**PPN PEA Session 1 2025.03.06 01\_Transcription**

[Shiv Haria] (0:00 - 0:05)

Gentlemen, this is your two and a half minute warning, it's two and a half minutes to show time.

[Speaker 5] (0:31 - 0:35)

This is your two minute warning, ladies and gents, have a seat.

[Shiv Haria] (1:21 - 1:56)

Ladies and gentlemen, property entrepreneurs, please finish up your conversations, get your coffees and take your seats. We'll be starting very shortly. Starting in one minute, ladies and gents, take your seats.

This is your final warning, 45 seconds to go. Please take your seats. Please take your seats.

[Speaker 5] (2:00 - 2:11)

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] (2:12 - 2:27)

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 4] (2:36 - 2:52)

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] (2:56 - 9:07)

Come on, guys. Hello, hello, hello. Hello, guys, how are we doing?

Fantastic. Okay, we're here, workshop six, property entrepreneurs. Can I show of hands if you're on the advanced programme?

A show of hands if you're on the boards? Where's Kevin Edge? Never here on time.

And Virtual, a show of hands for you guys? And a wave? Hiya.

Okay, let's go, let's kick off. First things first, I wanted a quick reminder, on Saturday the 8th of March, we have International Women's Day. And in honour of that, Claire's been hosting a breakfast this morning for the international women.

And one of the things that we wanted to understand is that International Women's Day is actually just a celebration of how far we've come in terms of equality between men and women. But also, the fact that there is still work to do. And that's what we're really going to be looking to do here.

What we want is we want for everyone to be supportive in moving us forward in this agenda. Here's some pictures from our cool International Women's Day. Look how fabulous they look.

Perfect. Cool, let's, my thing's not working, there we go. So remember, we're workshop six and this is now Rolls-Royce rhythm.

We're getting into the swing of things and this is all about how can we create a business that is going to run itself in a nice cadence, that's going to run itself without you there. And all of this is all about creating reliability and high performance. Remember what I always say to you guys, everything that you need to be successful this year is right here, in this room.

Whether it's deals, whether it's partners, whether it's contacts, everything that you need to be successful is right in this room. And therefore, when we have those networking opportunities, whether it's for lunch or whether it's for the breaks, make sure you find someone new. Don't go to the same people you've always been talking to and make sure that you're present in this room.

And in order to do that, we need to make sure there are no distractions. And the first things first is we all know the rules, there are no phones allowed here. Now some of you I know have your phones linked to your laptops and when we get the laptops up to do work, we have notifications.

Guys, we're now MD level in this room here, we're working on the business, not in the business. If you still have notifications, you shouldn't be in this room. So turn your notifications off.

And if you don't remember, as Dan illustrated to us a couple of months ago, if you don't, then there'll be a nice little fee for GUGB. And the second thing is remember that you're working in the business, not on the business. That means that you've got to be here and you've got to be focused.

So I don't want to see anyone kind of sitting there with their phone going, oh, just take a little quick call. Come on, guys, we can do that later. We are above that.

We're not working in there in that business. We're working on the business now. And in order to do that, remember we always say, I want you to turn the person next to you and say, I give you permission.

Do that now. I give you permission to nudge me. We need to give them permission to nudge us.

Give you permission to nudge you when you are on your phone, when you are not paying attention, because you're paid to be here and they're going to get the most amount of value when you're here and you're present. Okay, guys, we're now coming to the end of winter. We're already on the 3rd of March.

This is really almost the halfway through the Property Entrepreneur Year. And we can see this outside. We look outside and what can we see?

Sunshine for the first time in God knows how long. We've got amazing sunshine. How many of you have heard the birds singing now?

How many of you can see the green grass outside? It's really starting to look like spring. It's just on the horizon.

We're just about getting there. And there's some final bits of planning and of winter that we still need to do. And that's all about collecting the data, creating the dashboards, getting into the detail of stuff, and making sure that it's all set up so that when we get to spring, we're ready to run the race.

Remember, we always say that if you put in the hard work right now, you're going to get the results throughout the rest of the year. As entrepreneurs at the MD level, at the chairman level, we're not looking to run the whole race. We're looking to do our work right now so we can then hand over to the team that we do have so that they can run the race for us.

So put in the effort now and we're going to have an easy year. Remember that success is just a series of level ups. And where do we do those level ups?

Right now, during winter. We get those level ups in so that we can continue to make progress in our businesses. We've now covered all of the autumn term.

We're now halfway through or three quarters of the way through now the winter. And we're aiming towards one thing that's at the end of winter. What's that?

The AGM. AGM's coming up end of March, creeping up on us. It's only in, what, 20 days or something like that.

And this is the whole period during winter where we get under the bonnet, we start lifting the bonnet and start understanding how do we fix this car so that we are ready to run the race come April. This means winter hit lists. We're doing those, we need to crack on and make sure those get finished.

It means getting those bits of information that we need together to get our business plans together so that we can run that race in April. It also means things like recruitment. Any bits that we need to do, we need to start doing those things now so that we're not messing around come April, May, June, saying, oh, I need that person, I need to do these things.

We're ready and we're running. We're driving that car on the track. We've got a jam-packed day for you today.

We've got first things first. We're always looking at what do we measure in our businesses. See, what we're looking at is we're not looking to run the business based on how we're feeling.

We're looking to run the business based on what we're looking to measure and how we're going to pull that stuff together. We're going to have a great session on driving by the dashboard, which is an amazing session. I've seen the slides for this one.

The next one that we've got, we've got a split session for session two. It's going to be first about mastering the market. What is it that you need to be focusing on this year to make the most of this year?

Then we're going to have the My House. We've all done My House before, but some of us don't really understand how to put it all together. What does it actually mean and what does it actually look like?

We're going to have a workshop to put all of that together. Session two is going to be mastering the market and My House. Then session three, we've got all of this great stuff going on right now with AI.

What we really want to do is to be able to showcase to you guys what is it that was happening in the market and what we can do, how we can take it forward in our businesses. We're going to have the PE AI showcase.

[Speaker 8] (9:09 - 9:09)

Ooh.

[Shiv Haria] (9:11 - 15:08)

Let me talk you through the crazy month that I have had. At the end of last session, this is what happened to me. I have an electric car, and as entrepreneurs, in fact, I was just telling Grant this morning, as entrepreneurs, we always like to play the thrill game, right?

To say, how far can we get? Now, we know that in a petrol car, you've always got 30 miles after it says you're in reserve, but in an electric car, I was like, I don't know how long it is. I don't know how many miles it is.

When I left here, I know it's a 93-mile journey home, and it said I've got 83 miles on the clock. So I thought, well, come on, guys. I can turn the air conditioning off.

We all know this. Turn the air conditioning off. Turn the radio off.

We'll make it, right? So it turns out you won't make it. I got stuck three miles from my house on the M1.

So the answer is, just in case anyone knows who has an electric car, it's 10 miles. You get 10 miles after your car runs to zero, and that's with probably about two miles on cruise, you know, on neutral. So I ended up having to call the RAC, but a little trick that I learned, if you have an electric car, you are automatically recovered from the motorway wherever you are.

So if you get stuck, if you run out of charge, you call your insurance company. It's free of charge. They'll take you back to your house, and if you have a new car, then it's also covered under your manufacturer.

So I got stuck on the M1. The other thing that we did was we did a whole bunch of content recording. We've been covering over the last couple of months for eight, nine, ten years now, but every year it changes slightly, and what I did was I tuned in to the stuff that we covered in January and February's workshop, and I started thinking, do you know what, we could tweak this a little bit.

We can make it even more niche than we actually are, and that's what the content recording was about. I then ran a webinar, because not only do we want the avatar, we want the messaging, and the messaging for this year is going to be different from all the messaging for the previous years. So I ran this webinar to test the messaging with our target audience and say, is this actually the thing that's going to be working?

And then we also had the primetime accountability groups in February, and so I did the PDPs for a couple of members of the team. In the past, I've done it for quite a few members, and this year, actually, I just streamlined it down to just do it for one or two members of the team, because I realised, actually, we don't need it for everybody. We just need it for those high performers that the team would do.

And can you see here, guys, that I am doing exactly the same thing that we're telling you to do? January, February workshop, December workshop, I'm just implementing all of those things in real time the same way that you're doing it as well. And then I also went on a hippie retreat with Ian.

Ian called me up a couple of weeks ago. Is Ian in the room? Not yet?

He called me up a couple of weeks ago, and he said, I've got this hippie retreat, do you want to go? And I was like, yeah, obviously, I'm in. This is our hippie retreat, and it's all about, and on the board we get a private life coach, and she always goes on about looking after the goose, looking after the goose, and for me, this was looking after the goose.

I'm running too hard, I'm doing too many things, I need to slow down and take a weekend for myself. So that's what this was about. Then we get on to win to hit list, and we all know that by today, we should have done how much?

66%. That's how much we've done. Hands up, who's got to 66?

Oh, good, we've got a couple of people. Fantastic, that's really, really good. More than I have, unfortunately.

Here is my chart. I'm close, but I'm not quite there, but here's what happens every single year. We all know this happens.

We get to the first month, and we're not quite at 33. We get to the second month, we're not quite at 66, but really, what we want to be doing now is start to think about landing planes. There are going to be some things that we just have run out of time to do.

Fine, we've got to push those things to the side and say we're not going to do those things. But now we've got to start landing planes, and that means we need to start closing things off. We don't want to get to April and still be doing winter hit list stuff.

On my one, there's some things on here that are still waiting to sign off. There's still a lot of stuff being worked on, but we just need to make sure we complete some of these things. Sunday Sanity.

Guys, I want us to give, honestly, an amazing massive round of applause because we managed to get 100% on Sunday Sanity! Yes! Yes, we did.

Here's our Sunday Sanity scores, and we have done it. Remember, this is something that Dan says all the time. Points mean prizes.

What does that mean? We're not asking you to do this just for the sake of doing Sunday Sanity. Honestly, if you do Sunday Sanity and you do all of those 10 things on your list, at the end of the year, you'll have 520 high-value things that you'll have completed.

When we talk about levelling up your business, that's 520 level ups. Small level ups, but they're still level ups. Perfect.

Then we have the Game of Four Quarters. Between the Sunday Sanity and the Game of Four Quarters, these two things in the whole Property Entrepreneur Blueprint are my two favourite things because they're the way that we actually get stuff done. Come on, come on.

There's always one. We'll pretend we didn't see that. The Game of Four Quarters is all about taking your annual goals, which we've already put together, weekly.

What we don't want you to do in your Sunday Sanity is just go, I wonder what I've got to do this week. I've got to do this, I've got to do this, I've got to take the bins out. That's not what Sunday Sanity is.

What we're trying to do here with the Game of Four Quarters is say, take your annual, break them down so that achieving your annual goals becomes inevitable. Does that make sense? It all becomes completely inevitable.

Hands, show of QR codes of how far do we get with our February game changers.

[Speaker 3] (15:08 - 15:19)

Can I, just a reminder, the monthly game changers, they count towards the accreditation this year as well. They didn't last year, but this year they do. So just, yeah, cast your votes.

[Shiv Haria] (15:20 - 17:44)

Points mean prizes, guys. Count towards your accreditation and help you achieve your goals in business and in life. So cast your votes there.

And whilst you've got your phones up, guys, chuck it onto silent if you haven't already. Say again. February, yeah.

Thank you, guys. I've just had a quick chat over here with Katie and she said, I find it really hard to break down the annual into quarterly, into monthly, into weekly. Who else finds it hard to do that sometimes?

Yeah? Guess what we do for that? We have a solution.

It's called the Game of Four Quarters Workshop. Okay? The Game Changers Workshop is on Monday the 31st of March.

Put it into your diaries. If you find it hard to do this breaking down to make your goals inevitable, then come to the workshop. That's what the workshop's for.

The workshop's there so that we can create the Game Changers. But also, if you've got any questions about how can I break this one down, Shiv, I'm right there. Or Rachel, in this case, is right there and she can help you to break those down.

Okay? What time? It is at 10 o'clock in the morning.

Monday, 31st of March at 10 a.m. Put it into diaries. There's one every month. Every month?

Yep. Are they recorded? Yes, they are.

They're in the WhatsApp chat. They're in the WhatsApp chat.

[Speaker 3] (17:46 - 18:15)

Just for that virtual can hear as well, they are recorded but they are really like an accountability session. It's not more... Shiv is not there and he's not talking for 20 minutes.

There is a bit at the start but it's for you to show up and do your monthly Game Changers there and then and then you've got it done for the month. So the recording won't help you much. Those sessions are that you turn up and do your monthly Game Changers there and then and then that's done for you for the month.

[Shiv Haria] (18:15 - 18:32)

Though if you do want to watch it, the first Game Changers session that we did, that one does have a lot of sort of preamble about how to do it and what to do. So if you want to watch that one you can do but yeah, absolutely. There are workshops, come there and we'll give you the accountability to make sure we get these things done.

Next we have the golden ticket. Remember the golden ticket from last time, yes?

[Speaker 5] (18:32 - 18:33)

Yes.

[Shiv Haria] (18:33 - 23:19)

Okay. So thank you first of all for everyone in the room for recommending and referring all of the people that you know to the golden ticket events and thank you especially for the top three referrers. The first one was Steve Hammond, John Woodman and Tom Dyess.

A round of applause for these guys. And because of them and because of all of your hard work we have managed to sell out the VIP experience in May, completely sold out but I want you to understand that this is a win, win, win offer. It's a win for everyone on this thing.

It's a win for you first of all because you're going to get access to these two trainings. One is called Rewire Your Brain, really amazing training and the second one is one that's not even available to you. The first one is a new one and the second one is not available to you because it's only available on the board.

It's the Deals, Deals, Deals training so that's what you're going to get out of this. The second part of it is what are your friends and family going to get? We already know that there's £15,000 worth of value here and they're going to get that £15,000 worth of value just for £995.

£995 plus if it wasn't good enough already you also get to bring a friend for free or bring a business partner for free and then why is it a win for us in this community? We all know and that's one of the things I learned from my hippie retreat that I went on. Community is what we are all lacking in our lives.

We love this place here. We love the teaching and the learning and I'm sure you love me being here talking to you but we love the community and guess what? If we could add more people more like-minded people to our community how great would that be?

So this is going to be a win for you a win for your friends and family and a win for our community and if you've missed the VIP experience then you can actually have your golden tickets valid for all the blueprint experiences and the first one is going to be in the 15th to 17th of July. That's the first one and remember that these are limited spaces for these golden tickets so it's a first come first serve event and if you go to page 12 in your workbooks if you want to book on to these so page 12 in your workbooks and you can scan the QR code and book on and in order to claim there's two ways to claim the first is if your participant is ready to book they can go to don'ttalktotenants.co.uk and enter in the code goldenticket25 goldenticket25 that gets them straight in it gives them all of the discounts or second if they are not yet ready to buy but they want to know more about it they want to register their interest then they can go to vip-peb.com and with that they can watch the webinar that Dan and Adam did as well which will tell them all about what it is why they should come and all those bits there. Next let's move on to some content.

Okay so we all know that for most entrepreneurs we're running around like headless chickens doing things from our gut who knows what I'm talking about oh I think we should do this I think we should do that and we don't really have any data to back any of our decisions up we have no data and if we have data it's out of date if we have data it's inconsistent data and we end up constantly chasing our tails and making decisions from the dark who knows what I'm talking about yeah but we also know that us in this group in this community of property entrepreneurs and the wise property entrepreneurs out there we can run our entire business from one dashboard from a dashboard that has all the information in it and it's published regularly and it has all the information in real time and what that means is we can then make decisions from it here is an example of what not to do this is lifestyle property group collecting data I had this brain wave idea about a year ago two years ago when we talked about collecting data and I said guys I want to collect this and this and this and this I want to collect all of this data and this by the way we don't have a CRM system this was all manually collected data hours and hours of messing around collecting this data guess what we did with this spreadsheet absolutely nothing no one even looked at it we just paid people to fill this in and we didn't even look at it and what we want to do is we want to make sure we don't end up with this we want to make sure we end up in a place where we have something that we know is the right thing to be looking at and we know what it means and how to make decisions from it that's what we're looking for so brand new for 2025 we have a director's dashboard workshop this is something that I think everyone in this room is going to benefit from because it's going to level you up from being in this level where you're just making decisions based on what you think is happening to this level where you're getting the right information sent to you at the right time so you can make decisions and ultimately achieve your goals for this year does that sound good yes? perfect so ladies and gentlemen I want you to put your hands together and welcome to the stage Mr PE himself Mr Dan Hill Hello come on Dan how are we doing?

[Daniel Hill] (23:20 - 27:34)

how are we ladies and gents excellent that was a very warm round of applause lots of energy this morning thank you very much I really appreciate it there is a story behind this suit and if you do your homework in this session I will tell you A little level up for you, just to start. So a little mindset shift, and this will really, those of you that caught up in the weeds at the minute, in the business, doing the things, working with the team, this is a mindset shift and the proof is in the pudding. I'm gonna show you an exact example now.

So you think, one of the things that's in your head, one of the things you think, and we need to rewire your brain, is that your business needs you. Now you think your business needs you, you think your team need you, you think you need to be there to do the parenting, the babysitting, the coaching, the mentoring. You think your business needs you.

You're actually wrong. And this is something I learned a few years ago on Property Entrepreneur, but I've actually seen proof of in the last two years, is they don't need you. And actually, you guys don't need me.

What your team need and what you need, they don't need you, they need your blueprints. And in your business, they don't need you to be there to tell them what to do, they need the blueprints for you to put into place. And if you look at what's happened with Property Entrepreneur over the last 12 months, I think you'll be consistently impressed with the constant level ups, the new initiatives.

And as Shiv just shared, the best results. So I ran that company for over a decade, and obviously Adam and the team are now heading up now and running it independently. They're not using me, they're using my blueprints.

And ironically, when I got out of the way, they actually used them better than I did when I was running the company myself. So for those of you that think you're stuck in that space where your business needs you, they don't. They need the tools to be able to do a good job.

And credit to the Property Entrepreneur team, they've sold out the first blueprint event in February, and it doesn't even take place until May. We've never done that before in history, and I didn't even know when the date was or the event was and had nothing to do with it. So give a round of applause to Adam, Bianca, Shiv, and the team for that.

And then the second thing is, how did they actually do that? You know, what blueprints did we create and we teach and we use to enable them to do that? Well, the biggest one is when we look at win, win, win.

And for those of you that are running around trying to sell things and negotiate deals and raise investment, and you haven't quite figured out this win, win, win yet, that really is the secret. And Adam pitched this to me. So the win, win, win is, we want the best people in the community.

So we want your friends and family, people you know, because you want to sit down at lunch next to anyone and be happy with the conversation you're going to have for 40 minutes. Win for you, win for the company, because we want 80 new delegates coming in every year to keep developing the community and taking things forward, and a win for the client. And the win for the client means it needs to be a no-brainer.

But the thing is, for over 10 years, it's been a no-brainer. You guys would have paid between two and a half and 5,000 pounds for a place. You had a great time, you enjoyed it, you didn't ask for your money back, and you still signed up.

And Adam said, well, I don't want to sell it for 5,000 or 4,000 or 250. I want to sell it for 1,000 pounds. And I was like, absolutely no way.

It's not a closing down sale. I know I've left, but I don't want you to take this off a cliff. And he said, we want to sell it for a grand, plus we want to give them deals, deals, deals training, plus we want to pay for them to use fire and ice, plus this, plus this.

And I said, honestly, you want my feedback? I don't think it's a good idea. I don't think you need to do it.

I don't think it's a closing down sale. You've got time on your side. But credit to them.

They did it. They put it into place. In that case, they actually overruled what I thought.

But then what they were looking for was a genuine win, win, win, where nobody can lose. And if you do that, you get the result. And that is a textbook example of what you guys need to do when you're selling your products, your deals, your sales, and trying to raise your investments.

Just focus on making it an absolute no-brainer. And as Adam said, or Shiv said, if you haven't already got your friends, your family, the people you use on it, it's a grand. Like we literally, we less than make any money on it.

It's a no-brainer. So behind the scenes, what have I been up to apart from ordering swanky suits? Yesterday, hey, oh, thank you very much.

Ben, a little bit disappointed it was you, but I'll take it all the same.

[Speaker 8] (27:38 - 27:39)

I'll take it all the same.

[Daniel Hill] (27:39 - 1:48:03)

It's the first one I've had in a decade, so it's good to see. What have I been up to? So yesterday, I've been getting ready for our team AGM.

And yesterday, we hosted the board AGM. And as I've, over the last two years, started to understand this chairman level to actually build, buy businesses, and not get involved in any of the executive roles at all. This has become really clear to me.

I'm gonna share this with you. It's what the whole of the AGM was about for the board yesterday. Granted, very few of you will be heading for chairman level right now.

Some of you might not even be in that director role, but this is the key thing that you need to focus on, even in whatever roles you're currently operating in, director roles or management roles. The two things that we pulled out of it, or that I've pulled out over the last two years, if you can get these two things nailed, you can own a business, you can grow a business, you can build a business, without doing any of the heavy lifting. And the only two bits you actually need to do is one is the strategy, is what is the strategy?

Ultimately, that's what people come to you for. And then the second is the schedule. If you think about owning your business as capital allocation, now your job is strategy, which means what are we gonna do?

And then schedule means when are we gonna do it? And if you can get those two things dialed in, you won't actually have to do any of the heavy lifting yourself, because it becomes a project management exercise. So the strategy is whatever you want it to be.

You've all got your strategies this year, you've nailed it, and you can change it as you go through it. What I shared with the board yesterday is my strategy. So I have had my time out, I've stepped out of all of my executive roles now, but I love doing deals, I love building businesses, and I love growing myself and consistently taking myself to the next level.

So what we teach on the board now is what I learned over the last five years or so, is how to build a business that makes a million pounds net cash flow per year, and you can do it on one day a month. And that's what I've done with several businesses, that's what I continue to do with the businesses that I own and invest in, and that's what I'm teaching the board members. And this is the blueprint that I've taught them, and what I've done this year is that I shared with them yesterday, is the strategy that I'm gonna do is prove it.

So I say that you can do it in less than two years, you can do it from anywhere between three to five years of a new business, you can do it in anywhere up to two years with an existing business. So what I'm actually doing is I shared with them my strategy this year, is to do a brand new startup, which I'm gonna share with you after the break, that's never been done before, and I'm gonna get it to a million pounds net cash flow within three years, and I'm gonna use the chairman blueprint to do it. And I shared the board members a copy of my printed business plan, which is exactly what I'm gonna do in about eight pages, really straightforward, really clear to understand.

That really was my job for that business, because I don't wanna be involved in it, I'm not involved in the day in today, I don't go to team meetings, I don't go to site, I don't view properties, I'm just the chairman, I'm just the one putting the money up and putting the strategy in place. If I'm gonna get the team to do it, and I'm not gonna do it, I need to then get really good at project management. And project management is about scheduling.

So if you wanna do developments, but you don't wanna be on site ordering gravel, you need to be doing schedules, cost-loaded programs, forward-funded development schemes, however you're gonna do it, you wanna get your schedule absolutely dialed in. And once you've done that, and you can say, right, this is what we're doing, which is your strategy that you came up with in January, it's the business plan you're gonna write at your AGM, and then a schedule to say, right, this is when it needs to happen, what you can do then is you can give it to someone else. And one of the board members yesterday actually said, having read mine or written their own in the room, said, right, just to be clear, I could actually now go and give this to somebody, and because they know exactly what to do and when to do it, they could actually do that for me, is that correct?

And I was like, yes, that is the aim of the game. You don't wanna get involved in the management, the delivery, the heavy lifting, you just wanna focus on the strategy and the schedule. And the schedule can literally be a basic Gantt chart that says, this 12 weeks is when to hit this, these 12 weeks of recruitment.

You just wanna get it clear and then delegate it. And within four hours, this is what we did on the board, it's a higher level than the AGM that you guys will be doing with your teams, your businesses, and if you're doing it with Shiv, it's a higher level, but in less than four hours, in fact, in three hours and 15 minutes, from start to scratch, we wrote our business plans using this blueprint, it was all about strategy and schedule. And then in the evening, we had some fun, we had some magic, we had some spirituality, and we had a few glasses of wine, lots of fun.

If you've not already signed up for the AGM, I would highly recommend it. So if you've not done, if you've not got this book with your team, which is an absolute non-negotiable, then you absolutely need to get it booked with a proper entrepreneur and they'll walk you through it. And in one day, you'll get locked away for six or seven hours, you'll leave with it done, sent to the printers, and then you've got that asset you need.

After that, all you need to do then is get really good at project management. Managing your teams, AGMs, QGMs, monthly meetings, weekly SCSs, it really is heavy lifting after you've done the heavy thinking, so make sure you get that covered. So what have I been up to behind the scenes?

Basically getting back into deals. I don't have any appetite immediately to get back into doing businesses, but very keen to always do deals. Also, I think there's some fantastic deals out there at the moment.

Who's seeing increasing uncertainty in the market? Absolutely, you wake up one day and this is happening, you wake up the next day and it's turned on the coins, I don't see he's back on the plane and he's going back for another chat, but you just don't know what's happening, right? It's literally, I mean, it's crazy.

The good thing is with high uncertainty becomes low competition, and with low competition becomes high margins. And I'm seeing more deals than I know what to do with at the minute. So I shared this with you, and after the break I'm gonna walk you through it to tell you the strategy.

These three are actually completing today, and then I've split the transaction to actually get a lower stamp duty, and then the next two are exchanging on the 30th of April. I'm gonna take you through that after the break. And the aim of the game is, and this is the new strategy that I'm gonna teach you or share with you after the break, teach you at the super event, as far as I've got with it, and the one I shared with the board members yesterday, a startup business that's gonna make a million pound cash flow four million pound equity per annum in less than the first deal, sorry, the model I shared with you earlier, this is the proof of concept, which is my business plan for this year, which is from these deals to make two million pound equity, 200,000 pound net cash flow, doing only 180,000 pound refurb in 12 weeks. Now that's my target. So that's what I'm setting out to do.

And I'll share it with you today, and then obviously I'll keep you updated as I go through it, once we've completed over the coming months. So before that, we're gonna talk about high performance management. So today is all about getting the most out of your team.

And you want to, over the next few years, get to a director, a chairman level, where you really are working on the business, not in it, you're gonna have to understand the art of high performance. Who can tell me, in order to get high performance from your team, who can tell me the two things that you need in your business to basically enable your team to do a good job? No?

No? Absolutely, spot on, clear expectations. So clear expectations.

Most people want to do a good job, but two times out of three, they can't because you've not set them up properly. You have not given them the clear expectations they need. You're starting to get those in your business, strategy day, tangible targets, you then have PDPs.

Once you've got those clear expectations and they actually understand how to do a good job, what do you do after that? Track? Absolutely, challenging conversations.

So challenging conversations, we're probably gonna take you through the blueprint for this at the super event. If not, I'm gonna give you a podcast with a blueprint. All it comes down to, again, every year, I just try and make this more and more simple for you, and today's workshop is a clear example of this.

Your team needs to know exactly what to do, blueprint, methodology, et cetera. When they know what to do, if they don't do it, it's then challenging conversations. You say, right, we need to have a conversation because most managers are poor managers.

They're soft, they're kind, they're nice. They're talking teddy bears. You need to be more like Mrs. Doubtfire. You know, friendly, we love you, but don't do a rubbish job. We're here to make it happen. Between those clear expectations and those challenging conversations, what do we have that identifies whether people are on point or not?

KPIs. So KPIs, reviews, basically what we call accountability spikes. So people know exactly what they need to do.

You know that if they don't do it, you're going to have a challenging conversation. In the middle is these accountability spikes, and here's the first thing for you to write down. If it's visible, it's valuable.

Shiv shows you that spreadsheet of how not to do it. If you stuck that on the wall, yes, it's visible, but nobody's going to know it. Hardly anyone's going to understand it, and even if they did, zero people would remember it.

If it's visible, it's valuable. And this is what I'm going to take you through in this session. So we've got clear expectations, which is your targets, PDPs, KPIs, et cetera.

The accountability spikes, which is where we make it visible. You know, you can stand up a strategy day and say, yeah, I'm going to do all these things, but if you didn't have your QGMs, your monthly game changers, your weekly top 10, you know, those accountability spikes that get things done, you wouldn't get the result, and you would end up having to constantly have challenging expectations. So I'm going to take you through this, so it's crystal clear.

The first thing is, in order to get these clear expectations in your business, you know, what explicitly needs to be done in the company, and every individual knows explicitly what their part of the party is, you need to have KPIs. And by the end of this session, you will have the first draft of your KPIs, not only for your business, but also for your team. And the most important thing to know is it's easier than you think.

Here's a question for you. How many KPIs should you have? Perfect, maximum three.

Maximum three per person. Maximum three for a supporting objective. Maximum three for a headline strategy.

If you can't boil it down to three, you're not looking in the right place. I've rebuilt this blueprint for you to make it literally so simple. Apart from sitting next to you and doing it for you, I can't make it any easier.

This blueprint is what you need. If you want to go from a position where you're pushing the pedals in your business, you know, you're getting up, you're working hard, you're on the phone, you're on the emails, and you're pushing by the pedals to keep the thing going, we want to get you driving by the dashboard. And in your workbook, there's a picture of somebody driving a car, looking at a dashboard, and what you'll see is, it literally is like three or four dials.

What do you look at when you're driving? The fuel, the speed, and maybe if it's Shiv, the battery level. And the road, yeah, the road.

So we want to get you to a point where you're driving by the dashboard, and this session will do that, and it'll enable you to stop being in the weeds and start being at the top level. So to know your numbers, we've got to get you to that top level. And this is the key thing.

Some of you will have walked into this room and don't even know what numbers you're going to go for. I'm going to make it really, really simple for you. When we talk about the director's dashboard, those of you that have been on advanced for a few years, hopefully you've got it in place.

If you haven't, you've certainly seen and seen this blueprint before. Again, I've rebuilt it for you this year. When we're using the director's dashboard, why do you think I've chosen this picture in the background?

Top of the mountain. Why is top of the mountain important? Absolutely, get away from the big picture.

If you think about how big the mountain is essentially, everyone's trying to get to the top of it. And on the way, you've got to stop to retie your shoelaces, get food, get water, stop at base camp. Ultimately, do you actually care about those small bits?

No, the aim of the game at the highest level is to get to the top of the mountain. And the top of the mountain will be one, two, or three key things which everybody is aiming for, either as a collective for the business or as individual. If you have to have more than three, you're going to end up with a dashboard like what Shiv did, which is just loads of data.

It's not high value. And one of the reasons that we use data to track or we track data is because you want to use the data to get traction in your business. And you're not going to get traction with your team if they're tracking 10 different things.

They don't know where to look. Whereas if you give them one number or two numbers or three numbers to focus on on a daily, weekly, monthly basis, I guarantee you it will get traction. It will get momentum.

Results will improve, but only if you focus on the right things. And this is what today's session is all about. There's two types of dashboard.

There's company KPIs, so director's dashboard for the company. So for example, when I sit in on board meetings with the companies that I own, I invest in, all I look at is the company dashboard, like the data dashboard. And actually, for most of my companies, we also have a chairman's dashboard, which is even higher level than that.

You have the director's dashboard for the company, and then you have a director's dashboard for the team. KPIs for the company, and then KPIs for the team. So I'm going to take you through this.

If you want to open your workbooks up at the director's dashboard section, what you'll see is two tables. The first table is for you to fill in, use an example that I've created for you. Page eight.

The one on the left, and again, I've written underneath, fill this table in with the company KPIs examples shared on stage, that's for the blazers. Don't worry Grant, I'll remind you in a second. And then once I've given you an example, you guys are going to do your own.

So I'm going to take you through this now. So on the left hand side, on page eight, this is company KPIs. And if you think you should have a maximum of three KPIs per company, or per department, we've talked about this before, your company's only really got five functions.

You've got your product, service, how good is it? You've got your marketing, how many leads are you generating, how good are they? Sales, how many are you closing?

And then operations, how well are you delivering? And then finance, how accurate are your books, basically, and how profitable are you? So for your company, we're now going to do this.

You've got 30 minutes and 45 seconds. What we're going to do is we're going to go through this for each of your departments. And what you're going to do is, if you think about the top of the mountain, you're only allowed three maximum.

If you can get it down to two, great, but you've got three to use. How would you rate your product? And if you're thinking about the thing you sell, what is the data you need to collect to identify as a KPI whether you're doing a good job?

And what I've done here, just to confirm, this example I'm giving you is completely made up. It's made up using a company you know, property entrepreneur, using my experience of running the company previously, but these are not current KPIs, they're not accurate figures, they're illustrative. But if I were doing this for a company, which I'm doing now, what would I put?

And then you're going to do it for your business. So the first is the product. If you think about property entrepreneur, how would you rate how good the product is?

You know, if I want to assess Adam's performance, or if he wants to assess his team's performance on how good the product is, what would you use? Well, world-class NPS rating would be a good one. Now, what do your clients think?

Yes, they might be nice, that probably means you've got a good culture, but actually, when you ask for accurate feedback, what do you get? So, world-class NPS rating. Renewal rate has got to be a pretty good asset test.

If you sell something to someone, they do the blueprint and then they sign up to the next one, that's a pretty good indicator, or people who do the program to advanced. Obviously, we've got a high conversion rate on advanced, lots of you have stayed for years and years and years. It's all very encouraging, you know, what are those rates?

And then every year, do we actually sell out? Now, having not been out, I think this is my second year out of the business now, is Adam still selling blueprints? Well, yes, he's selling them in record time.

Granted, he's giving them away on my expense, but never mind. Everyone's a winner, apart from Dan. Marketing, where's the lead generation coming from?

Well, or what are the KPIs? Well, in order to make the sales, you need, say, 500 leads. Right, the KPIs, we need 500 leads a year, which then, obviously, you pro-rata down, it's like 45 a month or whatever it is.

Audience, you know, you want to grow an audience, so actually, the marketing department, I would be targeting them to grow the audience by, say, 10% growth per month on, you know, organic side of things, or maybe even unpaid. Then also, for marketing, there's no point in having loads of audience if nobody's actually coming into the funnel. What engagement level are you getting?

You can have an audience of 500,000 people, but if they're not engaging, it's useless. You'd rather have 1,000 people that are engaging daily than 500,000 people that are, you know, bots and dead accounts. Sales, you know, you want to make sales.

What if I'm just going to look at three figures, or if Adam's just going to look at three figures for his sales team, what would he look at? Conversion rate. Conversion rate's really important.

You know, there's no point in getting loads of leads if you're not converting. A 50% conversion rate. Renewal of existing members.

You know, we've got a consistent sort of 70% to 90% conversion rate of people staying on for another year with us. 75% rate, you know, setting people up for success. It's a clear KPI.

And then again, ultimately, bless you, the business model is worked on always being oversubscribed. Always having too many people who want to buy the board, advance, the program, the masterminds. Bless you.

Operations. 100% of MyHouse complete. Today you're going to set up your MyHouse.

What's the point of having a MyHouse if nobody actually uses it? Every single one of our teams are tracked on the percentage that they complete on a weekly basis. It's visible.

It's valuable. What's the net result? Nine times out of 10, 100% of them are done.

Operations, delivery of the product. You know, are we getting world class from our clients based on operations standard? And then finally, when we have an event, we have an event checklist.

So when you turn up, you'll notice the banners are in the same place, the pens in the same place, the screens everywhere. Nothing's different because there's a checklist that says where everything needs to be. And at the end of the setup, somebody comes in, signs off the room, and ticks all the things off.

That's how you get consistent. Bear in mind, I haven't set a room up for probably seven or eight years. That's how everything's clear and consistent.

Clear expectations, and then KPIs to hold them accountable. And then finally, finance. What's important in finance?

Well, credit control's a big one. You can make loads of sales, but if you've got no money in the bank, it doesn't work. Less than 5% credit control.

That's what I tend, for anything that's monthly paid, that's what I tend to have in any of our businesses. Have it multi-layer, have it in property entrepreneur. It's a pretty solid place to operate.

We currently operate at less than 2%. Management reports. You can't run the business unless you've got a solid set of reports.

What's important about the reports? Well, I would say, one, that they're on time, so you can actually get that live, up-to-date data to make changes. And the second, they're on budget.

If you've written a budget for 12 months for the company to run by, you want to be running to that budget to make your money. And then finally, MyHouse completed. Again, every department can have, especially if they're doing repeat tasks, like operations, finance, bookkeeping, data collection, all of that can be done with MyHouse that you're going to learn today.

100% of that. I've not seen Adam's set of KPIs that he uses to run the company. I get the chairman's dashboard, which is slightly higher level, but if I were to do this for property entrepreneur, these are the top three that I would choose for each of those departments.

So you've got 25 minutes now. What we're going to do is do this for your business. So go through each of those departments, and you can only choose three, maximum of three.

And on the basis you can only choose three, they need to be the three best ones, not the three first ones that you think about. What are the three best things you could use? So if you looked at nothing else but this data on a monthly basis, you would know the business is running well, it's on time, it's on budget, it's hitting targets, and it's going to get the results that you want from it.

We're going to put some music on, and it's for you to do this, and put your hands up if you want some help from me or the team, and we'll come round, and in about 20 minutes I will stop and we'll get a few questions, and then we'll go on to the team dashboard afterwards. So put some music on, put your hand up if you need any help. I don't think we've ever had so many questions in a prime time workshop, so that's impressive.

Good to see it all coming together, and hopefully you're getting the wheels in motion. We're going to switch gears to the next one now for those that have done it, and those that haven't can catch up while we go on to the next session. What you'll realise, and I had this conversation with a couple of you, is there is a difference between the company KPIs and the team KPIs.

We're going to go on to team KPIs now. What you'll also realise is that some of the KPIs are used for multiple people. So a few of you I was speaking to about MyHouse, it's quite often that MyHouse would be used multiple times for different parts of the business because everyone has their own MyHouse.

And then finally, where the magic happens, and again, if you think about what I taught you last month about PDPs, the aim of the game is to know what you want, get other people to do it for you, but most importantly, because it's in their interest, you know what you want for the company, which is those company KPIs, how do we then get it to be delivered without you doing it? We then relay it to the team. So when you know what success looks like for the business, you're now going to get the team to do it for you.

And this is the secret, this is how it works. You don't have to do any heavy lifting. And this is the next table that's in your workbook.

So on the left-hand side, there's the team one, which I'm going to take you through now as an example. And on the right-hand side, we've given you two, I think, two, is it two, yeah? Two templates for you to do two of your, two of your, sorry, we've given you two tables.

Each table actually holds five team members. So on that one page, in this next 30 minutes, you can create KPIs for up to 20 team members. For many of you, that'll be more than team members that you've actually got.

So to take you through an example, again, I've used Property Entrepreneur as an example, because obviously it's a business I'm familiar with. So we've put Adam in. He's the head of Property Entrepreneur.

He runs the show. You know, he's responsible for the ultimate performance of the business. He's the one that reports to me.

What's important to me for that business is top-line revenue growth. So I need him to be growing that top line. I've just dropped these figures because they aren't anywhere near accurate.

Top-line revenue growth of say 200,000 pound per annum. So he knows that his responsibility is to grow the top line. And not only grow the top line, he knows by exactly how much.

The second, and this is a question I had from a few of you, when you said perhaps you were focusing on conversion rate. And I said, yes, conversion rate is important and you would definitely have it, but also you want the bottom line actual sales because you could have loads of revenue and he can come to me and say, oh yeah, we've got, you're aiming for 200 grand top-line revenue. You've got 300 grand.

Oh, let's go and party. Congratulations. But there's no point growing the top line if you're not achieving and delivering on the bottom line.

So you need top line, which is growth, but you need bottom line, which is profit. And one of the things I was sharing with the board yesterday is there's two different types of profit. You've got profit margin, and then you've got profit money.

So you want a margin. I don't want the profit to increase at the expense of the margin because I like having businesses that make high margins. So let's say the margin for a profit entrepreneur was 40% and the bottom line money, so the profit in money terms needs to be X and in margin terms needs to be X.

So he's only running the company and really, because you might say, oh yeah, well, do you not care about the products? Do you not care about the customer service? Ultimately, Adam's running the company, the top of the mountain.

The most important thing is that he delivers this. How does he do that? Well, then other team members are responsible for the other KPIs that we talked about when we did company.

So in order to achieve that, he's got to make sales. And let's say Josh is a salesperson, one of the sales team. What does he need to achieve to achieve those figures?

Well, he needs to have the program sold out, 80 places oversubscribed every year, financial fortress sold out, minimum of 12 oversubscribed and then advanced, minimum of 75% conversion rate and having an advanced oversubscribed. Now, they're his sales figures. And again, what we're doing here is we're just looking at what the business needs like we did last month for PDPs.

What do we want from the business? And not when do we do it or how do we do it, who do we give it to? This is literally all you're doing, boiling down the company KPIs and giving them to the team members.

Events, literally copied and pasted from the company one. So for the company, what's important? The business is run at a world-class standard.

For the team members, it's literally copied and pasted. It's like, right, well, these team members are now responsible for delivering that company objective. You get what you want without having to do it.

From a team, we'll do it for you. And because of their PDPs and their packages, because it's in their interest. Quite a few of you said, can you use the same KPI for multiple people?

Absolutely. My house, event checklists, world-class ratings. They can apply to multiple people.

And then finally for marketing, again, all I've done here is taken what I want for the company as a KPI and then given it to a team member. So we're gonna move you across to do the same. Just one point of clarification, which is really good.

So one of you asked me, because they haven't got this data or this track record, is it just sort of a gut instinct or put your finger in the air with the KPIs? And I said, the KPI, so say, for example, the KPI you're choosing, like my house complete, in fact, my house is not a good example. Let's say net profit margin, you should know that.

Let's say conversion rate, 75%. The KPI you choose shouldn't be woolly or move. There should only be one definition of success, which might be, say, repeat memberships or audience engagement.

The KPI that you choose to measure, the thing you choose to measure doesn't move. You should be able to commit to that. Today, maybe you'll refine it in your homework, but that should be carved in stone.

What the figure is, absolutely. There might be a general rule of thumb. So for example, my house, all of your my houses should be 100%, same as all of your Sunday sanities should be 100%, and all of your game changers should be 100%.

That's what success looks like. You've then got to define what is realistic. And if you're busy doing a development or you've got a business that's being acquired and you're mishitting your game changers, of course, there's a reason for that.

It's not ideal and it's not the target, but there's an exception. If your my house and your business is not 100%, your team either aren't educated on it effectively, they're going through a transition phase, they're under-resourced or over-capacity, and your job is to get it to 100%. So it's like, what are those figures?

And with these ones, you would just go away and either look at previous data and look at what is realistic, or if you have no track record at all, what you do is start low, and the reason for starting low with KPO, what's the reason for setting low targets when they're new in a business, if you don't know where you're going with that? Yeah, so making it achievable, success triggers, momentum, getting traction, you want to get it going. So for example, one of the board members is taking over one of the teams in their business and they want to get the team up to the world-class standard, rather than go in when they're performing here and set the bar here and the world seems impossible, they're just edging it out bit by bit.

So let's get to here this week, let's get to here this month, great, congratulations, bonus, let's keep going, let's keep moving. You edge it up, and what you'll find, obviously this is an example of a company that I've had for over 10 years, is you build the data up, and you just know what those figures should be and where they should be, and then you just find a level where you're pushing it to get high performance, but it's realistic, so you're not breaking the backs. So we've got about 20 minutes left, and what you're going to do now is you're going to move across to the team, and in the same way as I have here, in those boxes, write your team members' names, and what I personally wouldn't do is if you've got a team of 20, 30, I wouldn't just quickly write everyone's name down, I would start with your senior teams.

So if you've got two or three senior people in the business, start with them, get them dialed in, and then what you would really do is collaborate with them to then build their teams, but then you could potentially filter theirs down. So if you know you've got a head of sales who manages a team of five, and is responsible for making 100 sales a month, you would say, right, well the head of sales job is 100 sales a month, you would then think, right, in order to break that down for them to achieve it, five salespeople would need to do 20 sales a month, and to do 20 sales a month, they would need to do a conversion rate of 50%, and to do a 50% conversion rate to achieve 20 sales, they would need to take 40 sales calls.

We're just breaking this down. It really is far more binary than you think. I'll leave this up.

I know lots of you have got questions. Keep your hands up, and we'll keep coming round. In the next 20, 25 minutes, let's try and get a first draft of both the team and the company.

I know most of you have finished the company already, so you can actually leave with it nearly done. Can we put some music on, please? Yes, when I do the homework.

Four minutes left. If you can make sure you get these complete, I can see most people are nearly there. If you're not, maybe ask the neighbours, or put your hands up, and we'll make sure you do.

This really is the difference between running your business as an operator and owning your business and working on it rather than in it. This is knowing what you want and getting everybody else to do it. This is the secret of actually getting out of that day-to-day noise and making sure your team are all dialled in to achieve the actual thing that's gonna move the business forward.

When we talk about clear expectations, unless you go back to the business on Monday with this, your team are unlikely to deliver the result you want because they haven't even got the information from you as to what they're trying to achieve. This is what you wanna be walking away with. The two tables that are in your workbook is what you need to do.

I'm gonna have five minutes to finish off now, and then we're gonna round it off and I'll take any final questions or observations. Okay, so round up the one that you're working on. We'll start to call it a day.

Excellent. So this is the missing piece of the puzzle. When you've got this in the business, it's black and white whether the business is succeeding or struggling, and you only need to do it once, once a year, and this is when we do it, ready for the beginning of the new year, 1st of April.

And this is part of the set and forget blueprint. The aim is to put these things, if you just have your attention for two minutes, just while I finish off. The aim of the game is to do it once, put it into practice, and then literally forget about it.

It'll come out every week and people will see the KPIs, they know what to focus on, and once it's got traction and you keep it visible, it will become valuable and the results will become inevitable. Really good point of clarification that I was just chatting to Chris about a moment ago was the company KPIs, in case you haven't clocked this, the company KPIs, which is essentially a proper director's dashboard, would normally come out monthly. So the director's dashboards that I get come out on a monthly basis, at director level, at chairman level.

The team KPIs, to enable them to achieve the month-end result, actually come out weekly. So again, it's these accountability spikes. Daily, they'll have their support from their managers, weekly, they'll have their SCS meetings and their KPIs, and then monthly, they'll have their reviews.

And you get that cadence in, it'll give you some great traction. Any questions before we finish? One from Richie.

[Speaker 7] (1:48:07 - 1:48:17)

Cheers. Do you get your monthly one first week of the month for the previous month? Do you get it in the second, third week of the previous month?

Or do you not do it on a sort of calendar month basis?

[Daniel Hill] (1:48:17 - 1:50:32)

It's a really good question. I actually get it a week before board. I actually get it the week of board meetings.

So I get it as part of a board pack. The rules that we used to have, and that you'll see on the dashboard that is on the vault, which I'm gonna give you in a minute, the new one, and the old one, if you're using the old one, it says to be issued by, and we used to issue weekly ones on a Tuesday. Why do you think you might issue weekly ones on a Tuesday?

Yeah, it's just because we were in like lettings and stuff like that. It was always activity over the weekend. So Monday we'd be catching up, getting it ready.

Tuesday we'd publish it, so it was as quick as it could come out. And then monthly we would do normally within five working days. So our management accounts are between five and seven working days in most cases.

And then director's dashboard is the same within like five to seven working days. Cool. Any final questions before we finish?

Get value from that? Yeah. Excellent.

So this is not just an academic exercise. This is the thing that's gonna level you up. Homework to make sure you actually do it.

80% of it should have been done in the room, which would have been your first draft. So over the next week, get that first draft nailed. And then second is, in order for this to be effective with your teams, and rather than you just sort of walk in and tell them this is how the world works now, what do you think would be an effective process to do once you've got it to actually make it effective?

Absolutely. Creative collaboration. Get the team in.

Obviously, it's like a strategy day. You know really where the company should go because in most cases it's the right answer. In order for them to have buy-in, go through that process with them.

What do you think's important? What do you think the KPIs should be? If they've got team members, what do you think the department should be?

And then what do they think their team should have in order to hit that? After that, you can go into a second draft in week three. But by the end of this month, you should have it done, carved in stone, and then your business plan and your director's dashboard should be live.

We're doing this right now in all of our companies. Ready for the 1st of April. You've got three weeks left until the beginning of the new financial year.

And if you're gonna make the car go faster, you need to be driving by the dashboard and getting the team to do the heavy lifting for you. Mike's there, Richard.

[Speaker 7] (1:50:33 - 1:50:37)

The business plan day is April.

[Daniel Hill] (1:50:38 - 1:52:15)

Oh, yes. So what you'll do on the business planning day, and we did have this conversation on the board yesterday, is up until the end of the month, you'll basically get all of these decisions made, directions, dashboard, marketing plans and strategies, systems, methodologies, any changes you wanna make from strategy day to the beginning of the new financial year will happen now, which includes director's dashboard, things like that. Actually sitting down and carving in stone is the AGM. So yesterday, pretty much all of the board members turned up with a really good understanding of what they were gonna do.

They then did the brain dump, got it down, sort of 70% down. They've now got until the end of the month, beginning of the new financial year to get it done. So all of this stuff you wanna do before you sit down and do your business plan at the AGM.

The AGM is the final carving in stone. But in order to get there, you're gonna have to do some work before that. I've updated the blueprint for you.

Which has made it even more simple. You literally, it looks like the model that's in your workbook. But what it'll do is it'll allow you to track the company from the 1st of April, 2025 to the 31st of March, 2026.

And again, you get somebody else to do it. You know when it's gonna be populated and you know when it's gonna be published. Set it up, set your team up, carve the KPIs in stone and you genuinely can then just forget it.

It'll run, it'll work without you needing it and it'll be visible, it'll be valuable and it'll be a thing that actually drives your business to enable you to get to where you actually want to get to. Enjoy that? Yeah.

Excellent. Can we have a round of applause as we welcome Shiv back to the stage please.

[Shiv Haria] (1:52:23 - 1:55:11)

Guys, guys, didn't I tell you we've got something really special for you today? And one thing that I love about the way that Dan does it, he just breaks it down and he keeps breaking it down and breaking it down and breaking it down. And the conversations that we're having through the workshop were really, really good.

Lots of really good questions coming up. And one thing that I want to tell you, the same thing that I tell it to the property entrepreneur programme is that the first time you do this, it's really hard because you're like, what is it? What's right?

Which way is it gonna be? I guarantee you that once you get this done once, every year from now onwards is gonna be super simple. When we look at what goes on our director's dashboard, we know exactly what it is because it's not too dissimilar to what we put last year.

We need to have a bit to think about it. So I think that that is a really, really great session. It's a new one for 2025.

And I have some nuggets to pull out for you. The first thing is, as I was going around the room, is keep it simple. If you are thinking like, oh, what is it?

I don't know. And you're trying to get really, really complicated about it, you're thinking too hard. It's obvious.

The answer is obvious. If you ask a random person, they'll probably go, yeah, it's probably this. That's why when we do the workshops and you ask me or you ask Dan or something, we're like, well, maybe it'd be like this.

You're like, oh yeah, it could be like that because you're thinking too hard. So don't think so hard. The answer is going to be obvious.

The second thing is that you want to have something that's easy to measure. And we were talking throughout the workshop where there was lots of people that were saying, oh yeah, it's going to be things like engagement or just words. And it's like, well, let's be really specific.

What is it that we're actually measuring? And when we say engagement, what does that mean? Can we measure engagement?

We can, but we need another metric to measure engagement. So in our company, we had engagement, but it doesn't actually mean anything. What we said is what that means for us is link clicks.

How many people clicked the link? And we're talking to Rupin though saying, there is a difference between cold leads and warm leads. People say all the time, I want this many cold leads.

I want this many warm leads. What does that mean? What is a warm lead?

Let's define it. A warm lead is in my company, people that have booked to say, I want to have a call with you to buy your products or services. That's what a warm lead is for us.

So let's be very, very clear. And the third thing is, as Dan said, this only works if you make it visible. And it doesn't mean that you just fill it out and it's there.

It means that you publish it. So you've got to have a publishing schedule where you make sure that every Tuesday or fifth of working day or whatever it is, you put that in place and every week it goes out. One of the things that I do is I get my EA to audit whether the, for example, the marketing team have published their marketing dashboard on a Tuesday.

Because if they haven't, or if the head of department hasn't, then someone needs to go, hey, you have done this. Can you please do that? So make sure that we're having published schedules, but then there's also someone checking that those schedules are being published.

Because what will happen naturally as you go through the year, you'll get through sort of three months, four months down the line, and someone will forget to post it one week. And then two weeks later, they'll forget to post it again. And before you know it, no one's posting it at all.

Yeah? So we need to make sure that these things keep up. Did we enjoy that?

[Speaker 8] (1:55:11 - 1:55:11)

Yeah.

[Shiv Haria] (1:55:11 - 1:55:31)

Perfect. Round of applause for Dan. Fantastic.

We've got walk and talk now before we go to the break. Well, now that we go to the break. So we've got to be back here for 12 noon.

So it's now break time and have a good time. Make sure you go and get some steps in the sunshine. See you later.

[Speaker 8] (1:55:31 - 1:55:35)

♪ Make me feel good, make me feel nice. ♪