing as well as getting the training and getting stuff done is networking.

Go and have a look at who you want to talk to, someone you haven't talked to before and make a beeline for them. Did you enjoy the first session? A round of applause for our speaker Adam.

I'll see you back at 12 o'clock.