**PEA Session 3 250410 01\_Transcription**

[Shiv Haria] (0:00 - 0:04)

It's the show time, it's two and a half minutes to show time.

[Speaker 6] (0:21 - 0:42)

This is your two minute warning, get your teas and coffees, make your way to your seats and get your seats. So let's get down, let's get down to business.

[Speaker 9] (0:44 - 0:55)

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, a million nights just like this.

[Speaker 6] (0:56 - 1:14)

So let's get down, let's get down to business. Back and forth, back and forth with the bullshit. I know I said it before, I don't mean it.

It's been a while since I had your attention. So in my heart you're with it.

[Shiv Haria] (1:15 - 1:31)

Ladies and gentlemen, property entrepreneurs, please grab your coffees, take your bathroom breaks, say goodbye to your friends and take your seats. We're going to be starting very shortly, starting in one minute.

[Speaker 16] (1:32 - 1:39)

Dreams we had don't ever fall away. We can't leave them if you stay the same.

[Speaker 15] (1:40 - 1:46)

This is your final warning, 45 seconds till we're live on stage. Take your seats.

[Speaker 6] (1:48 - 2:02)

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, a million nights just like this.

So let's get down, let's get down to business.

[Speaker 9] (2:04 - 2:18)

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, a million nights just like this.

So let's get down, let's get down to business.

[Speaker 12] (2:26 - 2:42)

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] (2:46 - 3:14)

Oh, wow, wow. You guys have got some energy in you. I guess it was a nice lunch, was it?

Fantastic. Say again? Greg, don't ask me how many cakes I had.

I'm already four kilos up. Guys, be careful. I am four kilos up on what I normally am, on normally a 63 kilos, which is, I think, what, probably about 6%, 7% up.

So be careful when you come to the Belfry. It's great to enjoy yourselves.

[Speaker 18] (3:14 - 3:15)

It's into your wallet.

[Shiv Haria] (3:16 - 3:50)

I wish it had got into my wallet. Right, guys, before we get started, I want you to put this date in your diary. This is PE 2026.

16th of October is when we start Property Entrepreneur 2026, as in the next year. So I want to get this into your diary, the 16th of October, so that you know and you don't book anything else for that date. And then going on to it, I want to give us a great big, I can see some splatterings of red around the room, a great big Property Entrepreneur welcome to Mr. G.U.G.B. himself, Mr. Dan Norman.

[Speaker 3] (3:52 - 7:43)

CHEERING Thank you, thank you, thank you. So who knew it was going to be April so very, very quickly? How did that come about, right?

April 2025 already, and the reason I'm, I'm in a bit of an acknowledgement mode at the moment. As always, we have to acknowledge Crowd Property as our headline sponsors, because there's already £5,000 in the can, all due to Steve's efforts. So a huge round of applause for Crowd Property, please.

CHEERING There's also an acknowledgement to everyone who's posted their countdowns already, which is fabulous, because everyone's got it correct on the advanced. Some of the programme, a little bit questionable, but we'll talk about that in a moment. But I need to say a quick thank you to a couple of people who've been particularly excellent, and that's been really good.

And these are first among equals, I hasten to add. Ian, thank you very much for posting. Grant, you've just shared like crazy and commented under everything else.

I highly recommend it. You're my favourite. So we need to acknowledge people.

But for those of you miscreants, you ne'er-do-wells who've not, this is your checklist. Have you set up your crowd funder link? Because without that, you are not going to be able to collect money from the people who are donating.

So let's get this locked and loaded. Have you downloaded the promo and fundraising plan? I know you might be contacting your ten best mates, because they've got loads of money, and we're all property entrepreneur advanced, and people are loaded, and so on and so forth.

But part of the mission of Get Up, Give Back is to share the cause and share the charities. So please, download the promo and fundraising plan, if only for the fact it took me ages to type. Have you downloaded your asset vault?

Rosanna has very kindly. We've got a month's worth of stuff, guys. A month's worth, and it's been beautifully presented, so acknowledging Ros for putting that together.

But also... APPLAUSE Also, for the folk who want to share about the charities, because it will break your heart, some of the stories. It truly will.

Have you joined your Challenge WhatsApp group? That's going to be useful, because if you start WhatsAppping me at 6.30 in the morning of Snowdon, or Yorkshire Three Peaks, which is a month from today, you are going to get some nightclub Dans that are going to come out. Not Get Up, Give Back Dan.

They're two very, very different people. And organise your Challenge logistics, because hotels get pricey. Accommodation gets pricey.

QR codes are in the workbook. It's 2025. They're on page 25.

How's about that for the university working in synchronicity? So if you need any of that, the QR codes, workbook, page 25. The promo and fundraising in a page.

This might look complex, but it's actually very, very easy. April is in yellow. May is fundraising, which is in blue.

Final stretch is in red. So it's promo, fundraising, grand finale. This is one of the QR codes in the download.

We can't make it any more paint-by-numbers, preferably within the lines of kids, because we know that what we do is telling a story. Good marketing, good selling is telling a story. It wouldn't be great if you read a bedtime story to your kids and all you say is, the prince and the princess went away into the sunset forever.

That's the end of it. They're not going to be pretty impressed, are they? No more than if you read the whole book all in one go and it was 200 pages long.

That's not going to go down so well either, is it? It's going to get boring. So we break it down into nice, easily digestible steps.

April is promotions. We're already in countdown. Today was a big reveal, which I know you've all done.

Yes, up and down for yes. That is an example of a countdown. Not a count up, not a count pick which bloody day you want.

That is a countdown. Tomorrow is the cause. It's what we're doing.

It's Save a Life. I'll let someone else explain this a lot better than I can.

[Daniel Hill] (7:43 - 9:32)

Did you know that there are over 30,000 cardiac arrests happening in the UK every year, but due to less than 5% of people feeling confident to deliver a first aid, the survival rate is only 1 in 10. Now this is ridiculous. This is embarrassing.

Unfortunately, I have been in that position. Years ago, I was at an airport. Somebody collapsed, had a seizure, and I panicked and had no idea what to do.

After that, I went and got first aid trained. And in the first three years of being trained, I never used it once. In the year after, I used it four times in 12 months.

And one of those actually saved somebody's life. I think it's criminal and crazy that less than 5% of the population are able to deliver first aid support. And the reality is you, your family, or your friends are going to need first aid support at some time.

And at the moment, there is nobody there to deliver it. I am passionate about this topic because I have delivered first aid and I've seen the life-saving value it adds. I've also seen the horrendous impact of not being first aid trained where you genuinely are risking and could cost the life of a stranger, a friend, a family member, or even yours.

That's why this year, we are raising enough money to pay to train 1,000 first aiders across the UK to make sure you never get stuck in that situation where either you can't deliver that support or you can't get the help that you need. Up to 59% of deaths from injury could have been prevented if first aid was given before the ambulance arrived. Let's make sure that never happens to you or anyone you love.

Join us this year for Get Up, Give Back, Save a Life. It could be your friends, it could be your families, or it could even be yours. And at the moment, the statistics do not work in your favour.

Show your support now, whether it's fundraising, donating, or just supporting, because you don't get a second opportunity to save a life. Every second counts. Take action now and join us for Get Up, Give Back 2025 and let's save some lives together.

[Speaker 3] (9:33 - 12:08)

Pretty powerful, right? I've got to say thank you to Dan for recording that, which is one of our core assets. Along with that are the basic statistics that are put on static promo images that Dan has created, and that is all in the promo fundraising plan and the asset vault.

You download, you point and press. If you're really lazy, just copy and paste my Facebook. Real, real simple.

Change your name, though, because if not, it looks ridiculous. Week three is where we release and share the information about the charities. We tag them in because it's our role, it's our mission to promote these people and what they're doing.

We had Charlotte Jaleef, who unfortunately lost her child at 13 months in a car accident, who was able to be kept alive for three days so they could say goodbye to Freddie. There's nothing more emotive than that. But we need to show what they do.

Midlands Air Ambulance Charity were part of that. Freddie's Wish and First Aid For All, and there are videos produced by them that we need to plaster the internet with and share to our friends and family. Week four is where we share the challenges, the statistics, the elevations, the walks, the efforts, the training that you guys are going to go through if you're on Get Up, Get Back.

We're going to get some photos of previous bits, or maybe you can show the training that you're going through and the activities that you're going to take part in to raise funds and raise awareness for first aid trauma care. That's a bit of an overview. I'm not going to go into May in too much process because we have a different set of activities for that, but again, it's broken down week by week so we can actually do the fundraising.

On the words of the great philosopher, ancient as Seneca during Maguire, show me the money! That's May, very, very simply said. Make sure your WhatsApp groups are on because there's going to be logistics and admin details shared on that.

Quick note on the grand finale, Thursday the 5th of June, really looking forward to that Firewalk Fun, Games, Barbecue, Summer Party. Unfortunately, if you haven't bought a ticket yet, it's sold out, the wait list is open. That's what comes with having the UK's longest running nightclub promoter as the people running this gig, so wait list only if you're not on board at the moment.

That's what we'll have to do. That's what happens, ladies and gents, when you sit on Matt Dorman's fence. Some of you might enjoy it, but a lot of you won't.

Don't be a bystander. Let's get out there. Let's save a life every second counts.

Thank you. Have we got a quick question?

[Speaker 14] (12:12 - 12:23)

I've never done this health safety first aid course. Is there an idea to get everybody to do it or people that want to do it to get together to actually learn it?

[Speaker 3] (12:24 - 12:31)

Sure, absolutely great question. Suzanne's pal who runs First Aid For All is looking at some dates in Birmingham. I think there's potentially for the date before.

[Speaker 10] (12:38 - 13:03)

I'm a trustee of First Aid For All. She is a paramedic and all her trainers are paramedic trained. She will be up for the super event.

She will put on a course the day before. She's going to talk to people about venues and get numbers, etc. She's amazing.

She's the best teacher I've ever had in first aid.

[Speaker 14] (13:04 - 13:04)

Amazing.

[Speaker 13] (13:10 - 13:18)

Just to add to what Suzanne said, she was so good, she did it at the board, then we got her to come down and do it at our team away day last month. She's really good. Really makes it engaging.

[Shiv Haria] (13:21 - 17:41)

♪ Somebody put that million on me ♪ ♪ She the reason why I keep a million on me ♪ ♪ Surely worth the wait ♪ Fantastic. Thank you, guys. Appreciate it.

First of all, hands up. Who's set up their fundraising page? I'm going to put my hand down because I haven't set up my fundraising page.

My EA's going to do it, but I've just sent them the picture of all the actions we've got to do. Remember, this is really, really simple. The guys at GUGB have made this super, super simple.

There is a process to follow. Danny, you're going to be posting that video in the group at some point about how I did it. Make a list.

Honestly, make a list, and that's literally all you have to do. Then you give it to your PA, and they just send the same message to everyone on your list. They keep it on an Excel spreadsheet, and they send it two or three times, I think it is, and then if anyone responds, then you engage.

If they don't respond, they don't respond. That's the end of it. It's really, really simple, and we can donate to a great charity because of that.

Fantastic. Next, let's get on to this. This is now our final session of the day.

It's set and forget, and what we're going to be doing here is setting and forgetting a world-class culture. We go on so much about how it's really, really important to get your team on board, recruit them, but then it's really important to keep them, and the way you keep them is by creating this culture. The reason why culture is important is because you are going to have a team.

The team is going to be comprised of lots of different people, but if they're all different cultures, you're never going to gel. You're never going to actually have what it takes to move forward together. When you have a culture, you can all come together, look at a north star, and then move together in the same direction, which means that you're going to be moving a lot quicker.

I mentioned earlier that in January, we hired a new marketing manager. He lives in Alicante, and he flew over for our AGM and our team meeting, but one of the things that he said to me, and he's a professional in his industry. He knows how to do all of the marketing stuff that I don't know how to do, and he said to me, he said, having had a couple of not-so-good bosses and people that just really work him to the bone, he goes, I can't believe how amazing this culture is here.

He goes, everyone's just really relaxed, really friendly. There is no pointing blame at people, saying, oh, you did this wrong, you did this wrong. It's like, how can we help you make this right?

How can we make sure that we keep moving forward together? And that's the kind of culture you want to look at because that's how you get your team building your business for you. Without the culture, you're the octopus.

You're the person that's trying to incentivize everyone to do things for you. If you can do the incentives and do the culture, you're going to absolutely win this, and you're going to create those high performance that you need to build your business for you. So what we're going to do now is we're going to get you guys to really just set up your culture.

Like, it's that simple. It's a two-step process, and we're going to go through the whole thing, but it's a two-step process for each one of these headings. The first step is policy, and policy is what do we do, and then the second step is process, which is how do we set and forget it?

How do we do it once now, and then we never have to think about it ever again? So today we're going to set it up, and then, honestly, in a year from now, you'll be sitting there going, oh, my God, I can't believe my company now has a culture because I set this up, and it will take you literally less than 10 minutes to do it. I want you to turn to page 28 of your workbook, please.

28 should look like this. Okay, so on the left-hand side, I'm going to go through this, and you're going to write down what it is that we do at Property Entrepreneur, and then how we set and forget it, and then I'm going to give you a minute or so on the right-hand side, after we've been through the example on the left-hand side, for you to figure out what you're going to do. Really, really simple.

Top tip. Ready for this one? Super top tip.

WWDD. What would Dan do? If I was you, and I had a similar business to Dan's, or a similar size, I would just copy this on this side.

That's what you're going to do. That's what I did. That's what you need to do, okay?

So what we're going to do is fill this out right now. Turn to this page. The first one is birthdays, okay?

When it's a team member's birthday, when it's your birthday, what happens? At Property Entrepreneur, it's very, very simple. In anyone's birthday, we send a cake and a card.

So on your left-hand side over here, put what? Cake and card. Really, really simple.

And then the process of how we do it, how do we make sure it always gets done, that we set and forget it? It gets booked into the calendar and organized by the EA. Booked into...

[Speaker 13] (17:44 - 17:47)

I don't think you want me to cook you a cake, mate.

[Shiv Haria] (17:48 - 23:25)

Might get Grant to cook us a cake. Might have steak in it. Booked into the calendar, organized by the EA, okay?

So that's what we do at Property Entrepreneur. At Lifestyle Property People, this is what we do. So we do flowers and a card.

We do flowers and a card. I know some of you are going to think I'm a cheapskate. Some of you think I'm a millionaire.

We spend £35 on flowers and a card. And it's always, by the way, the same place. Oh, top tip, top insider tip.

If you don't already know what Quidco is, go and download Quidco. Use a company that Quidco uses so that every time you buy flowers and a card or cake and a card or anything you buy, you get a quid back or whatever it is. And then you can draw this down into your personal name outside of tax.

Very, very good. It's like getting air miles for stuff that you're buying on your business. So we also, as well as doing the flowers and the card, we also do a little image like this because we're a virtual team.

So a lot of stuff happens on the WhatsApp group. And as you can see, this is a Canva image. And literally, all we do is we have all of these set up, one, two, three, four, five, six.

Sorry, this is the happy birthday one. And we just change it like the face. Or if you imagine once we've got all the faces, we just have all of the pictures.

We just post them every single year, the same one. So what we do now, music on for just one minute actually, if you don't mind. And you guys on the right-hand side, you're going to write down what do you do and how you're going to set and forget it.

Music, please. So you can do a cake and card. You can do no card.

You can do a handmade card. You can do flowers. You can do a personalized gift.

You can do a company hoodie. A haircut. Perfect.

Thank you very much. Rupin just asked me, do you not moon pig it? No, I don't moon pig it because moon pig isn't on Quidco.

I don't make any points for moon pig. But thank you for that. The next one, work anniversaries.

What do we do for work anniversaries? At Property Entrepreneur, for work anniversaries, we order lunch for the person whose work anniversary it is. Or if we're in the same place, we go out with a team to eat.

So there's always something around like lunch or food. So on the left-hand side, I want you to put lunch or team lunch. And then the process of how we set and forget it is that it gets booked into the calendar, organized by the EA.

Same as the last one. Booked into the calendar, organized by the EA. Okay?

And at Lifestyle, we do a very, very similar thing. We have this image. Guess what this image is?

Same as the last image. Just has different words on it, different picture on it. That's all we do.

This is a virtual image. It goes into the WhatsApp group, and then we give our team members a 50-pound lunch voucher, and they get to go and have lunch wherever they want to have lunch. The important thing with both of these two as well is what we do is when they are recruited into the company, as part of their onboarding, we ask them, what's your birthday?

And obviously we record their anniversary, and then we put those in the diary. So they're in the diary from day one. You don't have to then think about it, and then it's the EA's job to make sure all of these are done.

Music on for a minute again, please, Dec, for you guys to work out what you're going to do on your side. So this is the second row now. Perfect.

Thank you very much for that. So this is team work anniversary. The next one is team awards.

So at Property Entrepreneur, our policy, so this is the third row, first column, policy is the team awards, is quarterly and annual. Quarterly and annual team awards. And the process is the QGMs are booked in, into everyone's diary, and then all the awards are ordered at the beginning of the year by the EA.

So they're ordered, they're put into a cupboard, and they're just left there, and then at the QGMs, the awards turn up, and we just pick who we're going to give them to. Okay? For Lifestyle, in my company, we have something similar.

We have these two awards. We have the People's Champion and the Director's Pick. And the People's Champion is obviously voted for by the rest of the team.

The Director's Pick is voted for by me, basically. And other ideas for awards you can have. You can have Outstanding Achievement Award, if you wanted to do that.

You can have Highest Rated, you know, Salesperson, or Highest Rated person who got the most Google reviews, or whatever it might be, depending on their role, for example. So I want you guys to have a think about it for you now. What awards are you going to do, and how often are you going to do it, and put that in there as well.

Music on, please, Dec.

[Speaker 17] (23:36 - 23:37)

You pass one more.

[Shiv Haria] (23:54 - 26:18)

Depending on your team culture, of course, guys, you can also add other awards into this as well, you know. Oh. I think there's a bomb going off.

You can also add other awards into this as well. Pat, I think it might be useful for a volume to be turned up. Pat?

All right, on to the next one, then. So the next one is Weekly Wins. You guys have heard me do this, hopefully, hopefully you've heard me say this tons and tons of times.

For Property Entrepreneur, we do a Friday Weekly Win. So on a Friday, we go, everyone share your wins. So that's what you're going to put in there, Friday Weekly Win.

And then the process for it, how do we set and forget it? The Head of Operations at 2 p.m. on a Friday posts a post that says, Post your Weekly Wins. Yeah, that's how we do it at Property Entrepreneur.

How do we do it at Lifestyle? Very, very similar sort of thing. We have this post, the Weekly Wins post, on the right-hand side.

But before this Weekly Wins post goes on, very important, before we played this video. Who knows what this video is? Oh, some of the people that have been here will know it.

I wish I had the play so I could play it for you. If you don't know what this video is, then I'll post it in the Facebook group so you can have a look at it. We played this video, and everyone knows it's Friday, yeah?

So we play the video, and then half an hour later, we post the post because it kind of builds that anticipation. This is a post of Mufasa. And the thing is, so can you see here?

It's got everyone in the team on this one. Actually, this is an old one. We've got a couple of new people.

So we've got everyone on the team on it. Say again? It's updated.

It's already been updated. I haven't updated it on the slide deck, but it has been updated already. Don't worry.

And, of course, let's just think about why has it been updated. Because as part of our processes for onboarding, as soon as a new member comes on, as part of that, we say, can you send us a headshot? Because we need it for your e-mail signature anyway.

As soon as we get the headshot, it gets sent to marketing, and they update this. This is all part of the process. How do you set and forget something so you never have to think about, oh, my God, that's out of date.

How do I update it? It's already done. It's already part of the process.

Perfect. Do you have a question? No.

Yes. I don't. I don't.

[Speaker 5] (26:21 - 26:31)

I missed what you were saying because someone was on the wrong websites and getting all sorts of... LAUGHTER Where is this posted, in a WhatsApp group, or is it e-mail?

[Shiv Haria] (26:31 - 26:50)

It completely depends on the culture of your company. Our company works a lot on WhatsApp groups. We're a bit like Richard's company, like a family-friendly company, so we do everything on WhatsApp, and all of our clients are on WhatsApp.

A lot of people sometimes use Slack, so you can put it on Slack. I don't know anyone that would send this out on e-mails. But you could.

You could try it with your very corporate company.

[Speaker 5] (26:50 - 26:53)

Was this just sort of a Canva image, and then they just reply to that on WhatsApp?

[Shiv Haria] (26:54 - 31:46)

Yes, basically. It's a Canva image, and it says... So we post the video, and we go, let's go.

Here we go, guys. And then everyone starts to go, yeah, yeah, it's Friday, it's Friday, it's Friday. And then we go, weekly wins, show me your wins.

Yeah. And then everyone posts a little emoji, like a rocket emoji, and then it's like a bullet point. Rocket emoji, one win.

Rocket emoji, another win. Rocket emoji, third win. So everyone will post two or three wins, whatever they've had.

And let's be clear as well about this, right? There'll be a viewer. Her job is to go and view properties.

Guess what her win is every single week? I viewed a couple of good properties this week. And so, obviously, after a while, she's like, oh, well, is there any point in me posting this?

And I then get on to her and I say, look, this is not about you posting something. This is about us being part of a community. We've got to celebrate everyone.

I understand that every week it's going to be like that, but maybe once in a while you have something slightly different. Maybe once in a while you do have something to post in that group. So don't worry.

It's like we're all doing this together. And especially, and you'll find this, guys, if you haven't realized this already, there's steals amongst your group, yeah? They're going to just drop off from posting.

And I don't know if you remember I showed it to you a couple of, I think I showed it to you a couple of months ago. We have a weekly wins scorecard because I want to track who's doing this. It's also in their PDPs that they have to fill out a weekly win because it's part of the culture, and people just drop off from doing it.

So what we do is they've got to post it. So we post this at 1 o'clock. Then they post their weekly wins.

If they haven't posted anything by 3 o'clock, my EA has a look and she goes, oh, they haven't posted. So she gets in touch with their heads of department and says, your team member hasn't posted. Then they can obviously get in touch with their guy and go, hey, why have you not posted?

What we're also trialing right now is not just posting the wins, but if you're posting a win, like you're just saying, you know, I created a new brochure, give us a picture. Because everyone's very visual. It's not, I don't want to read an essay of what you've done.

I want to actually see the picture. Even if you're halfway through producing a brochure, show us what you've done. Have you seen some nice properties?

We've bought properties. Show us what you've done. So it's very, very visual.

Does that make sense? Yeah, perfect, thanks. Perfect.

And then the final couple, so success shoutouts. When someone's done a really good job, public recognition. Our policy for that is we give public recognition.

So again, we will do that on the WhatsApp group. Or if you have a Facebook group, you can do it on the Facebook group depending on what you're doing. But if someone's done a good job, we'll give public recognition.

So you'll see, for example, Dan said, oh, Grant's been such an amazing GUGBer. He said he's a favorite. So obviously on the Facebook group, you're going to go, Grant's my favorite GUGBer, and you're going to get public recognition.

And what I'll do is I'll do this one and the next one together if you don't mind saving some time. So the last one, oh, that is the last one. Can we just have deck one, 30 seconds of music for this last one.

What do you guys want to do for success shoutouts? Success shoutouts. If anything.

Thank you very much. And if you haven't had any idea what to do, honestly, it's this simple. Create a Canva template.

Write a different heading at the bottom. Happy anniversary, happy birthdays, success shoutout. Post it with their picture in the group.

Done. Happy days. Cool.

So that is how we set and forget a culture, right? That's how we do it. It's taken us, what, less than 10 minutes to do that?

And this is going to serve you really, really well as we come through the next year. And I expect that, you know, as we come through the next year, you're all going to be doing all of this stuff. All this stuff that I do, all this stuff that we do at Property Entrepreneur, you're all going to be doing it because that's what's going to build your culture.

Fantastic. So your homework for this section then is define your culture club activities like we've just done. We've already been through and come up with some examples and then set them up.

Perfect. And then the last bits of today, there's two, again, a double whammy. We've got the HR blueprint.

So when you think of HR, what do you guys think of the first thing that comes to your head? Anyone? Disgruntled employees.

You know what I think of? I think someone's going to sue me. That's what I think.

I think, gosh, I've obviously done something wrong. I've had two cautions already. Someone's done something wrong.

So I'm always very wary about, like, how friendly are you? What do you say in front of your team? Our team is almost like we're really friendly.

We become like family, which sometimes is not a good thing. So I'm mindful of that. And what I'm going to do, what we're going to do right now is we're going to give you some work to do, which is probably going to take the least amount of time, but it's going to be the highest ROI that you've got throughout this entire Property Entrepreneur Program.

Would you like some of that?

[Speaker 18] (31:46 - 31:46)

Yeah.

[Shiv Haria] (31:46 - 32:00)

Okay, fantastic. Then what we're going to do is we're going to cover this last bit, which is next-level leadership. We all want to create this culture where people just don't want to leave.

Ted, I think you have it in your business plan you showed us, didn't you? What's that quote that you have in the team section?

[Speaker 13] (32:01 - 32:02)

Create the brand.

[Shiv Haria] (32:02 - 33:04)

Oh, sorry, yeah. Make your people so good they could leave, but make your business so good that they don't want to. That's what we're trying to do with this culture.

And the whole point of this is we don't want people just to like us. We want people to respect us. There's different levels of leadership.

We start with, you know, you're going to work for me because I pay you. Then you work for me because you like who I am. Then you work for me because you like what I can do for you.

The fact that you know that by coming on this journey with me, you're also going to be upskilling yourself and levelling yourself up as well. And that's what we're trying to do here. The main thing I want you to get from this whole bit around culture club is we're trying to look after our people.

We're trying to take them on the journey with us, because if we look after them, they're going to look after us tenfold. Does that make sense? Does that make sense?

Perfect. Right, so energy back in the room. We've got, again, our Mr. Property Entrepreneur to tell us all about this and set this up for us. Can we give a big round of applause for Mr. Dan Hill? Let me take you to a place I know you want to go.

[Speaker 15] (33:05 - 33:09)

Let me take you to a place I know you want to go.

[Daniel Hill] (33:09 - 41:21)

Thank you very much. Lovely. Thank you very much.

Before we go into this final session, I just want to say a huge thank you to all of you that are taking part in Get Up and Give Back this year. Many of you have been with us for years, know how important Get Up and Give Back is to me. And every year we choose a cause, which is so important.

And for those of you that haven't connected to the first aid stuff yet, my experience of that is literally life-changing. If you're not first aid trained, but you absolutely need to be, because all of you are going to need it at some point, and with only 5% of people first aid trained, but 90% of people having need in it, as you saw that statistic on the video, the likelihood is if you, your child, your parent, your partner, had an accident, they choked, they slipped, they knocked themselves unconscious, they blocked their airway, the most likely outcome is that they would die, if nobody gave them first aid. And if you're sitting here and you're not first aid trained, one, you need to be, and two, you need to make sure other people are to support you.

So thank you to everybody that's on board. It probably isn't too late if you're not yet. Speak to Dan and Ross.

And can you give a huge round of applause to Dan and Ross for all the work they do for Get Up and Give Back, because they absolutely smash it. Year in, year out, they drag you guys kicking and screaming to do the things you know you need to do anyway. Get healthy, get educated, get first aid trained, and raise money for charitable causes.

And all the results that we achieve are driven by them. So I just wanted to give a thank you to all of you and a thank you to them for pulling it together. So, as Shiv alluded, this will be the highest value blueprint you put into your business, but it will also be the easiest, which means it's going to be the highest ROI blueprint that we've ever...

The highest ROI blueprint that we've ever taught you. And when we're talking about HR, there's a reason I chose this image, because in life, there are some things that you should just never mess with. First is gas.

You would not go home and start plumbing your own boiler, start tweaking gas pipes. You just don't mess with gas. It's one of the rules.

The second is electricity. You don't go in and start rewiring your house, start digging up mains and plugging in free phase. Just do not touch gas.

Do not touch electricity. Also, do not touch legals. As soon as that legal letter, notice, contract, whatever dispute lands, it's one for the solicitors.

You just put it at arm's length. And then the same with HR. HR is something you have to have, because if it's too late, it is too late.

You have to have it, but you do not want to get involved. This is why this would be one of the quickest blueprints that you'll ever use. Out of interest, who has had a HR case in the past, an HR experience, a claim?

Okay, less than I thought, so it's probably about a third of the room. I've had some big teams, and also I've bought and sold a lot of businesses, which is where you can get a lot of HR issues, but I have had thefts. I've had fraud.

I've had disappearances. I've had cases against me for unfair dismissal. I've had legal cases for bullying in the workplace.

I had a team member who faked their own suicide. It wasn't supposed to be a funny one, but true story. And I've hired private investigators to investigate employees for stealing clients, for theft, for doing all the things they shouldn't do.

All of that stuff is not fun. The cliff edge is absolutely crucial and critical. It's expensive.

It's stressful. It's emotional, but only if you deal with it yourself. Through all of those cases, in 20 years, and having over 100 employees, and dozens and dozens of legal HR cases, one, I've never got involved in a single one, and two, touch wood, I have never lost a case.

Nobody has ever had a valid claim against me. The reason for that is I use this blueprint, and all you need to do is put it in place, and I guarantee the same for you. So I'm going to take you through this now, and it's really, really straightforward.

There's three steps to it. The first is outsource. The second is outsource.

And the third is outsource. There are three steps to the blueprint. If you forget one, refer to two and three.

This is all you need to do to put in place to protect you, and there really is three options. So the three options, the first one you have is what, as minimum, every single one of you should have. And if you don't, it should be at the top of your action list, highlighted in green, bubbles around it, is a small software solution.

So this would be something that is paid for monthly. It's probably £30 to £50 a month, and it's just the absolute minimum. It gives you support.

It gives you contracts. I'll give you an example in a minute. So this is just a small £30 to £50 off-the-shelf, easy to use, easy to implement.

The second would be, for those of you that have maybe got either a bigger team or a more intimate culture, working relationship, like the one Shiv alluded to, is you might want a local company. So if you're someone who likes to meet people, talk on the phone, have a personal relationship, there's lots of small HR companies, which might be a team of, like, three to 10 people. In-house, they do everything, and you have that sort of business-to-business, personal relationship, and that would be more like £50 to £150 a month, and you sort of have them on a retainer, do the services, and then maybe they'll give you projects on top of that.

And then the big sort of belt and braces would be a big all-bells, all-whistles company that you have on a retainer from £150 to £500 a month, depending on how big your team is. We've used all of these, and they're all sort of pros and cons. So the small one, the two that we would use, is either bright HR or brief HR.

And if you've got a small team and you just need a solution to make sure that when you have an employee that needs a private investigator, like I had, you know that you're covered, or you get that claim letter land saying somebody's left because you've put them under too much stress and it's your fault, any of that stuff. Brief HR, bright HR, and brief HR. Bright HR and brief HR.

So there's two of them, and they raise between £30 and £50 a month for the basic package. If you're not going to do anything else, just do that. It's a piece of cake.

In fact, I think a few of our businesses still use that. The second, which is what I tended to go for in the past, is a local company. So a local company of like three to ten people paying about £150 to £250 a month, have them on a retainer, and they'll do your contracts, your policies, and anything that comes in.

You just send it to them and they deal with it, and when you have projects like employee manuals, stuff like that, they'll sort it all out for you, and you'll have a face-to-face relationship with the team. And then finally is a big all bells, whistles outfit. You don't need to be doing more than maybe a couple of hundred grand a year to warrant this sort of expense, but it's money well spent.

We use, and have continued to use, Peninsula. So Peninsula are just incredible. Ranges from like 200 a month up to, it can go up to like a grand, depending on how big your team is.

You have to go on like a contract, so depending on how long you commit to the contract, they'll give you a different rate. But they're open 24 hours a day. You speak to them and it's like they know your business inside out.

They're absolutely fantastic. All of these will do the same Iron Dome service that you want, it just really is what sort of level of service you need. And that will give you three options to go for.

When you set these up, and again just to keep it simple, there's only really three things you need to put in place. I've got a mic for Niraj at the back.

[Speaker 4] (41:26 - 41:32)

Dan, thanks. Just a quick one. How well are, in your opinion, these set up for remote distributed teams?

[Daniel Hill] (41:33 - 41:53)

Well, it depends whether they're employed or self-employed. Employed is where the real minefield is, because same as tenancies, it doesn't matter what happens, you're guilty until proven innocent in an employment tribunal. And I've been through loads of them, and it's, well, I say I've been through them, the companies have been through them.

[Speaker 4] (41:56 - 42:26)

What was the question? Just broad brush, how well do you think these are set up for remote distributed teams? Because I completely agree it's more about UK employment contracts or even UK-based contractors in some instances, but I'm just thinking that there's probably some value in some level of protection and professionalism even for, you know, if you've got people in different parts of the world who are essentially self-employed, but you might treat them like team members.

You know, the model that we talk about a lot in this room.

[Daniel Hill] (42:27 - 59:56)

Yeah, absolutely. So my investment company has zero employees, and it does millions of pounds a year, and they're all self-employed. Every single one of those team members' contracts was drafted by, I won't tell you their name because you'll flood them and then they won't give me good service, but we use a local company who are on, like, a £150 retainer, and they do all those contracts.

Most of them are in the UK, but for a property entrepreneur, a lot of those are overseas, and they actually use the same company that I use for their contracts, so I would say 100%. And it's not just avoiding, like, the employment tribunals and things like that. It's also, when you've got self-employed people, you need to have things like IP protection, non-compete clauses.

Granted, some of them don't really carry a huge weight, but if you can have it in there or not have it in there, like, you really do want to have it in there. And it's tiny money. You know, the sort of money you're making, £100 a month to sleep at night is...

And for those of you that get into this, hopefully you got the message, is I, all the time, from boards I sit on, companies I'm invested in, I'll get that panicked email or WhatsApp on a Friday afternoon. I've just had a claim for an employee who wants to claim about this, and they're going frantic. They're trying to draft email responses.

Should I be aggressive? Should I do this? I said, you should do nothing.

All you should do is send it to the HR company, thank the team member for submitting it, and then go through the formal channels. Whether it's a legal dispute or it's a HR dispute, all you need to do is throw money at it. You do not need to get involved.

It's emotional. It's a headache. It draws you away from the business.

Give it to the professionals, and don't go near it. The three things you need to get in place with these suppliers, the first one is a My House calendar. What you'll have is an annual My House calendar with your HR company that documents all those key dates.

It'll be everything from your annual reviews. You should be renewing contracts between January and the end of March every year. Birthdays, like Shiv said, our HR company actually do the birthday prompts and the anniversary prompts.

They'll send it to the head of department and say, just to let you know, you've got these things coming up. Annual contract reviews. If you've got things like contractor services, let's say you use whatever, a PA overseas, and you give them a contract service, you want to review all of those contracts every year for changing legislation, stuff like that.

With the HR company, you just have that set calendar for the year, so you can put it to bed and never think about it. It's their responsibility to liaise with you to get those things sorted. The second is essential storage.

Two reasons. One is you want to have access 24 hours a day to your data. It could be employee contracts.

It could be bonus schemes. It could be whatever. Most importantly, and you'll find this when you part ways with any third party, normally design companies, media agencies, when you get to that point where you part ways, people can start getting a bit protective over the information that they've got.

If you're having essential storage, ideally your own Google Drive, or if you breathe HR or write HR, that's the central account that you actually own, you want to have access to all of that work, because if they decide to take it with them, that's not cricket. Then finally, it's just outsource, outsource. Anything you can do with these companies to outsource, just outsource it.

Writing contracts, formalising PDPs, doing annual renews, bonus schemes, company policies, anything you can. It's boring. You don't like it, but it's important.

Somebody else will love doing it, and all you've got to do is pay them, and they're not expensive. They're not like solicitors. They're like 30 to 60 pound an hour.

They're not 250 pound an hour. That's the HR blueprint, and as I said, this will be the single highest ROI you get, because if you've not had a case yet, or even if you have, and you haven't got this in place, you're stuck. You can't do it retrospectively.

It's like breaking down your car, and then not having car insurance. If any of you run the AA up, and they say, oh, have you got insurance? You say no, and they quote you, it's three times what it would be when you're in the pickle than it would have been if you'd have done it proactively.

You want to have this stuff in place before you actually need it, so hopefully that makes it easy for you. Any HR questions before I move on? Such a sexy topic, isn't it?

Excellent. More sexy stuff. Who wants to level up this year?

Absolutely all of us. If you want to level up, the biggest thing that's getting in your way is your own mindset, and on the board yesterday, I did a session called Rewire Your Brain, which is all about taking them to the next level with the people that they recruit. In this session, I'm going to take you through the next level leadership blueprint, and what this is, is one of the reasons you're not getting to the next level is because your brain is wired for your current level, and if you want to get to the next level, you've actually got to change the way you think and change the way of the things that you do, and this is black and white.

It's really straightforward. I'm going to tell you where you are as a leader, where you want to get to, and what you need to do. Last bit of work you've got to do for the day.

Pens out, and I'll take you through it. Here's a little thing for you to realise. Life as a leader is easier.

I've worked really hard to become a leader over the last 20 years, and I'm really fortunate now that that's really what I do. I lead my teams. I lead the businesses.

I even lead cultures and our community and people like you. I've earned the right to do that, but none of it came by accident, and I used a blueprint in 2013, which is 12 years ago, to enable me to go from being a worker or a worker manager running the business on my emails all day, doing the day-to-day, to actually get to where I am now, which is where I wanted to get to and where life is actually a lot easier. Here's something for you to take away.

When you can lead, you lead, and that is the best job. You're leading. People are following you.

You're thinking. They're doing the heavy lifting. It's a fantastic place to be.

When you can lead, you lead. If you can't lead, you have to manage, and when you manage, you manage, so then you're going to be a manager, which means you're going to do lots of one-to-ones. You're going to be doing difficult conversations.

You're going to be doing performance criteria. Maybe you want to do that. Maybe you don't, but if you can't lead, you have to manage, and if you can't manage, then you have to work, and if you want to be stuck in your business all day, every day working, and you might call yourself a director, but if you're sitting there and you are doing website designs, you're answering emails, you're doing day-to-day, you're still just working, and this blueprint is what will move you through those levels, and it's a combination of you figuring out how to be a leader, and then for your team, creating that runway and that environment for them to actually follow and deliver the goods for you, so there's six steps to this.

I'm going to take you through it, and like I say, it's really, really straightforward. It's not a blueprint that I created, although I've created some stuff around it for you, but it's the blueprint that I used, so I know that it works, so the first step is about strategy, and what we want to do is, as was alluded to this last month, we want to get you to a position where you level up your thinking, and when it comes to leadership, strategy is the first part of moving to the next level, and you need to understand how important this is, because your job as a leader is to provide the strategy for the team.

That's really where it stops. Strategy is the first thing, which is what you need to do, and the good thing is, through strategy day and now hopefully your business plans, you've done that. It's clear.

It's concise. Every team member knows what the business is doing and what their part of it is. That's the strategy.

What do we need to do? Where you start to now become a leader is after today, all of that stuff that's in that fantastic business plan gets scheduled out, and really, you've done all the heavy thinking, what the business needs to do. It's now down to the team to do the heavy lifting, and you need to schedule those tasks out, so every single one of your team knows for the next 12 hours and the next 12 weeks exactly what they're doing and when.

For those of you that are into development or project management, leadership in this capacity with a strategy and schedule is really about project management. It's about knowing what you want, when you want it, and then breaking it down, and then you don't go on site and dig the trenches and shovel the sand and plaster the walls. Everybody does that against your plan.

You get the strategy for the business, then you schedule it out, and really, if you want to identify when you're leading versus when you're working and managing, all you really want to do as a leader is direct, which says, right, something arrives, whether it's a strategy or a deal or a problem, you want to direct which way the team needs to go, and then the second is it doesn't matter how much you level yourself up, you're going to get cases where decisions need to be made. We've got three operators who want to lease this building.

Which ones do you want to go for? We've got three quotes from main contractors. Here's the scope of works.

Here's the schedule. Here's the JCT contract. Which one do you want to go for?

That's leadership. That's directing. You want to be up at that highest level.

Underneath that as a leader is you've got to have the management in place, and if you've got a small team, you will need to do this, but the aim is that you want to be managing your business on one day a week maximum, and that really is the high-performance management framework we gave you last month, which is your annual events, your strategy day, your QGMs, your monthly meetings, your weekly SCSs. That's it. Put that in place.

Set it. Forget it, and the business will run, and then within that, you need to level up, and we'll talk about this in the second half of this blueprint, is you've given those clear expectations, and as long as they're fair and realistic, you then need to master the art of challenging conversations, and this will scare a lot of you, but this is where the value is created. I'm going to encourage you to do that in the second half of this session, and then as a leader, and this is quite a common thing that I see with some of my directors and also actually some of our board members is in order to become a better leader, you need to have a high level of self-awareness because you have a picture in your head of how you think other people perceive you, and depending on who you are, it's probably between 70% and 10% accurate. You need to level that up, and the only way you'll do that is get someone holding a mirror up to you, so you want to get this 360 degree feedback loop where your business partners, your team, whoever, is giving you feedback, and you want to revise and review and reflect and level up, and it's a constant ongoing thing, and you won't know what your blind spots are. That's why they're called blind spots.

You can't see them, and every single one of you has them, and for those of you that are saying, I don't have any, that means you definitely do. You want to level up as a leader and get that feedback loop in place so you can move it to the next level, so these are the levels. Who out of interest has read John Maxwell's Five Levels of Leadership?

Okay, more than I thought, probably about a quarter of the room. This is a fantastic model. This is the book that I read in 2013, and it's the model that I used to move through the levels and become the leader that I became, and the five levels, I'm going to take you through, and what I'm going to do is ask you which level you're at, so the first level, as a leader, is positional leadership, and it basically means you've got the right to lead, and people have to, it's basically not leadership.

It's basically management. It means people have to follow you. Those of you that have worked for a terrible manager before, they were level one leader.

You followed them because you had to. It was your job. You were paid to do it.

It was in your contract. You didn't choose to do it. You didn't like it, but you had to.

If people follow you because they have to, you're just a level one leader, and that's really low value. It's just a functional job. The second is permission-based leadership, and this is where your team starts to give you permission to lead them, and the main thing is because you've developed a relationship, and they actually like you, and they respect you, and what they do at level two is they follow you because they want to.

You've taken that time to create a culture, a leadership style, a relationship, and actually they're happy to follow you. They've chosen for you to be, or rather you are their manager. You are their leader, but now they're happy to.

They give you permission to lead them because you've invested in the relationship, and they actually actively want to follow you. The next level is production, and if you're a level three leader, not only have you got the right to lead them, and you've got the relationship to lead them, but also you've got the results to lead them, and a level three leader is not someone ... Level one or two might be do as I say, not as I do.

A level three leader is walking the talk, so for those of you that have followed somebody before that you respected, you looked up to, you followed, it was probably because one of the community came up to me in the break and said, you know, one of the good things about proper entrepreneurs is we're walking the talk. We're not like, here's something we read in a book 10 years ago. Ironic, that's literally what I'm standing here teaching you now.

We're walking the talk. This is stuff that we're actually doing. Those of you that have worked for somebody that's, you know, the dentist who's got bad teeth or the PT who's out of shape, to be a level three leader, you need to have actually done what you're saying you're doing.

If you want your team to go out and do 10 deals a year, you need to have already done 15. If you want your team to go and close a million pounds of sales a year, you need to already have done 1.1 million. You've proven to the business, the team, and the model that it actually works and you can do it and you've walked the talk.

People will follow you then because of what you've done for the business. They look at you and like, do you know what? You're credible.

I respect you. I admire you. I look up to you and that's a level three leader.

If you're already walking the talk, you're at level three. Level four is when you stop walking the talk. This is a dangerous position for a lot of people because when you're a high performer on your own, it's because of what you've achieved.

The definition of a level four leader is somebody who can actually create the next generation of leaders. What you get here is people don't follow you because they want to or because of what you've achieved and done for the business. They follow you because of what you've done for them.

At level four, your primary objective to achieve your own success is to provide an environment where other people can achieve their own success. It's basically, people follow you because of what you're doing for them. You're investing in them.

You're developing them. You're giving them opportunities. You're giving them bonuses, packages, professional development plans.

At level four, people are following you because of what you're doing for them. You're actively now investing in them. When you get to level four, the trap here is where you get world-class players who then fail becoming world-class leaders because as a high performer, and I've seen this lots of times over the last probably 10 years or so, especially since I understood this, is when someone's success is defined on their own results, it's reasonably easy because they turn up, they work hard, they get results.

When they've been for the first time, their success is defined on the success of others, they can often slip up because being a world-class player doesn't mean you're a world-class manager. You'll see this in football. Some of the best football players in the world go on to become football managers, but very few of them actually break through.

Going from level three, where it's all about how amazing you are, to level four, where it's all about making your team more amazing than you is a hard one to crack. That's a real testament to any of you that are there or are going there. People will follow you because of what you're doing for them.

Then finally, is the pinnacle. The pinnacle is all about people respecting you. At the level five, people don't follow you because of what you've done for the business.

People don't follow you because of what you've done for them. People might even follow you who you've never met, you've never heard of, and you have no idea who they are, but they follow you because of respect. They follow you because of what you stand for, your values, your track record, your reputation.

People will follow you just purely because of who you've become. As a leader, that's the pinnacle. They're the people who lead markets and economies and governments and world movements and cultures.

To ask you the question on that, where are you now? If you look at those five levels and think, as a leader, are you level one? People are just following you because they have to.

Level two, because they want to. Level three, because of what you've achieved. Level four, because of what you're actively doing for them.

Or level five, because of what you represent. What level do you think you're at?

[Speaker 11] (1:00:00 - 1:00:01)

We've got a mic.

[Daniel Hill] (1:00:01 - 1:00:02)

There we go. I've got a mic.

[Speaker 11] (1:00:07 - 1:00:23)

Do you think it'd be a combination though, Dan? Because you'll have some people that are following you because of level two, and some that might be at level three and some level four. In my team, for example, there's nine of us, and I've got different people at different levels with me.

[Daniel Hill] (1:00:23 - 1:01:41)

Yeah, really good question. Yeah, really good question. I think the most important thing is, I don't know the answer, off the top of my head, without exploring it in a bit more detail, I don't know the answer, but what I would say is, the aim of the game is to be a level five leader.

If you want to become a valuable person who doesn't have to be a manager or an active executive director, you can only do that if you become a leader, and people need to follow you for a reason. If you're a level four leader because you're investing in your team, but other people who've only just met you, only just joined, are following you because they have to, then that's fine. But what I suspect you'll find is, if they're following you at level one, the more time they spend following you, they'll realise that actually you have walked the talk, you are likable, respectable, and you are then investing in them.

They'll probably follow you at a higher level. The most important thing is not necessarily what level they're following you at, it's what level you're leading at. And this really is, this is the thing that's stopping you moving to the next level for a lot of you.

If you're actively involved in, can you pass the mic back to Richie, please? If you're still actively involved in managing the business on a day-to-day basis, it's because you're not a strong enough leader. Richie?

[Speaker 8] (1:01:42 - 1:02:09)

For level five, do you need to have a reputation and audience? For example, Elon Musk, Richard Branson, global presence, reputation, you know who they are and what they stand for and you've got respect for them to different levels. You, head of PE, you've got the podcast, you've got a following in the property business world.

Can you get to level five without having that kind of social media reach and reputation in the area that you're in?

[Daniel Hill] (1:02:09 - 1:02:46)

It's a really good point. What you find is internally, so when you're using these levels internally, level five is what you get if you add all the other levels together. If you've got a team, people respect you for what you stand for.

That normally culminates in all the other levels that they know. When we go on to what you can do to level up, you're absolutely right. If you want to get to that pinnacle level, which is where you can influence movements, not just markets, that is based on taking who you are and then magnifying it by podcasts, PR, profile, reputation, et cetera, et cetera, impact.

Neeraj?

[Speaker 4] (1:02:47 - 1:03:12)

Just a small point on that. I think what almost certainly will happen is without becoming a public figure because that has its pros and cons as well, you will become very well known in your industry or your verticals or your locality or those kind of things. Whether you like it or not, you're going to be representing something unless you're completely recluse.

That's tricky.

[Daniel Hill] (1:03:15 - 1:05:51)

There is obviously a fine line of... I don't know if anyone's listened to the most recent Naval Ravikant. Who likes Naval Ravikant?

Yeah, cool. He very rarely comes out and does a podcast, but I recommend it to the board yesterday as their book club for the month. He's just done one with Chris Williamson on Modern Wisdom podcast.

In there, he talks about the pros and cons of being famous, about raising profile. It is definitely... You've got to find where you want to be in that space.

If you go to Daniel Priestley's Key Person of Influence model, outside of the HR blueprint, which I just said is the highest blueprint ROI you'll get, I genuinely have had the experience that the highest ROI you'll get is from having a profile and reputation. Really, a lot of this comes with knowing who you are, what you stand for, and just creating that profile and reputation. If you can be in your industry and you can genuinely pick up the phone to anyone in the industry and nine times out of 10 they know who you are, it's just such an easier way to do business.

You are in that top 1% to 3%. I would recommend for all of you be working towards this internally, but also, when you are clear who you want to be and who you are, is then magnify that through profile, reputation, reach, communities, reputation, et cetera, and get that into the market. When you know that...

In fact, the question I was going to ask is who feels like they're at level one, people who are just following them because they have to? A few of us? Two or three of us?

Who feels like, actually, they've invested in the relationship and their team respect them, they follow them because they want to? They like you, they respect you. Bless you.

Who feels like their team follow them because they've walked the talk, they've got the badges of honor, they're respected for their achievements? Yeah, great. Looking around the room, from those of you that I know well, I would say that's absolutely...

You've put that hard work and you've earned those stripes and people respect that. You can't replicate that. Who would say they're at level four, which is a real pinnacle point where you start moving into investing in the team and you want them to succeed more than you do yourself?

Three or four of us? That is a hard one to crack, but that is where the money... That's where the value starts getting created because that's when you stop being a worker and a manager and you start being a leader.

Who thinks they're at level five where they're at that pinnacle, where they've got people following them and they might not even know? One or two of us? Cool.

Excellent. Is there a question? Yeah, sure.

I've got that mic, please. Go long, Shiv. Last fry of the day.

Well, good catch.

[Speaker 5] (1:05:52 - 1:06:29)

Nearly dropped it. Thanks, Dan. Really interesting this.

Do you think levels one to four are a bit volatile? I'll give you some context of this. My day job in Oman, we were doing $100 million a year revenue.

We've lost one a big contract now, so we're now down in survival mode in some cases. I think some people would have been seeing me as a leader at level three and maybe even level four for some of the junior guys, but now some of them are in a... We need to keep our jobs here, so they're right down to level one.

Do you think it's volatile one to four and then it's only when you're in five that you've got that breakthrough?

[Daniel Hill] (1:06:31 - 1:08:42)

If I'm honest, I don't think so. I think there's two things to it. I think one is having the skillset to be a leader at different levels because if I'm honest, when I was at level three in 2013, where I was the one doing the deals, leading the business, getting the results, I thought that was what leadership was.

I thought it was leading from the front, but then when I realized why can't I get any higher, it was because I was basically defining the success of the business based on my results. I actually spent a week with Roger Hamilton in Bali at his resort. He said, basically, I said, what will get me through to the next level?

He said, when you start focusing your success based on how much success you can achieve for other people, then it will get better. What I did after that week, which was in 2012, I moved out of the way and looked at all my team and thought, how can I make every single one of these a huge success? Obviously a win-win because their success means my success and that moved me to level four because it was what I did with them.

That's a skillset and I wouldn't go into now and be a level two leader. I would understand that the best way to get results from your team is to get results for them individually. I think the first is it's a skillset for you that you'll always have.

If you can run a sub-three marathon, you understand what it takes to run a sub-three marathon. You might lose the fitness, but you could always, to a degree, get it back. The second thing I would say is where you see leadership thrive is in crisis.

A real leader, again, those of you in the war room, again, two of you came up to me at lunch and spoke to me about it. When we did the war room, when the shit hit the fan, as a leader of a community, I didn't think, I'm just going to disappear and take six months off and do lockdown. We went from doing three workshops a month to doing three a week and we took everyone through it.

That is leadership. It's like when the shit hits the fan, you double down and you're like, I need to look after the troops and in your scenario, I would say this is a fantastic opportunity to shine, to go in and be like, right guys, and that's what leaders do. We're in the shit, this is what we're doing, this is where we're going, this is how we're going to do it and you basically do it using as many of those levels as you can.

Deck, you've got the mic, please.

[Speaker 5] (1:08:45 - 1:08:51)

There you go. It goes back to that, so I'd hold that. When it's going, it gets tough, you leave from the front.

When it's going well, you leave from the back.

[Daniel Hill] (1:08:52 - 1:28:05)

100%. 100%, absolutely, 100%. You get in the trenches when you have to.

I was still getting interviewed the other day, again, something I shared with the board yesterday. Dana White was interviewed at one of the post-fight presses and he was saying about, he'd just signed a five-year contract with Monster Energy to have their can in the middle of the octagon and somebody said, why would you commit to five years to one brand? Because UFC's scaling exponentially, how can you give that space up?

You can only give it up every year for five years and he said, what you've got to understand is in business, it's not all about money. He says, during the pandemic when the shit hit the fan, they saw who was with them and who actually didn't care and he said, Monster Energy, even when the whole thing was imploding, they backed them, they supported them, they sponsored them, they funded them and he was like, that's what being a partner, a good person, is all about and leadership's exactly the same. How you behave when shit's hitting the fan, that really is testament to you as a character, as an individual and in this case, as a leader.

You want to thrive in that, even if it's even if it's hard, you want to be the one that does that. Cool. So, how are we going to actually level up and move through the levels?

Well, this is what to use and when to use it. Again, it's really straightforward. It's really black and white and I had to connect the dots looking backwards but because I've done it, you guys can now do it and what I've done is, I've put the property entrepreneur blueprint run in parallel with the five levels of leadership blueprint and it just shows you what to use when.

So, the first is, if you're at position one, and remember, until you've ticked it off, you can't go to the next level, you can't skip the gear, is SES and high performance management. If you think people are following you because they have to, which is basically you being a good manager, if you haven't got your weekly SESs, your monthly reviews, your QGMs and strategy days in the diary, you're already not, you haven't completed level one because that's those accountability spots that will get people to do stuff and it's functional. It's just management.

With the permission side of things, this is where you've got to invest in the culture and the relationship and this is all about high performance leadership, which again, Shiv gave you a month before last, I believe, which is your summer party, your strategy day, your QGMs, your socials, your birthdays, your anniversaries, all of that stuff creates a culture that people enjoy and a business that they want to work with and hopefully a leader that they want to follow. If you've not got those things in, you're not even at level one or level two yet, even though you might think you are.

You're not at those levels unless you've got that. Level three is just about execution. If you're trying to get people to follow you, but you haven't even done it yourself, that's not cricket.

You won't see the get up and give back team asking you to post on social media and then not doing it themselves. You won't see the, well anyone that you're following in this capacity, you won't see the dentist with bad teeth. You won't see the PT that's out of shape.

You need to be out there actually doing it. If you've not walked the talk to your team, if you're saying, right, we need to save money and you're not visibly cutting costs, bulk buying, toilet rolls, all these things, that's what you need to be doing. You need to walk the talk.

Level four, and there's less than a handful of you in the room that are at this level now, but this is the breakthrough point where you really start to become a leader and a director and head towards a non-exec role, and this is two parts which are really important. There's PDP creation and that in itself is an art form. Creating a PDP, all of the businesses that I'm involved in are run on PDPs.

They're all on this growth trajectory. They're all improving year on year, but all of that only happens because the team have clear, concise, win, win, win PDPs. Creating a win, win, win PDP is hard enough, but then executing it, which means you are having quarterly reviews.

You are having your monthly meetings. You are doing the support that's needed to actually help the team to get to where they need to get to. That's hard, but when you crack it, it's a skill set you'll never lose, and that really is level four leadership, and then as Richie said, if you want to get to that pinnacle level and have people who you've never even met want to follow you, and you can pick up the phone to anyone in your industry and they want to do deals with you, and this is not an exaggeration.

I had a random message this morning from somebody that's got a, I won't tell you what type of business it is, but it's a type of business they want to sell, and they got my number from somebody else. I had a call with somebody else who gave my number to somebody else, and they sent me a voice note saying, I've been introduced to you by so-and-so, and they were pitching me on the phone to buy their business for eight million pounds, and it is exactly the sort of thing that I'm looking for at the minute, and it's a business, but it's also a phenomenal portfolio of properties, and they were pitching me the other way around, I would be bidding against seven other people to try and win that deal.

They've already got me on a team's call with their board and their chairman next week to try and pitch me to buy it. They're not even going to anybody else because there's somebody I know that knows them. They're two points removed.

They want to bring me deals. We want to get you to this point, and what you need to do is have that clear understanding as to who you are, and then with results, consistency, articulation, articulate those values, grow that reputation, and then raise that profile. Think about the people you know who've got good profiles or big profiles.

You could explain who you've never met them. You've probably never had a conversation with them, but based on the stuff you see on social media, the YouTube videos you watch, the articles you read, you pretty much know what they stand for, what they represent, what their values are, their reputation, and there's people in our industry that you would love to be able to pick up the phone and speak to just because they've got that profile. Ultimately, that's where you want to get to.

You want to raise that profile, get that reputation, and be really clear on really just what you stand for, and it will attract some people, and it will turn some people off. Up to that, that's what's going to move you through the levels, and if you haven't already added to your action list, it's already on your homework sheet, now that we're going into spring, I would encourage you to start thinking about this proactively. Don't leave today and be like, that was great, really inspiring, understand what I need to do.

What I would do is on your action list is within the homework is boil down those key actions you need to do, and just go through level one, two, three, and if you're going from three to four, and just tick off what you have done, and then just book into your diary what you haven't done, and just start putting it in place. It's really binary. It's really black and white, and you won't learn the skill of it until you actually put the actions in place.

The next is about actual leadership style, so if you think the first three are all about strategy and business and management and blueprints, the third is about who you are, how you think, what you say, and how you behave, and this is where you need to change to level up, and again, I'll make it really, really straightforward for you. There's three types of leader, and I shared this with the board and yourselves last year, and what I want you to do is think about where you are on this journey, so the first thing is where you want to be liked, and some of you might say, you know, I don't care about being liked. I want to be successful.

I'm driven. I want to take over the world. Very few people, apart from Donald Trump, don't want to be disliked, and most people want to be liked.

The problem with being liked is it's not always effective, and as a leader, it's not a skill. It's not a strength. If your mindset at the minute, and if you're a blaze, you're already sitting there smiling, thinking, oh, this sounds like me.

I want to be everyone's mate. I want to be everyone's friend. If you want to be liked and be mates with everyone, and your most important thing in your business is that your team like you, then you will struggle to get past level two as a leader because it's not leadership, and the danger with it is it might be nice, but it's definitely not effective.

Yes, your team will like you, but that's level two. They follow you because they want to. You don't want to stop at level two.

You want to get to level three, four, and five. It might be nice, but it's really not effective, and the big downside to being a leader who wants to be liked is you're not just letting yourself down as a leader because you're basically bowing out. You're ducking out.

You're being a wimp. You're letting yourself down, but you're also letting your team down because if you tell that player it's okay to be, or rather, you don't challenge them on not being good enough because you don't want to upset them, you don't want to offend them, you just want to be their mate, it lets you down as a leader, it lets your team member down as a high performer, and it lets your business down on result. If you focus on being liked, people who could do a good job for you won't be pushed, and the danger there is if you let people be rubbish, you'll give them more and more rope until they eventually finish themselves off as an employer.

It's like you will let them get worse and worse and worse because you want to be liked. That is not good for you, it's not good for the business, and to rewire your brain, it's just not good for them. If you let your child misbehave because you don't want to discipline them, that's not good for them, they're never going to learn discipline.

If you don't want your business partner or your life partner or people in your family to be healthy, in good shape, in good spirits, looking after themselves, somebody's got to call them out on that stuff, but if you just say, yeah, yeah, it's fine, don't worry about it, yeah, yeah, that's nice, it's cool, nobody wins. Yes, she likes, but it's level two. This is what we call, so you can tune into it in your head, this is what we call the talking teddy, and we all do it, I did it this week and I embarrassed myself to stand on stage on Thursday and tell everyone not to do this.

We're all this talking teddy from time to time. It's okay, don't worry, it's okay that you're shit, don't worry, it's fine, don't worry, tomorrow's another day, don't worry, oh, you're late again, don't worry, it's fine, everything will be okay. Who's found themselves in a difficult position in the last week or month, and rather than saying what should have been said, ducked out, bowed out, wimped out, and just smiled and waved?

Okay, so half of us are telling the truth, half of us are lying, right, that's the level two leaders in the room. You do not want to be a talking teddy, nothing good comes of this. It's not good for you, not good for the business, not good for the team.

What you want to be instead is respected, and this takes balls, you need to be bold, you need to be brave, but the biggest thing is you need to level up, and what you'll realise is when you get the confidence to do this, and you practise it, you will see that it works, and you'll get more and more confidence, and you'll create a culture where it's actually welcomed. What you'll find with being respected is being liked is nice, but it's not effective. Being respected is highly effective.

Think about that person you respect who gives you a hard time, gives you the hard truths, holds the mirror up. What do you think? Not only do you respect them, but you actually quite like them.

If they were wimp, they were soft, they weren't adding value, yeah, they're great for a chitchat, but they're not going to add any value. Being respected as a leader and doing the hard work to give people the feedback is highly, highly effective, and the most important thing is it is in your team's interest. If you're sitting there in one-to-ones and being a talking teddy and smiling and waving and head patting and bum slapping and they're not doing what they need to do, I wouldn't recommend that unless you've got your HR ducks well in order.

You want them to be the best version of themselves. If they're a high performer, they want to be the best version of themselves, and it will feel good. Your focus needs to be on raising the standards, and this is going to be difficult because you've got to break through into that level, but you need that mindset that your job is to make them the best they can be, and if they're a high performer, they will want that.

If they're not a high performer, they might get emotional, they might get upset, they might get defensive, but then what you'll quickly realise is they might not be part of the future of your business. You want to create a culture where you're driving people forward in what we call CIP, Continuous Improvement Program. Whether you've been with us for a year or 10 years, hopefully you see every year all we want to do is get better, the workbooks, the homework, the mentoring, the team, the blueprints, the deals.

We just constantly want to get better, and that's what you get for world-class businesses. This is the trick. What you need to do is start calling people out on their bullshit.

Loads of you will look in the mirror and know that you're a little bit out of shape, but you won't do anything about it. Loads of you will know that you're going to the pub a few times a week, but it's okay. You just tell yourself it'll be fine.

Loads of you know you're not working hard enough. You're slacking. You're giving 70% when you could be 100%, but for some reason we're happy to let ourselves down.

However, when somebody you respect says to you, oh, come on, Dan. That suits a bit. In fact, who says to me at lunch?

Kay, where is she? No, I didn't. Yes, she did.

Kay? Kay goes, walked past me at lunch, had a big salad, well, big food. Kay goes, this morning at breakfast I had my get-up-and-get-back hoodie on.

Kay walked past and goes, hoodie's looking a bit snug, mate, and just walked off. I went back to my room and I cried. I've been looking in the same mirror for three weeks thinking those two kilos didn't come from nowhere, but when somebody you respect you know you like pulls you up on it, then obviously I'm joking, half-joking.

I did cry. When you get that, that is when you hear it. I said I was going to tell you about the suit last month, and I never told you about it.

The suit secret was Adam, so we've got this culture in our business where we ask for feedback, we respect each other. Adam pulled me aside a couple of workshops ago, and obviously my suit was a bit snug then as well, but he said, do you mind if I give you some feedback? You know when someone says that and you smile to their face and you're going, oh God, this is going to hurt.

I said, do you mind if I give you some feedback? He said, no, no, of course, always welcome. He said, don't you think it's ironic that you're the highest paid and the worst dressed?

I said, what do you mean? He said, I don't know, it's just me and a few of the community think your suits look really cheap. He said, where did you say you got them from, Asda?

And I swear to God, verbatim, that is exactly what he said. Obviously then I went away and I said, hold my point, what's this? But I needed that feedback, I needed that, somebody needed to hold the mirror up and call me out on my bullshit.

If you want people to level up, whether it's what they wear, how they look, how they talk, how they behave, how they perform, they might even know it, but until you say it and call them out on it, they're not going to do anything about it. So you need to be more K, that's the message. And this is what we call the Mrs. Doubtfire or the Elon Musk. The Mrs. Doubtfire, if you've seen the film, the husband was basically a talking teddy and he let the kids run riot, they tear the house to pieces, there's goats in the garden and ultimately it led to his divorce because he was a talking teddy, wasn't good for him, his partner, his kids, his relationship, he got divorced. He then came back as Mrs. Doubtfire who was strict, held them to their homework, made them do chores, but they loved Mrs. Doubtfire because she made them the best version of themselves and if they respect you, they like you so you do have your cake and eat it. And Elon Musk as well, if you read his autobiographies, he's not trying to be liked, but the people that work for him, work very hard for him, they respect him because he's done all the, he walks the talk, he's done the results, he invests in the people, creates the opportunities, gives the vision, the opportunity and this is what you need.

You want to be respected, not liked. And then finally, just to make sure you don't get this wrong, is you do not want to be disliked. And by disliked, what I mean is it's not nice and it's not effective because what you do is if you go in there as a disciplinarian and you're ruthless, you're offensive, you're unfair, you're unreasonable, you make your team feel bad and yes, they might work for you because they have to, but after a matter of time, they're going to get beaten up.

You can only force people, you know, you can only force people to do things for so long and it's just a complete false economy. If you find yourself giving people a hard time, the reason you're probably doing it is because it makes you feel good and the internal focus of that is you've got a low self-worth or a low self-respect or a low self-esteem and the only way you can make yourself feel good is by making other people feel bad and not only is that a terrible management style, but it will get you absolutely nowhere in leadership. It's not even level one. If you're doing that, you've got the wrong objective.

The aim is not to make yourself look good, it's to make your team better. You do not want to be stuck in that trap and this is what we call the Jeremy Carl. If you've watched the Jeremy Carl show, it's horrible, it's offensive, it's poisonous, it's unpleasant.

Yes, it might entertain some people on TV, but it really isn't what you want to be doing as a leader, but you'll know people who run businesses like that. You'll know people who lead teams like that and people who manage employees like that and it's not good. You want to be avoiding that.

Going into the month ahead, what I would say is go through those levels that we talked about, identify the bits of the blueprint that you haven't got in place and put them in place and that will enable you to level up and then the biggest thing is that respected, is tune into yourself this month and when you see yourself in a difficult position and you decide to be a talking teddy, just in your ears, say to yourself, you're letting yourself down and you're letting the other person down.

If you go into that challenging conversation well prepared, you follow the blueprint, it's one of your podcasts for this month I think. If not, it's on the Blueprint podcast. Have those challenging conversations, you will quickly find for the right people and it's handled right, it will be well received and performance will go up and up and up and this never ends and the suit story I told you was a perfect example of that.

I know my suits don't fit, I know that they're from Next, not Asda and I know they're not as nice as everybody else's but I didn't really care but as soon as Adam says, come on, you need to level up, I leveled up and if you can get each of your team doing that every day, every week, every month, you will level up as a leader, your team will level up as employees and your business ultimately will get where you want to get to.

Are you going to do that this month? Yes. Excellent.

Can we please welcome Shiv back to the stage please.

[Shiv Haria] (1:28:13 - 1:28:25)

I was actually just saying to a lot of people that my suit is a bit snug at the moment so Dan, I might need to get your tailor's number later on. Thank you very much for that, that was fantastic. Everyone enjoy that, yes?

[Speaker 18] (1:28:26 - 1:28:26)

Yes.

[Shiv Haria] (1:28:26 - 1:31:03)

Perfect. A quick story for you that I wanted to tell you about the HR side of things. When we had first started the business, it must have been 2017, we actually started a lifestyle lettings, we started a lifestyle letting agency before we realised, sorry for anyone that owns a letting agency, that that is a completely business model and you don't want to do that.

But we started a letting agency and it was based in Leeds, it was based out of my house, well a house that I owned at that time actually in Leeds and we'd set up these Ikea desks and this guy we hired, we poached him from another letting agency and he came to work with us in our letting agency and then about three months in, he just didn't show up to work one day. I went, what's going on? Rang the number a couple of times, no answer, no answer, no answer.

The next day, no answer. What's going on? He's been coming in every single day and then the third day I was like, I'm a bit worried now.

Obviously I know where he lives, he's down the road so let me just drive over to his house. Drove over to his house and the front door was open and I was like, what the hell's going on here? I thought maybe something's happened to him, obviously.

So as a concerned citizen I entered his house and there was a guy that was, this guy I should let you know was about 23, there was a drunk guy on the sofa, it wasn't him. I thought, and I shouted his name a couple of times, I climbed up the stairs and knocked on the door, shouting his name the whole time, opened the door, he's passed out on his bed, he's just been drinking the whole time, whatever and I just said to him, and he was dazed and I said to him, when you get up give me a call. And I didn't know what the hell to do, I didn't know how to handle that.

Anyway, it turned out that I didn't need to handle that because the way it was handled was as soon as he got sober he messaged me and says, I'm suing you for trespassing on my property, my uncle's a copper and he's told me that I can do this. And I was like, what the hell? Right, now some of you are probably a little bit more centred than I was at that time but I was literally on the verge of tears, I was like, what the hell do I do?

It's the first time anyone's ever sued me and I, or tried to sue me verbally at that and I thought, God, I don't know what to do. So you know what I did? this is going to make you laugh.

I thought, I don't want to go to prison so what I'm going to do is I'm going to show the police how good I am and I waltz into the police, genuinely, waltz into the police station and I said, hello, this is what's happened, I'm here so you don't need to chase after me but I don't, you know, I'm telling you I've not tried to do this maliciously and I'm trying to explain it to them and they just looked at me and were like, go home, why are you here? But the point was, for ages, I was like, really, just really, really scared, I was really shitting myself. Say again?

I absolutely, 100% did, you can ask Akash, he'll tell you the same thing.

[Speaker 18] (1:31:03 - 1:31:03)

I have no respect anymore.

[Shiv Haria] (1:31:03 - 1:31:07)

I know, I know, neither do I, Umesh, neither do I.

[Speaker 18] (1:31:07 - 1:31:08)

I thought you would have gone to QuickCut.

[Shiv Haria] (1:31:10 - 1:39:58)

I was in Leeds at the time and Akash, my ex-business partner, he was in London and I called him, he's about five, six years older than me so I thought he might know what to do and he says, just stay there, I'm coming up and he drove all the way up to support me emotionally because I was like, I don't know what the hell to do. It was about a decade ago now so don't worry guys. But anyway, the point is, I wish I'd known this, I wish I'd had this as insurance, this backup of, what is it, 30 quid a month or something like that.

Jesus Christ, I wish I'd just had that and I don't have to worry about any of these things and over the years there's been a couple of instances like that where we've just tried to resolve things. I've had to pay people off who have completely stolen money. Oh, my dad's in Pakistan and he's had a heart attack and I need to fly over and blah, blah, blah and then as soon as I was like, oh, I'm not sure, I'm taking too long to make this decision because they needed some money, can I have an upfront advance for someone who had already done something wrong and I had been fired, then it was like, well, I'm going to sue you.

Flipping hell, what do you do? So yeah, if you haven't been sued, I've been attempted to be sued a couple of times and there's been four times and Dan always used to say to me back in those days, he said, if you're not being sued, you're not doing anything right so that's why I'll take that from there. Oh, yeah, yeah, wow.

Well, it's funny enough that you say that. I met him at a meditation retreat five years ago so he should be calm and zen about it. Your homework on the HR stuff, guys, is to, what do you reckon your homework is?

Outsource, onboard, a HR company. You know what they are so please get on and do that. Guys, let's come back so we finish off the day.

Cool. So we talked about next level leadership and we talked specifically about not being liked and being respected instead and again, just a little story for you. I nipped out there for a second whilst you were doing that session and the reason I nipped out is because all my team members was like, I really would appreciate your advice on this and I said, what's up?

So I called her and she says, I'm trying to buy a house in this area that we buy houses in, and she says, it's for this amount, and I want it for this amount, and this is how much I can afford, and whatever. Now, obviously, I buy houses for a living, and I love negotiating on houses. Like, I just know all the games to play.

And she said to me, oh, there's another offer. It's for 218. I want to offer 210.

I probably could go to 218, but I don't want to go to 218. What should I do? I said, tell them I'll do 215 max.

The other person was not in a position to proceed. So I said, that will get it off the market. The other person will pee off.

You'll get your survey done. The survey's going to bring up stuff. Magically, it will be five grand worth of stuff.

You've got it for 210. Happy days. So I like negotiating, but that just little bit of information, she goes, do you know what?

I know what, obviously, she's asked me because I know what I'm doing. She's asked me because she knows that she can help me, but the point of all this is what I'm trying to say to you is that it's these little, little things that buy a lot of loyalty. I always say, you know, five quid can buy 500 quid worth of loyalty, or in this case, I'll show you an example here.

This is, you know, people are doing good things. You go, yeah, do you know, I appreciate you've done a good thing, and I appreciate that the thing that you've done is probably going to make me X number of thousands of pounds, but I'm going to buy you something small. This is 100 quid for buying a Hotel Chocolat velvetizer and whatnot, and people love these kind of things.

So this is what you want to be doing, is making sure that you are looking after your team. This whole thing about culture and leadership is all about how do we look after our people? How do we make sure that when things are going wrong, and I know, in fact, Steve, it's a really good question you asked.

I was just thinking about myself, and I thought, when I'm abundant, when I have lots of money in the bank, it's really easy for me to look after people. When there's getting a bit scarce, I was like, do I revert to not looking after? I was like, no, I don't revert to not looking after people.

Actually, what I do is I kind of go, come on, guys, let's get in together. We're in this together. How are we going to solve this?

I do that sort of thing, but that's what we want to be doing, and the homework for that, guys, is this. It's basically what level ups do you guys require to get you up? So where are you?

What do you require to get up to the next level, and then see if you can figure out a feedback loop like Adam has with Dan, where, well, Adam has with everyone in the whole world, where he gives feedback to everyone. So we could do that. Next, book club.

We've got these two books for you at the moment. Who's read the top, oh, sorry. Who's read the top book, Delivering Happiness?

Yeah, really good book, that one. And then, obviously, tell me you've watched this movie. Coach Carter, who has not watched this movie?

Has not watched this movie? Oh, my God, there are people in this audience who've never watched this movie. Guys, honestly, this may be one of the 10 best movies of all time, Coach Carter.

He has this one line in it that I really want to emphasize, and I'm going to butcher it, but excuse me. He says, by shining our light, we unconsciously give other people the permission that they need to shine their light. So we've just got to be the best that we can be, because everyone around us is then going to do the same thing as well.

So these are the two books for book club. We then have the podcast as well. There's four podcasts this week.

So there's episode 198, How to Get into the Top 1%. There is episode 241, which is all about the culture club. This is what we're trying to create.

Episode 283, a brilliant one, Set and Forget. Set and Forget, we've been covering it all day today. How do you set up and forget?

It's a set and forget blueprint. And then episode 132, excuse me, which is the Bat Phone Blueprint, which is how do you get rid of your phone? Anyone done the Bat Phone Blueprint?

Yeah, really, really good one. It's really hard to get yourself a work phone, because you then just have, this is what I did, you end up having two phones that both occupy all of your time. But if you use the Bat Phone Blueprint, you can effectively transfer over from having just one phone into having a personal phone and a business phone.

So that's the way forward on this. The 28-Day Challenge this month is a really, really good one. It's called the Spring Clean, the Spring Clean.

So what you need to do, as I said, I'm putting in a few kilos, maybe you are too, or you're doing some other bad habits. It's now spring. We're preparing for summer.

We're preparing for that championship season where we're gonna go all guns blazing. So what we wanna do is get ourselves clean in these next three months. So this month specifically, we're gonna start it off, and we want to choose five targets, whatever those targets are that are gonna get you clean for spring.

So they could be things like steps, water, no sugar, exercise, et cetera. Chris, they could also be things like? Sorting the office out, but it could just be stuff like, so the habit there, because these are habits, the habit is whenever I get a piece of post, I have to action it.

I'm not gonna leave it till tomorrow, because otherwise you get part of the paper building up. And what we're going to do is we're gonna ask you to post these on Facebook tomorrow, and then we'll start on Monday. And every Monday, there'll be a poll to say, how are you doing against it?

So this is perfect for what you're looking to do, Chris. If you're looking to go for some more steps or eat healthy or lose some weight, whatever it is, choose your five, and we're gonna post them on the group tomorrow, and then every Monday from Monday onwards, we're gonna say, how are you getting on with them? How are you getting on with them?

Give you some extra accountability. Top tip for you, if you haven't already, if you're not already doing this, if you've never already done this before, use a habit tracker. It gamifies the whole experience.

The only reason why I can do, you know, 550 days or whatever it is of Duolingo is because it's just gamified. The whole thing is just a big game. Cool.

Then we have our midweek mentoring. So we have the first midweek mentoring is with me, which is about the Genius U profiles, and actually Genius U and Wealth Dynamics. I do a lot of stuff around personality profiles, and that's really, really important when it comes to creating culture because every single person in your team needs to be treated a little bit differently based on their Genius U and Wealth Dynamics.

You've then got mid-month mentoring with Josh, and then midweek mentoring, again, with Richard Evans, who's going to cover world-class PA, which I think is going to be a really, really great one. The mid-month mentoring with Josh, here's something that you guys need to know. You already know this.

Josh has been on, like, in and around this environment for, like, a decade now. He knows almost as much as Dan knows, and you can ask him anything you want to ask him, as personal as you want to get. He's going to be there for a whole hour.

Please don't waste this opportunity. If you have nothing to ask him, book a slot anyway, and something will come up for you to ask him. He's been around the track a lot.

You can get the experience from him. Remember, you've got the vault over here as well. We cover all of the implementation at PEA.

At PEP, we have all of the actual learnings. I was at PEP this week, and I covered the perfect profile, which is the bit about Genius U and Wealth Dynamics. I thought that was really, really good.

In fact, I refreshed a lot of that stuff myself. I was like, oh, yeah, that's what that is. And we learned about how to learn, lead, live, and love like a genius.

So all of those four things. So it's not just about work. It's also like your personal life as well.

So the perfect profile was session one. Session two was attracting world-class talent. And session number three was world-class PEA as well.

We've also then updated this black book as well. So we asked you last time to provide us the information so we can have your name, your contact details, your location, all of that kind of stuff. So that's all been uploaded.

Now what we need you to do is, if you want people to find you, if you're a service provider or you want people to find you somehow, go into it and edit your profile so that people can actually search for you. Bianca.

[Speaker 7] (1:40:00 - 1:40:33)

I'll jump into it. Lauren's done a really helpful little Loom video that we're going to post in the Facebook group as well. So you can actually now go in and edit your profile yourself, as Shiv said.

So you want to put any information on there that you think people will search for. And then you search for that, and then people can contact you. So we'll give you access now to be able to access your own profile, and you can change your picture, you can change your information, you can change your contact information, and then it'll be a lot easier to find people and to get in contact with people.

[Shiv Haria] (1:40:33 - 1:42:54)

Yeah, and Bianca's also done a Loom video in the Facebook group that you can also get. But the point is, you've got this there, and now if you want, you know, there's a lot of people in this room who are looking for deals. Right, source deals in Northumberland.

Perfect, put it in. Someone will come up. You want to do lease options or whatever.

Find someone who knows that information. You want to, those people earlier that were saying, I want to find funding. Let's put it out there.

Once you put it out there, the universe attracts to you. That's the whole 1111 thing. We sit into our power, not our force.

Sit into our power and attract things to us. Buddy up system as well. You've already got your buddies.

Make sure you organize that before you leave today. We've got the PE Promoter, which we talked about as well. Just a reminder on that.

It's 500 quid that you guys get. They get a 15,000 pound product for basically 750 quid if they come, two of them. We get more like-minded people in our community.

What's not to like? We've got the Championship Season Super Event on the 5th of June. Just a reminder on that.

Please note that into your diaries. It is, as always in the Championship Season, going to be an extra long day. We'll start this at a similar sort of time, but we'll end at 5.30. There's a bonus session at the end. Put that in your diary. Make sure you plan that into your travel times. Also, on that evening, we're going to have the GEGB Grand Finale as well.

How many of you are coming to the GEGB Grand Finale? Yep, fantastic. It's going to be a great night.

Are we wearing tuxes? Red hoodies. Yeah, fair enough.

You don't want your suit to go up in flames whilst you're doing the firework. Flowery dresses and maybe red t-shirts as well. Okay, fantastic.

Just before we go, guys, link in your WhatsApp right now. Please let us know how we did today. It was a jam-packed day.

There's lots of nice stuff going on. Can you get your phones out now? A bit of music whilst we fill out the feedback forms.

What could we have done better? That's the question that we always have got today. Can we get some feedback?

Damn it.

[Speaker 17] (1:45:11 - 1:45:15)

Ooh, it's a revamped form. So nice, sexy, sexy.

[Shiv Haria] (1:45:51 - 1:46:03)

Once you're done, just put your phones down so I know that you're done. You can't leave until you've done your survey.

[Speaker 17] (1:46:05 - 1:46:05)

Oh, did you?

[Shiv Haria] (1:46:33 - 1:47:31)

Phones down once you're done, guys, so I can see that you're done, please. Laptops closed, please. Looks like this side of the room is either very much more engaged or a little bit slower.

Perfect, just whilst you guys are finishing off, remember, we've got networking until 5pm. Your network is your net worth, so please stick around and get to know everyone. Remember, there's one person in this room who wants to know everyone.

Who's that? Katie. Katie, she's over here.

So if you want to go speak to her, make sure you go and book in some time with her. She's already put a post up on Facebook as well. I see, very good.

Thank you very much. Katie, me and you first. And that's a wrap, guys.

You enjoyed that? Yes. Yeah?

Jam-packed. Fantastic. We've had a great number of speakers today.

Round of applause for our speakers. I'll see you next month.