**PPN Session 3 Nov 02\_Transcription**

[Rachel Davis] (14:28:41 - 14:36:09)

Ladies and gents, that's your two-minute warning, we're going to be looking at the line on stage in just two minutes' time, so get yourselves in, take your seats, we're going to be kicking things off in two minutes' days, gents, two minutes' days, and judgement. One minute warning, ladies and gents, this is your one-minute warning, we're going to be live on stage in one minute's time, please go in, take your seats. Ladies and gents, this is your 30-second sign, we're going to be live on stage in 30 seconds, please take your seats.

Ladies and gents, put your hands together and welcome Miss Rachel Davis to the stage! And again, Rachel Davis, here she is! RACHEL DAVIS I got caught in a bottleneck!

There are some advantages of being little, but then there are some disadvantages. Right, welcome back everyone, how was lunch? Was it good?

Did everyone enjoy it? Brilliant, that's really good. Right, well, it's been an incredible day so far, hasn't it?

We've had a year off, and then we've had a handful of habits, and I promise you, session three will not disappoint. Okay, but before we get on to session three, I want to talk to you about Sunday sanity, okay? So I want a show of hands, who wants to go the distance this year and achieve more this year than they ever have?

I love the fact you did that before I finished! Brilliant! Love it!

So if I could give you one activity that would take you 20, 30 minutes per week, which would result in you completing 520 game-changing tasks in your business, would that sound appealing? Yeah? Would that sound appealing?

It's better. Well, this is where you start, yeah? Sunday sanity is one of the basic fundamentals of how you execute your year, yeah?

So we've all been talking this morning about year off, and how you get this done is through your Sunday sanity, okay? So I want a show of hands again, so who thinks they've been nailing their Sunday sanity this October? Oh, that's pretty good!

I'm glad you have, Ian, because you're on advanced! Okay, so let's be honest, it's time to be honest, it's a safe space, so who doesn't think they've been very good at Sunday sanity? Yeah, okay, I like your honesty, that's really good, and the reason I like your honesty is because we are tracking this, we already know who's doing well and who's not, because we've got this.

Has anyone seen this before? This is the Sunday sanity scoreboard, and it tells us what your performance has been this October, so we're not here to embarrass you, but we do want you to know that we are watching, okay? Okay, so you can see from this, it's really simple, I'd say it's black and white, but it's not, of course, it's red and green, yeah?

Right, so it's red and green, it tells us who's been smashing Sunday sanity, and it tells us who's not done it at all, and those who've tried, okay? So, shall I make them stand up? I'm only joking, I'm joking, I'm joking.

Yeah, that's a brilliant idea, I like that, I like that. So, okay, so what we want you to do is we need, this is a basic fundamental, yeah, like I said, you won't hit the things that you dream about this year, and the things that you want to achieve if you don't do Sunday sanity. So, I want you to, in a second, turn to the person next to you and absolutely commit to this.

I want you to say to them, I promise that I'm going to do Sunday sanity every week for the entire programme. Now, if you actually feel that you can't do this and it fills you with dread, yeah, because of whatever's happening in your life, then you go and tell Bianca at the back later, yeah, after this, that you can't commit to it, because what I don't want you to do right now is say the words and then not commit to it. So, you have to be 100% certain you can do this.

Can you do this? Yes. Can you do this?

Yes. Fantastic. Right.

So, turn to the person next to you. Come on. Right, people, have we committed?

Hands in the air if you said the word, I commit. Yeah, we should keep that, Adam. We need to keep it.

It's brilliant. Fantastic. Thank you so much for your commitment.

I commit to it too, yeah. I am in the green zone, by the way, everybody. Okay, but as a special gift, what we're going to do is we're going to reset November.

Now that you've committed, I'm going to wipe the slate clean. This is getting, yeah, some of you are like, damn it. This was a trial run.

It was a trial run. We're going to wipe the slate clean for all of you. So, it starts again from now.

When does it start, actually, Adam? When does it start from? This Friday.

Yes, absolutely, Bianca, you're right. If you don't do it, you won't get your accreditation. Oh, there you go.

Right, from November. 90%. It's actually, yeah, 90%.

Remember that. Okay. We all want our little badge.

Remember to do it. Get your VA to post it for you if you're that useless. That's a great idea.

I love that one. Yeah. So, we've got to do Sunday Sanity.

It doesn't have to be, it can be on a Sunday, it can be on a Friday. I know some people who do this on a Friday. Adam's done it, you've done it a couple of times on a Friday, haven't you, Adam?

Yeah.

[Adam Goff] (14:36:09 - 14:36:09)

Yeah.

[Rachel Davis] (14:36:09 - 14:41:59)

So, depending on what you've got going on at the weekend, if you've got the maddest weekend planned with the kids or with your partner, make sure you do it on a Friday, right? So, set yourself up for success, okay? So, right, Sunday Sanity.

Really, really important. Also, we've had some fantastic shares in the Facebook group. There's been some phenomenal comments and people sharing their challenges, sharing the things that they've done well, sharing the things that they're really struggling with, and we really appreciate that, because I don't know if you've noticed, but Adam and Josh are amazing at this.

They come back with some great advice. They always respond. Yeah, I'm in the group as well.

We want to help you, yeah? So, there's no question that's too stupid. Remember, I've been on PE for five years, so I think I've asked all the stupid questions.

They're already done, yeah? So, I've been there, done it. So, don't worry about what you're asking.

Nothing is too trivial. Don't think people were not interested in what you've got to say. But the opportunity, if you've got a question, put it in the group, yeah?

And even if we don't get to it first, Claire Reid, someone's going to get there first, aren't they? Yeah? So, we're all here to help each other.

I've just sat down with six people and they've been phenomenal. Just the stuff that's happening in their lives and their businesses, there's lots of value in this room. So, remember, that's what the community is there for, okay?

Right. So, please post at least once a month in the group. I know if you're not into Facebook, just do it for us.

Do it for the community, yeah? And you have to do Sunday sanity anyway, so that's a really good point, right? So, you've got to get in the group anyway.

So, do all of your Facebook in one go. Brilliant. Okay.

So, the direction we're heading in is winter, yeah? So, we're in autumn right now. We're going to be going into winter soon and we've talked about building the car, okay?

The car that you're going to then race around the track. But what is happening in winter is that all the things that are broken in your business and all the things that you want to do for your business, you're going to build that stuff in the winter. And so, in advance of that happening, what we want you to do is set up a WhatsApp group.

So, if you just have a business with your partner or your business partner, set up a WhatsApp group between the two of you. If you've got assistants, virtual assistants, who else ever needs to be in it, add them into the group. If you've got a team already, so there's quite a few of you here who already run quite decent sized businesses, get them all in a WhatsApp group with you.

You cannot fix the roof when it's raining, but you can see the cracks, yeah? So, when you think, oh, I needed that GDPR policy or I needed that compliance policy or I need this, write it in. So, you start logging the issues that you come up against or the things that you don't have that you need to get, yeah?

And this will help you when you do your strategy sessions through the autumn and help you define what you need to fix and what you need to sort out within your business. So, if you start logging it now, by the time you get to your strategy sessions, you've got loads of things that you know you need to do. Does that sound good?

Does everyone understand? Yeah? Set up a WhatsApp group with your team or with your partner, yeah?

And this is an example of Josh's. Sorry, I didn't get a chance to change it, Josh. This is one of Josh's.

So, just, is Bryony your executive assistant? Yeah. So, he set one up with his assistant and it's just talking about all the things that he needs to do and just logging them as he finds them, yeah?

Yeah, it might be. I don't look at it. So, right.

Headline strategy. A third session of the day, okay? So, it's time to get total clarity on the direction of travel for your business.

We've talked this morning about the year of, which is your theme for the year for you personally. Could span your business life as well, but this is the direction of travel for the businesses that you all run. So, what's it like for most entrepreneurs?

Well, they're running on the treadmill of life, right? We've all been here, yeah? Getting nowhere, working really hard, but not really seeing any massive changes in their business.

Changing strategies on a regular basis. We talked about shiny pennies earlier. You know, oh, that looks good.

I'll do that instead. Oh, I'll do that. I mean, we've all got, everyone here, most people have got a really varied portfolio because you've been doing lots of different things, haven't you?

It's quite common. But if you have a team and you're changing strategies regularly, there's a lot of mixed messages. So, where we want to get you is to a single point of focus and a clear direction so that you can step change your business.

That's where we're headed, okay? So, one word, one phrase. We've got the hang of mantras now.

You've heard a lot today, but this is to sum up the destination for you for the entire year for your business. Ladies and gentlemen, that is your headline strategy. So, think of it as a sat-nav.

So, I get lost really easily. I can't go anywhere. I actually go where I'm locally.

I actually use a sat-nav because I'm so bad, I get lost. So, if we were to set off on a long journey and we wanted to get to the Belfry and we put in Birmingham, would we get to the Belfry? If we put in Litchfield, Birmingham, would we get to the Belfry?

Maybe. If we're lucky, maybe not. Yeah.

But if we put the Belfry, Litchfield, Wishaw, Birmingham, would we get to the Belfry? Yes, we would, right? So, just think of it like that.

So, this whole idea is that you want to be able to know exactly where you're going for 2024. So, who's looking forward to the next session? Yes?

Are we? Come on, that's not convincing enough. So, who's looking forward to session three, headline strategy?

Yes. That's better. Okay.

So, it's my absolute pleasure to introduce, is he ready? Mr. Adam Gough, your head trainer. How are we doing, ladies and gents?

Good lunch?

[Adam Goff] (14:41:59 - 14:41:59)

Great.

[Rachel Davis] (14:42:00 - 14:42:00)

Good lunch?

[Adam Goff] (14:42:00 - 14:42:01)

Yes.

[Rachel Davis] (14:42:01 - 14:52:32)

Okay, good. I thought the energy was dying. I thought you were all in need of a massage.

But it's all good now. We're not going to do it. So, yeah, good lunch, very enjoyable round tables, private dining.

If you didn't get a chance this month, you will very soon. Some great shares. No such thing as a silly question.

I think that just, remember the thing I said, leave ego at the door? There's no egos here. So, if you think you don't understand something and you're scared to ask, the thing that's stopping you asking is your ego.

So, it's like, there really is no ego. So, this is a safe space. This is just the first years.

And it's better that you ask the questions now than next year when you're on advance, because they're going to kill you. No, I'm only joking. So, it's like, you know, but let's all learn together.

We're all in the journey together. So, let's share the experience. So, headline strategy now.

We're going to move on to the business side of things. And the way I like to coin this is that it's actually something a coach said to me about ten years ago, which is, Adam, you're leading whether you like it or not. I said, I don't want to be a manager.

I don't want to be a leader. He said, tough. You are leading in your business whether you like it or not.

So, if you're choosing to avoid it and not show up, you're being a bad leader. If you choose to, like, avoid the management meetings and have just a monthly catch up over a coffee, because you really don't want to be a manager, you're being a bad manager. So, the point is that your business is like a moving train.

It's in action. It's a car. It's driving.

It's like either you choose to be behind the wheel or you choose not to be. And this is where we start to take responsibility for the businesses that we have. And we don't relate to it as this, like, pain and annoying thing that's, like, keeping us chained in.

Instead, we lean into it. We take control of it. And we start to drive the car in the direction we want to.

And our lives will become less noisy and better because of it. Most entrepreneurs don't have a clue which direction they're really headed in. They don't know if they're specifically going for growth or for margin or for market share.

And if they do, almost guaranteed that none of their team know. It's, like, in their head and they think, well, I told my team once on a WhatsApp message, they must all remember. They don't.

On Property Entrepreneur, we know that once we decide this, we have to tell them. We have to get them to help us decide. Then we have to tell them.

Then we have to tell them again. Then we have to tell them again. Then we have to tell them again.

Then we have to tell them again. Then we have to tell them again. Then we have to tell them again.

Then we have to tell them again. Then we have to tell them again. Then we have to tell them again.

Because that's what it takes to be a leader and, like, change management isn't easy. So we know that we've got a business now and we want it to be this. It's currently this.

And that jump is not easy. So change management is really hard and headline strategy is the first step in you getting the business of your dreams. Because you're setting a direction for the business that your team have got buy-in on and that then you can refer them back to as the reason why you're making these changes.

Because you all set this strategy for the company. It's not just because you're being a dick. You know, it's, like, this is what the business is doing.

We set this in January and this is why I'm making these changes. And this is basically the hardest thing in business, is change management. So headline strategy is literally what it's all about.

This is the process I'm going to take you through now. So first of all, what we've got to just do is decide the general direction of travel. So what is our direction of travel going to be this year?

Rachel used the Saturn Avanagi, which is a great analogy. Now, something to consider is you get what you focus on, so choose wisely. If you decide that you're going to focus on, like, all out growth, guess what?

It's going to be noisy. It's going to be stressful. If you're going for a land grab approach, you ain't going to be taking 50 weeks of holiday that year.

If you decide that you actually need a rest and you'd like to take some time off, maybe go to the Caribbean, a few TUI holidays here and there, and have a three-hour work day, then you're probably not going to conquer the world that year. So you really now have to decide what's most important to you and really size up the iceberg. And everything has a cost.

I say that lots. Everything has a cost. So it's up to you to be honest with yourself about what you want and the price you're going to pay.

So year of was personal strategy. Headline strategy is your business strategy. So now we're talking about our team, we're talking about sharing this, we're talking about publishing it.

This is, like, more public, public than the year of. This is ‑‑ will be the name of the business plan, actually. So as Rachel said, this is our destination in the SatNav.

As a company, where are we going to arrive at in 12 months? Where do we want to finish as a company? That's what the headline strategy is.

Like I said, it sets your direction of travel. So does that mean I'm growing? Does it mean I'm shrinking?

Does it mean I'm focusing on profit? Does it mean I'm streamlining operations? Does it mean I want to focus on customer service?

Does it mean I'm starting new product lines? Does it mean I'm buying businesses? Does it mean we're going to sell the business?

Does it mean I'm going to step out of the business? Does it mean it's whatever it is that you want to achieve for your business that is the main focus for the year? When you set this, it will be your primary and your team's primary focus.

That is, like, basically a bit like year of. Like, just think of it as the business version of year of. It really is the overarching thing.

If my year of was minimalism and it was, like, stripping everything down, you can imagine in a business sense, if it's growth, the answer is yes, if it's growth, just get on with it, because that's what we're all about this year. We're just about growth. So if it's like, should I take this customer on?

It's tight on the margin. The answer is yes, because that is our headline strategy. So what you want to do is get to the point where you can pin this down as a mantra, and then from January, everybody, everybody in the team, everybody on the ship, whether they're full-time employees or they're 20 VAs based in the Philippines, all understand that this is where the business, this is the direction the business is moving in.

Everybody is, like, picking up the boat and running with it, as opposed to just you, which is what most entrepreneurs do. They set a strategy. It's in their head.

They're not using leverage. They're not telling their team, and it's like, they wonder why they don't get anywhere. They're burnt out and tired, and the team, the team don't understand why the entrepreneur is getting stressed and not happy, because the team doesn't even know how to do a good job, because the entrepreneur hasn't done a very good job of articulating it, of what success looks like, so the team can't even help, because we're in our own heads, we're in our own way, and we need to, the way we get out of this is with this headline strategy. So once you set this, this will become the name of your business plan. Who here has written a business plan before?

Six, seven people. Fantastic. Well, the good news is that we're all going to write a business plan this year.

You are going to write and publish a business plan. That is going to be something that you will do this year, and you will publish it at the beginning of the business year, which is in April. So these are some of my business plans from back in the day.

So this was the first business plan I ever wrote when I started on Property Entrepreneur, and Josh said that he knew I meant business when I turned up with this, because my whole headline strategy was from good to great. So I had this good business, millions of pounds in revenue, but I really wanted to turn the profit switch on, and I just knew I had to basically sharpen the axe with everything I was doing. So it was all about basically making more money and making everything a little bit better.

It wasn't to say we were doing badly, it's just that all the margin was in like two or three percent changes. So that was one, published business plan. I'll tell you what, when I turned up and showed my team that at the beginning of the AGM, they knew things were different.

It was a very, very clear message that things were different. Another one was ten years done, so I called it a decade done, getting ready for another to come, and it was sharpening the axe, which was in line with my year off. So actually those two synced up really well, and that is an option, but not something I would necessarily recommend.

But I decided that in order to succeed for the next ten years, the business had to change, and this was around the time when we were doing our SWOT analysis. We had the tenant fee band, remember that, bad boy? Things like that.

That was quite a big thing if you had a letting agency. We were doing 48 grand, 58 grand, something like that in fees, probably more. So that's quite a lot.

I'd be happy if we were making three or 400 grand a year, and to lose 50 grand off the bottom line straight away was quite a threat. So I was like, look, basically, in order to chop down trees, we've got to sharpen the axe, and really what that meant was, I'm going to completely change this business. But that was my way of saying, in order for the business to succeed, there's this big threat coming, we're going to have to change the way we do things, and that meant outsourcing to Cape Town.

I took my team of eight from London and went down to one, or two in London and the rest in Cape Town. It was basically like everything's going to change. But it was in my business plan.

Yes? One second, Pat. Great.

Because obviously, guys, we've got the recording, so when we do ask questions, it's really good to get on the mic, please. Thank you. So this starts from April, rather than starting from your financial year?

Is that how it is? Yes, exactly. The business year is April.

So really, unless there's a very good reason, your financial year should be April to April, right? There's reasons why it wouldn't be. Like for property entrepreneur, for example, it would make sense if R1 actually just ended and just started, because that's kind of when everyone does the courses.

So basically, you'll announce this in Jan, and then you'll spend winter building it out behind the scenes. Everyone will get behind it. And then 1st of April, you're like, right, here's the published business plan that we just spent winter writing.

And then the next business year is those next 12 months.

[Adam Goff] (14:52:33 - 14:52:33)

Yeah.

[Rachel Davis] (14:52:34 - 15:11:43)

Thanks. Thank you. Yeah.

So there's a little bit of overlap with the years, but basically, your year of starts in January. I mean, everything starts in January, really, personal and business. But effectively, the business year starts in April.

That's when you would like, for example, I would say it's like when you actually make the changes. So let's just say you've got a real key team member, and they're going to be promoted. So in the strategy day, you say, right, we're going to promote from within.

And then over winter, that's when you're negotiating with that team member. You're working out their job description. Because all you've done in autumn is decide that you're going to, for example, delegate to elevate.

But you want to promote from within. So then you need winter to work out how much you're going to pay them, what the job's going to be. And then start of April, you're like, right, well, the objective was promote from within.

Pat's now the new MD. We've worked it out. We've signed the deal.

And Pat now takes over from April. And it's like that's, you kind of need the winter to, once you've set the direction, you need the winter to build it out, basically. Yeah, got you.

So everything on your five year plan then? So say it says 2024, that's all starting from April. Everything that you put on there?

So, no, it starts from Jan. Right, OK. Apart from this bit.

So, no, it starts from Jan because you're, even though you're, it's like the season doesn't start the first day of the race. The season started in the preseason. Right.

So it's like we're not, we won't necessarily have made any outward changes during winter. But it's like we've had to spend the three months building the car in the garage before we can put it onto the track and get it out on race day. That's the analogy I would use.

It can be overcomplicated. Don't overthink it. It's like, let's just trust it, basically.

But yeah, people get a bit too obsessed with the years. It's like, just crack on, do what we tell you when to do it, and you'll be absolutely fine. But the business plan launches, like, you'll go through it this year.

But effectively, we'll set the strategy in January. You'll publish the business plan at the start of April. And then it's like, right, we're off to the races.

So that's that. Level up, obviously, property entrepreneur. I shared with you as our headline strategy last year became our business plan.

We shared that business plan to a select group of people. Absolutely banging. I've had all sorts of really good headline strategies over the year.

And when you think, how the hell am I going to write a business plan? Well, that's something we'll do with you. So we do have, like, an extra workshop we offer, which is called the AGM, where we will literally lock you in a room with me, and we will literally write your business plan in a day.

We will get it done in a day. It'll be one of those workshops where you turn up, and as long as you've done your homework and you've done the thinking, we will pull it all together, iron out any crinkles, and you will leave with it finished. And then you can send it to the publishers, and you can get it done.

And this is a huge, tangible thing to take away for you, for your business, for the next year. So once you've done your strategy day presentations, this will be the next thing that you do. So you can start thinking about that already.

And that's going to be at the start of April. Okay, so there's an exercise we go through to help us achieve a headline strategy that's called strategy sessions. So you're going to have strategy sessions with your team.

This is the how we get to headline strategy. So a bit like cave time sessions are just you and your journal, strategy sessions are just you and your team. So it will be unique to your business, because it might be just you, because there might only be you.

It might be you and your VA. It might be you and your husband. It might be you and 50 people that are in your team, or you might decide to do it in the different departments.

It doesn't matter. You're going to have a series of strategy sessions where basically you have a conversation about the future and what you're all looking for. The reason you get your team involved at this stage is something called creative collaboration.

You need them to be involved in this. This is not something you do alone and then announce it and then wonder why it doesn't land. And the reason is, is because more heads are better than one when it comes to this.

Because we're all in our own heads about stuff. And actually what we need to do is invite our team to get involved. And the reason why that's really good is because most entrepreneurs will never invite their team to input and strategy.

And part of the advantage of being in a small business for an employee is they have some input as to what the company does. So you're going to get so much more from them. Pat, could you pass the mic to Claire, please?

It's just a quick one, but Roger Hamilton's got a great phrase that goes around this and it's, get your team to plan the fight or your team will fight the plan. So that's another reason for getting them in. Yeah, get your team to plan the fight or your team...

spot on. It's exactly what I'm saying. Turns out Roger does have some wisdom, that major.

So remember that not only are you going to get multiple heads, different views, different energies, different wealth dynamics. If you've got a team, then these people are still at the coalface. So things would have changed since you did it 20 years ago or 10 years ago, two months ago.

These people might have a more realistic view of what's possible versus your pie in the sky thinking because it's been ages since you did a viewing. So it's like you need to get your team's buy-in because they're going to offer you insight that not everyone's got. And ultimately you'll get their buy-in, which I think is the point I've been trying to make for the whole thing, which is exactly what Claire said.

If it's their idea, then you'll have their buy-in. If you set the scene, I'm going to show you how to do it correctly, and you lead it in the way I'm going to show you how to, you'll suggest the way forward. They'll pick up on it and then bless you and then everything will become so much easier, to be honest.

And there's another reason to do this as well, which is that being an entrepreneur is very lonely and it's isolating. I'd never wanted to use that word lonely for a long time because lots of people told me that being in business was lonely. I was like, I'm not lonely.

I'm not lonely. I'm not lonely. I'm fine.

But what it actually means is that it's isolating and you're on your own. You don't have a lot of people to share things with. So let's get out of our own heads.

Let's share the journey with our team. Let's get their involvement, and that will actually improve our happiness and our quality of life, as well as theirs, because it becomes less like boss, employee. It becomes much more we and team, and I really like what that does for a small businesses culture, actually, to have these strategy sessions.

Dale Carnegie said his 16th principle, I think it's his 16th principle. Wow, I've just gone out of there with that one. But it's one of his principles in How to Win Friends and Influence People, which is a absolutely game-changing book for those people that haven't read it, is the skill as leaders is to let the other person think that it's actually his or her idea.

If you can master that art, then you are like voodoo Crocodile Dundee. You've nailed it. If you can do that, then you really have cracked it, to be honest.

This is not about, when you go into these strategy sessions, this is definitely not you trying to show off to your team and show that you're the saviour and you're the best. This is definitely trying to give them the limelight and make them come up with the idea and then applauding them for doing it. And when you say, look, we've got a lettings fee ban coming, there's £50,000 in revenue we're going to lose, what do you think we need to do this year?

Well, we need to cut costs. Yeah, we probably do. What else do you think we need to do?

Increase some revenue. Do you know what I mean? That was a good idea.

Cut costs. You're fired. This is it.

Because they start to see it from your side. And then if you do have to have a conversation about we're offshoring your role, it's like, you're not a monster. They understand the context.

It's quite an extreme example. But this is what change management is. Because what's the alternative?

It's conferenceational, you're the worst person in the world, you're a homewrecker. You've got to take them on the journey with you. I think that's what's most important about this.

And they will go and they'll fight for their, if it's their idea, they will fight to get it done. Because it was their idea and they've put their head on the block and that's what's so important. Okay, so I've kind of alluded to it already, but how do we find the gold?

How do we find what it is that we're looking for? And this is a proven blueprint which we're going to share with you. And it's all about how you handle your team.

So the first thing is that you want to be the coach, not the teacher. So I kind of alluded to it just before. It's like, your guide, think of yourself as the puppeteer.

You're not telling them what it is. It's not like this conversation where I'm projecting and you're just taking notes. That's not the style.

It's much more of a coach. You're trying to tease it out of them with open-ended questions. What do you think about this?

As I just did in that example. You will introduce them to something called the business cycle. So you'll ask them some questions and one of them will be, well, where do you think we are as a business?

Are we starting up? Are we scaling up? Have we got rhythm?

What are we doing? Are we looking at the margins? And I'll take you through that in a bit more detail.

But you will try and get them to zoom out and see where the business is in its growth journey. You will ask them to do a SWOT on the business in the same way we've already set you to doing some homework. You'll ask them to do it.

Well, come on then. What's the business's strengths, weaknesses, opportunities and threats? And you'll get them to do this ahead of time, by the way, so they've got time to think about it.

You'll also ask them about where the business sits within the market. Is this market a new, exciting market, AI? Is it old and on its way out?

HMOs, potentially, like video rental shops back in the day. If you ask them these questions, they can start to see, again, the context of where the business fits in in terms of its market cycle. And then you can ask them a very simple question like, what do you think is next for us?

Where do you want to see the business go? If you were in my shoes, what direction would you set the business off in? And you basically give them an opportunity to be like a business owner for a day.

And that's the goal. So, let's remind you of something we did cover on the blueprint, which is the four stages of the business cycle. Every business goes through these four stages, without doubt.

So, first is form, when you're starting off. Then you go into storm, where you're scaling up. Then you get into a norm phase, where things are rhythmical and it becomes normal.

And then you can go into a perform stage. If you get to this stage, this is where you're making the real money, because this is where you're focusing on the bottom line. So, as I've said, forming is starting.

Storming is scaling. Norming is when you focus on service. So, when you're in the storm phase, you're probably churning some customers, because you're not quite there with the operations.

When you get into the norm phase, you can start to focus on delivering a great service every single time. And when you're in the perform stage, you're just looking at the stats. This is like KPIs, numbers, driving by the dashboard.

It's like those little tweaks really make a huge difference to the bottom line. And when you've got the luxury of focusing on those little numbers, then you know you're in the perform stage, because that takes hard work to get to that stage. When you're just tweaking a business, you've done a lot of the hard work.

To start it, scale it, get it under control, that's a hell of a task. So, yeah, just kind of adding another layer to this. When you're starting off in business, obviously you're building something.

So, having a conversation with someone at lunch, not in a property business yet, form stage. You're not in a business yet, but you're actually at the first stage of the business cycle, which is you've got to design what this business is going to be and start building it out. Once you've figured out a business model that works, which is the form phase, and you're like, this is actually proof of concept, it works, I'm going to do it, then it's just scale.

And this is where the blazes, the dynamos obviously are good at the spark, if you think about it from a nature perspective. And what do the blazes come and do? They're like the forest fire, they add heat to it, they take the spark and they turn it into a forest fire.

We're very good at magnifying things. So, we find something that's good and then we just run with it. So, that basically is marketing and sales to get the growth that you need.

To build a business. And then, once you've got this forest fire and things are blazing, then you realise you're creeping at the seams, you're dropping the ball, you're not looking after customers properly, and that's when you need to focus on delivery and ops. And this is when we start to see an entrepreneur bring things under control, have regular meetings, people have got job descriptions, they're dividing up work, they may be working in little teams, bringing in good bits of software to help streamline things.

It's like, you know what, we are busting here. We're a victim of our own success, we just need to get it sorted. And then, in the last phase, obviously, like I said, you are driving it by the data and you're really looking at the numbers.

And lots of people say that when you get to a business to stage four, it's the steals that run the business. So, if the blazes get it going, the tempos calm it down and they start to get a nice rhythm, they're very good with timing. But then the steals, I should have made that blue, really, shouldn't I?

The steals, they're the ones that look at the detail and they get the business-making money, and it's no surprise that a lot of CEOs of big businesses have also been CFOs. So, the Chief Finance Officer as well. It's quite often people move across.

So, that's what you need to be thinking about in terms of where your business is. So, I've talked a lot and I've given you a lot of information, so I'm going to ask Dex to put some music on now. Where are you in that business cycle?

Or, if you've got multiple businesses, where are you in your different businesses? I'll give you some time now to think about that. OK, we'll come out of that now.

Has anybody stuck? Has anybody any questions? Yes, OK, great, cool.

Jamie, I guess you've got the mic first, so why don't you roll on. Thank you. So, we've got a few different businesses, and I think what I've been trying to do is all of them at once.

So, scaling whilst improving, and it proves to be very difficult, and I really want to deliver the best quality service, but I also want to grow quick. So, how quickly can you go between these? So, for some of them, for example, in one of my businesses, I'm clear that I'm at the first stage of norm, or the current stage of norm, but I want to go back into storm.

So, how quickly can you go back in? I mean, I would say the easy answer is every year have a different focus. So, on an annual basis, you could...

Obviously, it depends on the business. Personally, I would say we're all about growth, or we're all about service, and just accept, if you're about growth, that your service isn't going to be great. It's a bit like asking...

You can't have your cake and eat it. So, I think what this does nicely is it just goes, you know what, we are in growth mode, and we're not lowering our standards, but I can't make perfection service a supporting objective of grow like crazy, because they're just not congruent with each other. So, I think what this does nicely is it makes you think challengingly like that, and then you can switch gears.

We would say on an annual basis, switch gears annually, because everybody needs to be geared up for long enough to have enough of an impact, and then you can calm it down. So, could I hack that by saying I hire a subject matter expert in growth, somebody else for quality and service, and then they focus on those sections, or is it still like, no, it's not going to happen? Yes, so what you're saying, so if you just had the marketing team, we're all about growth, but the customer service team, we're all about service.

Is that what you're saying? Yes, so if I had a director of quality, and their job is solely fix shit as it breaks, and make it perfect in the background, whilst I try and break everything. Yeah, I think you're setting yourself up for failure.

[Adam Goff] (15:11:43 - 15:11:43)

Okay.

[Rachel Davis] (15:11:44 - 15:13:16)

I think it would be, as a leader, it would be much more realistic and well-considered if you could just pick your battles, choose wisely. It's like you can have anything, but you can't have everything. So, my gut feel is try and just pick one thing to focus on, and then let everybody know that's the focus, and then incentivise them accordingly, and then get the growth that you want, and then focus on being outstanding on service once you've already got the numbers.

It's like, I think you can't, my dad always used to say, you can't be a little bit pregnant. It's like, you either are or you aren't, and I think it's a bit like that with this. I'd have reluctance, and I think maybe that's just your, like, the conqueror mentality, and we can do it all right now, but actually, if you embrace this and say, you know what, we're going to go for growth, and it's going to be messy, but we are going to get to that crazy number, and then the next year, we're just going to douse the flames, calm everything down, and it's all about perfection, I think you'd probably be stronger for it, to be honest. Okay.

Yeah. Cool. Thank you.

They've got to know from you what the objective is. The only way you can get them to run with it is if they really understand what's important, and if there's a conflict, you know, they might get the argument with each other, right? Like, if you've got someone who's in charge of service, and then sales keep bringing in loads more sales, like, we can't handle it.

You've got conflict. Who's next? Casey?

Those are questions. Good. All right.

This is good.

[Adam Goff] (15:13:18 - 15:13:27)

So, we're a much smaller business, was a team of two, two dynamos, so sort of got stuck on the same level for quite a while.

[Rachel Davis] (15:13:27 - 15:13:49)

We now have a steel in the team, so we want to grow and storm, but he's doing the perform part and going for all the data and finance, so it's a cash flow business, so we want to know exactly where we need to get and grow to, but because we're a smaller business, it's not going to take, like, a full year to do the data and finance stats.

[Adam Goff] (15:13:49 - 15:14:08)

It's probably going to take a month and a half of his time that he has to work on the business, and then we want to start scaling again. So, can you sort of, obviously, yours is a much larger scale, so ours is smaller, so we could probably do the full cycle in a year.

[Rachel Davis] (15:14:08 - 15:14:08)

No.

[Adam Goff] (15:14:09 - 15:14:10)

No.

[Rachel Davis] (15:14:10 - 15:14:30)

So, it's a really good question, and you're right, and it obviously applies differently to everybody. So, what you're actually talking about is you will set a headline strategy of scale, of growth, so you want to go into storm, right? You've got your little portfolio, and now you're like, we want more.

Is that correct?

[Adam Goff] (15:14:30 - 15:14:30)

Yeah.

[Rachel Davis] (15:14:30 - 15:16:00)

Cool. So, in January, you'll sit down and go, well, everyone's agreed, we're going to go from 10 units to 30 units. That's the strategy.

That's the direction of travel. We are grow, grow, grow, baby. But then, in winter, you're going to get clarity.

That's why we do finance in winter. You're going to get clarity on your numbers. So, what is a deal for us this year?

How much does it have to make? Is it 500 pound a month? Is it 600 pound a month?

Is it 1,000 pound a month? Where are we with our numbers now? Do we have the cash to grow?

Yeah? Do we have the credit cards we need for the credit line for the furniture? Do we have the deposits we need?

Are we doing deposits? And that's where you get into the detail of whether you can actually fund the growth. So, everybody needs to know their numbers at every phase.

It's not just like, oh, we only know about numbers here. We don't worry about numbers until we get to there. No, no, no, no, no.

Every year, you need to know what your finances are going to look like. And ideally, if you follow our blueprint, if you execute 100% of our blueprint that we teach you, you'll literally build out a 12-month forecast of how your business is going to look. So, you'll get a profit and loss for April, as it is now.

And then, as you take on new properties, you'll be adding income at the top of the profit and loss. You'll be like, well, we just took on a property, another property, another property, won a month or whatever. And each month, therefore, you can predict what the business is going to look like in terms of profit and loss and potentially cash flow.

So, you should have clarity as you go through the storm phase, even though you're in storm.

[Adam Goff] (15:16:01 - 15:16:06)

So, am I getting more confused between the storm and the winter section instead?

[Rachel Davis] (15:16:07 - 15:22:16)

Yes. The steel energy, yeah, you're not confused. It's a really good question.

It's just like, the steel energy that's there isn't where the business is right now. You need steel energy in your business, but it's not the main overriding focus. You need a blaze to go and get deals and rent rooms, correct?

Or houses. Is that right? You need blaze energy.

You need Nama finances, otherwise you're going to go bust, but you need blaze energy. When you've got 100 houses and you're bursting at the seams and you're all stressed out and you haven't had a holiday in a year, that's when you need a tempo to go, right, I'm going to manage the shit out of this. I need to have SESs, I need to have meetings, this person's doing this, this person's doing that.

And then once you calm everything down and it feels normal, then you can bring in the steely McSteel face and they can find the dollars that you're missing. They'll renegotiate all the contracts with the suppliers. They'll find five quid down the back of the sofa in every house.

And then you'll suddenly make an extra 10 grand a month and you think, wow, I didn't take any more houses. All I did was just tweak it. But you've got to have the mountain of value, storm, first.

So it sounds like you're in storm, but you do need financial clarity. Otherwise you won't survive. You'll just run off a cliff like a lemon.

I don't want to do that. No, we don't need that. That's why you're here.

It's all good. So it's actually a great question. Yeah, really good question.

Neeraj? Have you got some just examples of objectives or categories of objectives that the form face? Yes, I have.

I need to come on to that. Can we do questions at the end? Because these are great questions, but I definitely don't want to rush the content.

So let's crack on. So this is the market cycle. So once you understand where you are in a business, where are you in the bigger market?

And you have these phases. So obviously the first phase is the introduction phase or the early adopter phase. This is AI right now.

You're getting in early. Let's think of this as the wave, right? You're getting in nice and early.

Then you have the growth phase where it's like, okay, everybody knows what AI is now. And it's just going like crazy. Everyone's paying for AI in their business.

It's not being given away for free anymore. It's chargeable. And it's like, let's scale it up.

Then AI becomes normal. Everyone's got AI. It's just, well, yeah, what's new about AI?

We're all using it. And maybe it stopped evolving for whatever reason. Unlikely in that example.

And then potentially, I mean, AI might not be the best example for this, but potentially it goes into decline for some reason. Or you could say HMO. Anything.

Everything has a lifecycle like this. Potentially even your relationships. So this is every single market cycle ever.

And there is another phase here, which is a revival. So it might be that things drop. Can everyone see my pointer?

It might be that things drop, but then actually for some reason, like HMOs are dropping because it looks like they're going to put council taps in every room. And then all of a sudden, somehow, someone's bribed the government to remove that. Like I can't believe it.

And all of a sudden, it's like all those people that got out because they were so scared it wasn't going to stack up. Actually, no, they all stack up again. And we're off.

And actually, it has a whole second wind and COVID's happened and there's not enough shared living space. And all of a sudden, HMOs went from being like garbage to actually like, wow, I can't get enough of them. So you need to understand where you sit within that.

Is everyone clear on that? Okay. So right.

We need this thing to have impact. So how does it have impact? Well, once we've agreed the direction with our teams in our strategy sessions, we're going to double the size of the company.

We're going to set up a new office. We're going to let things calm down because everyone's about to leave because they're so stressed out and customers are shouting at us because service levels have got so bad because we're in a storm. Whatever it is, you define it.

Everyone agrees it. Then you go away and you try and think about how you can make this really land. And what you want it to do is to be a really short mantra, as we've spoken about a lot today.

High impact mantra. A soundbite, a hashtag, something that rolls off the tongue like Gary's delegate don't advocate. It's like that is spot on soundbite hashtag mantra.

It's like his team might be worried that he's just going to give them something and run away. And he's like, no, I'm not going to advocate. I'm going to delegate to you and I'm going to support you with everything you need.

And when the team member comes to him and says, I need this. And Gary's like does a really good loon video explaining what it all is and laying it out and maybe giving them a document to follow. And they're like, oh, thanks so much, guys.

You know, I really appreciate this. And you're like, no, no worries. You know, delegate, not advocate.

I told you I'd be there for you. You know, it's hashtag it. You know, it's like you want that to become like part of a language of the business if that's what you make, you know, your headline strategy or one of your objectives.

It needs to become the vocabulary. You lied, didn't you? Yeah, I was going to say, are you all right with that?

Yeah. Yeah, you're fired if you call me Gaz. Oh, yeah, right.

Good. It's delegate, not advocate or take the piss. Yeah.

So it's just these things, they need to become part of the company's culture and terminology. They need to become the everyday language, the vocabulary, like level up. You've probably heard us talk about level up a lot.

It is part of our vocab. World class is part of our vocab. We say to each other, that's good.

But on our internal WhatsApps, we're always driving the standards. It's good. But you know what would make it world class?

And that's basically us saying it's good, but it could be better.

[Adam Goff] (15:22:16 - 15:22:16)

Yeah.

[Rachel Davis] (15:22:16 - 15:43:44)

Bless you. So world class is our vocab. We know that means we can make it better.

So that's good. But world class would be this. You've got me there.

You know, that's it. It has to be world class. So I googled in Josh and Dan and I's WhatsApp group how many times we'd use level up.

Now, bearing in mind Dan lost his phone around April. It got switched off or something. It literally got switched off.

Yeah, anyway. So between like January and April, 63 times we used it. You get it right, like level up's required.

It's like what a surprise. Adam's got to level up. What a surprise.

So it's like we're using it. It's like we need to level up. It's just part of what we use.

That's where you want to get to when you come up with this mantra. So yeah, some examples for Neeraj. So in the form stage, headline strategy examples.

Proof of concept. Headline strategy. This year we're literally all we're about is trying to make one deal stack up.

You know, Alan's starting his property business. He's just trying to proof of concept. Does this work?

Does doing a commercial conversion in my part of England actually work or not? Like I need to figure out if it works. Either I need to do one or I need to find someone who's done one to prove that this is actually a business.

Are people really going to rent rooms off me for three grand a month in Clapham if I get a really nice house? Are they or not? I don't know.

Proof of concept. And then once you get going, then you might start scaling it up. So warming the tires might be a good headline strategy.

So it's like, okay, we've done one. We want to do five. We're getting going.

And then once you're really sure, maybe like Katie and Joshua, it's like, no, you know what? We're going for this. Like we've done ten, but we want a hundred.

And it's like we're strapping in. We're pressed go. We're in the rocket.

And we can't get off. We are literally going for it. Like we're going to the moon.

Nothing we can do. We're all outgrowth. Nothing else matters.

Leave nothing on the table. That's it. Once you've got to that stage, then you're like, right, you know what?

I think Sam said it earlier. Slow down to speed up. It's like, okay, whoa, whoa, whoa.

We're all about to have a nervous breakdown. All right. We've gone way too hard.

We've got deals coming out of our ears. We haven't got any money left. And like, you know, I haven't slept in six weeks.

So we need to chill out because if we keep going at this rate, it's just not going to work. Something's going to break. We're going to break.

The business is going to break. And then you might then decide, okay, well, you know what? We're going to focus on service now.

So Jamie's had his growth that he wants. And he's like, you know what? More revenue doesn't equal more profit.

Actually, my reputation is really important. We've market grabbed that thing we wanted. But now we're just going to focus on being no longer the biggest, but the best.

We want to be the best. So impressing every client every time. Five-star service.

Everyone's motivated. Everyone's bonused on service. Every time someone gets a Google review, they get an extra 50 quid in their pay packet.

You know, it's like celebrating five-star service. Everything we can do is all about that. And then as I've already kind of explained, coming into the perform stage, you're like, you know what?

We need to really have a dashboard. I want all the data. Tempos love to feel what's going on.

So if you have a tempo manager, they might have a really good handle on what's going on. But you as a business owner might not know. So you really need the data to drive it.

And then it's bottom line time. It's, like I said, finding the five quids down the back of the sofa, renegotiating with suppliers, getting rid of subscriptions, walking the line, which we talk about. And sweating the assets.

Sweating the assets is something that we're talking about doing. You know, we've got all this great content, but we could seriously deliver it to a lot more people. So how do we, for example, go about that?

We don't need to create more content. We've got loads of content. But if we just got more eyeballs in front of it, then we'd be sweating our assets even better.

So there's just some nice examples that hopefully you find of value. Good. Oh, sorry.

You want to go back? No worries. Please take your time.

Sorry. Yes. You don't want to miss it.

And again, I would really encourage you to use the Facebook group. Because between Josh, Rachel, and I, there's not a headline strategy or an objective that we haven't seen before. So we can give you feedback.

We can come up with ideas for you if you're really stuck. This is where you literally, if you ask, you will receive. And it's like we're happy to literally review every single body's strategies, year of objectives.

As long as they're well thought out and crafted or if you're really stuck, just ask. Put it in. We will help you.

We will give you feedback. That is our promise to you. We've got to get these right.

So naming. So we've talked about a headline. So hopefully you're kind of really clear on that now.

As with the year of, you're going to have three supporting objectives. Three supporting objectives that help you achieve that one thing that you're going for. So if it is like go for gold, or growth is gold, or growth is everything, or what can we call it?

Ride the rocket. So if it's ride the rocket, number three, say for example, so you're like ride the rocket. Right.

What's my supporting objective for ride the rocket? It's like, God, I'm a bit lost. I don't know actually.

But if you were really going for growth, you could be like, right, so it's like sales over everything, or like three new channels. It's like I need new sales channels. I need market share.

It's like they all fit towards riding the rocket and growth. These support like with your year on. So basically, when you're having your team discussions, you'll say, okay, it's all about growth.

But what do you think we need to do to grow? We want to go from 10 to 30 hours. What do we need to do?

Well, we need to nail the agents. We know we're not really doing any deals to agents right now. Okay, cool.

So that could maybe be an objective, which is like, you know, nail the agents. Could be one objective. That would be a different channel.

And so you start, that's how you basically come up with your objectives. It's the thing that's going to get you to the end goal. Same with the year of.

So you identify what they could all be. Write notes in your strategy sessions. Listen to everybody.

There's no such thing as a bad suggestion. So yes, that's interesting. I'll consider it.

And you write it down. And then it's up to you to go away and say, well, I've considered all of your suggestions. Thank you very much for your time.

And deliver the final draft or the final version of your headline strategy with your supporting objectives. So if they've come up with, so if you can't sit there, you should be able to sit here. So if they've come up with one of them or none of them, it doesn't matter because you've listened to them.

You know, you've listened to them and they suggested, they suggested that focus on the numbers was an objective for Ride the Rocket. And you're like, that's interesting, but it really probably isn't. So you're not going to use it, but you thank them for it.

And that's, that's really important to be honest with you. So yeah, that's really it. So here's some examples.

And we'll have some time for questions at the end. I know maybe a few people have got some questions. So some examples of some objectives.

So if you are in, again, the form phase, it might just be that you don't actually know what's going to work. So one objective might literally be just to try things and fail. So fail fast or fail faster.

It's like, we know we're not going to get it right straight away. We're just starting out. So that's cool.

You know, let's, let's go and look at a hundred deals and expect that 99 won't work. Content machine. So if you're all about growth, then maybe you really have to up your marketing and you need to be putting out so much content.

I remember this was one for us with Property Entrepreneur. We just, we had to become a content machine. We, we need to be pumping out like we are now on social, like crazy.

It wasn't always like that. You know, it was literally was not like that. If it's growth, again, then one of your sporting objectives could be the answer is yes.

When it comes to sales, it's like if you just need revenue, it doesn't matter whatever it takes. We just need to get 50 houses. I really don't care how we get them.

I honestly couldn't care less. We just need 50 houses. The answer is yes.

What's the question? I remember when we were trying to calm down Property Entrepreneur, you know, back in the day, it was just kind of me and Dan running around, putting out the pens, notepads and pens ourselves at 5 a.m. in the morning before the event. It's like, it was, it was noisy.

It was busy and it was quite stressful. And so we decided we just wanted to, when we were like getting things under control, we wanted to have the business like a Rolls Royce. So it was like basically, bless you.

It was like very Rolls Royce with a well engineered, well crafted. We didn't want the, the ups and downs of Dynamo Blaze entrepreneur life. We wanted the sort of the tempo-y, steely vibe where it's like everything just works like a well-oiled machine.

Walk the line. That was the example I gave in the perform, which is like when you literally go through every line on your P&L and every month, bless you, you're looking for ways to increase revenue and ways to decrease costs. If you've got to that stage, you're in the perform stage and that's a really good objective.

So this is giving you some inspiration. Okay. The last, the last phase then.

So it's over to you now to obviously execute this. So this is going to give you a bit of an action, like an action list to, to go away with and actually, you know, get this done, get this done over the autumn. So first thing is you've actually got to book a strategy session with your team.

I would say no more than 90 minutes. If it's just you and someone else, that's absolutely cool, but you've got to pick the date. You've got to pick the time.

You've got to pick the place and you've got to say, this is going to be a strategy session. Once you've done that, excuse me, you will distribute a brief. So you'll say, everybody, thank you for accepting my invite to the strategy session.

Everybody will need to prep for this in order to come prepared for the strategy session. I'd like you to think about these following questions and we're going to give this to you, by the way, so you don't have to come up with this. We're going to literally give you a template.

So I'd like you all to prepare for the upcoming strategy session, which could be a nice hotel, a nice pub. You could have an away day. It could be a morning in the office.

It's whatever it is. You know, you make quite a big thing of it. And once they've come prepared, you've obviously come prepared.

And as I said already about the coach, not the teacher, this is where you just guide the conversation. It's not you barking at the team. It's you guiding the conversation, asking the questions, inviting them to input, making it safe.

There's no such thing as a bad question. Making sure no one feels like they're going to say the wrong thing or upset you. It's like creating a really safe circle where everything's good and everyone's on the same page.

And that's going to allow this creative collaboration. It's real leadership, to be honest with you, to do this successfully. And even if you're just talking to your VA in the Philippines, and I say just talking, but it's like people might not think that they need to have a strategy session with their VA.

But if that's your only employee and you want to make some change next year, why wouldn't you get their insight and get their buy-in? So if you both agree that you actually need to rewrite the ops manual next year, and she or he's the one that's going to be doing it, at least you've got their buy-in. You're like, you know what?

It's cool that you do all this stuff for me, but what have we got written down? He's like, nothing. Oh, wow, okay.

You know, it's like, what happens if you get sick? I don't know. Okay.

Well, how do you think we could solve that? Well, maybe we should start writing stuff down. Oh, that's a good idea.

You know, what would that look like? I don't know. It could be like an ops manual.

Would it just be written? Or we might do videos. Oh, you know, it's like, that's kind of how it might go, just as a rough example.

But the idea is to invite them to think about how they can improve their own business, their own job, their own life. Because the way I used to coin it on Capital Living was be like, what's the biggest pain points in your job? What would you change?

And then people would come with things like, okay, well, I want to help you with this. If the system is awful, if like the cloud-based software takes 30 seconds to load every time, well, maybe we need to think about changing systems. And so you're inviting them to help shape their own destiny.

When you do these sessions, like I said, you can pick a nice place. You don't have to just do it in the office or in the pub. You can pick a nice hotel.

I used to fly out to Cape Town to see my team to do it. So I would do it with them face to face to show how important it was. It wasn't just like on a virtual Zoom call.

It was like, you know what, I'm going to expense the flights and I'll come and see you. And it's really weird, isn't it? Why do you think Josh went over there?

It's like making it fun. If you've got a BA in the Philippines and you fancy a holiday, why not? It's totally a legitimate business expense.

This is the blueprint we are going to give you, which we will share with you, which maybe Bianca's already even shared it, in the WhatsApp group or on Facebook. We're going to put it on Facebook. This is the template.

So this is literally, dear team, we've written the email for you, what's going to happen, why, strategy and how. Like, where have we been and what have we learned? What are our current strengths, our current weaknesses?

It goes on. It's like, this is a very professional way to set out what is happening. I suggest you give them a bit of a warning before they get this.

You let them know what's going to be happening. Like, we're going to be doing a bit differently this year. I really want to set some goals for the new year.

That's going to start in earnest in January, but I want to start talking to you about now. It's really up to get your insight. It's really up to get your knowledge, your insight, you're closer to it than I am.

And I'd really appreciate the 90 minutes of your time. It's paid at this location, but we'll just get out of the office and just talk about the future. How does that sound?

Oh, that sounds great. Okay, cool. I'll tell you what I'll do.

I'll put it in your diary and I'll send you a bit of a brief so you can prepare. It's like, yeah, great. And then they know to expect it.

And everything's good. Everyone's a winner. We'll do questions at the end.

Just one second. So, action list. So, this needs to go on your action list.

You have got to pick a date. You've got to warn them. You've got to send the brief.

And you've got to do the work yourself so you know you can guide the conversation. You don't go into this meeting going, well, what are they going to say? You're like, I've got a clear idea where I want the business to go, because I've done my bit of the work.

And my job is to guide the conversation, because they don't have all the entrepreneurial experience that you have. Your job is to guide the conversation like the puppeteer in the way you think is really going to best serve the business, whilst keeping an open mind, because they may well have some very, very valuable input that you have not considered. So, you have an idea of where you want to go, but it's definitely, you have not decided when you go into those sessions.

You are there to listen and there to guide. So, some tips, and then we'll have some time, hopefully some time for some questions. So, my tip number one is just don't skip the gears in terms of the business cycle.

Form, norm, storm, perform. Don't try and say, you know what, I'm Mr. X, Y, and Z. I'm going to go from form straight to perform, because I'm, you know, I'm the boy.

It's like, no. It's like, you seriously just need to trust that that probably, that isn't impossible. Everyone wants to be in perform.

Everybody wants to be in perform. That's where the money is. But it's like, you've got to, you can't skip the gears.

When it comes to picking a headline strategy, a supporting objective, your year of, your personal objective, your on the right thing, you will know. You will know. You might not have a sexy mantra for it, but eventually it will come and you'll just say it.

Like, a lot of my mantras for headline strategies just came out of those strategy sessions. It was like, I just remember Yolanda, my head of Oxford at the time, she was like, it's just like, you know, we just need to find our flow. And I was like, finding our flow is exactly what we need to do.

It was norm. It was just finding our flow. I was like, wow, you've actually just completely nailed that.

So you'll get it. Trust the process. The main objective of this, as I said at the start of the session, is that you're a leader and you're going to change your business and it's your job to bring the team with you.

And even if they don't necessarily agree with some of the final decisions you make, they will understand your reasons why. And that is a very hard thing to communicate as a leader. So your job is to get their buy in and at least they can appreciate you're trying to do the best thing for the business, which is what it's all about.

I've kind of already made this point about going in, knowing what, where you think the business is going to go. So have a clear idea about where you want to end up, potentially even share that with them. So if you've got a business vision and you haven't shared it with them, this would be a great place to share the vision with them.

Why don't you help me input on where I want to take the business over the next five years and have a strategy session just on business vision. Because then they know where you're going. If your goal is to be in five cities in five years, that's a very different vision to three team members and 20 units.

It's like, where are we headed? And if we know where we're headed, then we can start with the end in mind. And I guess with all this stuff, for those people that are feeling overwhelmed and think, oh my God, I can't look at this until December.

The sooner you start this, the way easier this process is. You cannot rush these things. So bearing in mind everyone's going to need a couple of weeks to get this in their diaries, because people are busy.

The sooner you put it in your diary and say, you know what, I need to have a chat with Dad actually. It's like family business, me and Dad. I've got to have a chat with Dad about this.

I know we're busy, but unless I put pub lunch in the diary in two weeks, we're never going to do it. So I'm just going to have a chat with Dad and say, look, Dad, I want to talk about next year for the business. Can I take you out for lunch?

He's like, cool. And it's like, look, I've got some questions for you. I'm going to send them over to you.

And you can edit that template that we said, if you were in business with your Dad. I'm using that as an example, because some people will be like, I can't do this with my Dad. He'll never accept it.

But if you tweak it and you pitch it in a way, I want to take you out for lunch, I want to talk about business next year. And you don't have to necessarily get him to do the prep. You could send him some thoughts, some ideas, or just tease it out of him in the meeting.

It's not a perfect world, but you might have a tradie, and you might be like a tradie business. They'll never do this. Well, they might if you take them out for lunch and you buy them lunch.

They might do this. So everyone needs to apply this to their own lens. Okay, so the next port of call after strategy day is your AGM.

And as I think I explained to Pat, that's when you will say, right, we've announced our strategy in January. We've worked out the numbers. We've worked out the systems we need and the plan we've got to do, who we're going to hire when, how we're going to achieve our objectives.

And we launch the business plan at the start of April, and then we really start smashing it. And as I've said, we will literally help you write this as part of the AGM workshop, which we'll do in April. So quite a lot to take in.

Who's got some questions for me before we finish? Yes. Loads of questions.

Just a really quick one. How often do you do this, and do you tend to need more than one meeting to get it solidified? Great question.

It totally depends. I bless you. I'd say it's unlikely you'll do it in one, but you are quite a small team, so maybe you would.

But yeah, I'd say as many as you need. That's why I'd say get it in early, and then you can be like, thanks so much. And different leaders do it differently.

So Blazes like to rule by kind of, what do you call it, like committee. So they'll like to get everyone's buy-in. Whereas like mechanics, they'll just listen, they'll go away, and they'll just do it themselves.

Okay. And they won't get anyone else's buy-in after that. They'll just be like, I've listened, and then I'm going to go and do it myself anyway.

And they'll be like, well, I considered your input. So it's like, yeah, it's kind of like, it's different styles. So I would say get it in early, and then just don't ever think this.

I know this can be quite, it's a bit like recruitment. You feel under pressure. You're like, oh, I've got to do this.

Let's just say you've got three team members. You feel nervous, because you're like, are you guys still listening? Yeah.

I'm just checking.

[Adam Goff] (15:43:46 - 15:43:47)

I know, I know.

[Rachel Davis] (15:43:51 - 15:47:01)

Now, now. So, you know, you might be nervous. So I've given you a really formal way to do it.

But in business, the best thing you can do is just show up as yourself. Ours is easy, because we're all related. So we sort of just, there's no friendliness.

It's just, this is what I think. Yeah. Just, what's the objective?

To get everyone's thoughts, to see what everyone wants, and still we all agree. And if we can agree on the rough direction of travel, and what we need to do to get there, then we can come up with some sexy names, and then we can go and start executing. I would do this as many times as you need to get there.

And sometimes it's the whole team, and then it might be, you know, say you've got six people. You might have the whole team. You might just do heads of department.

As you get a bit bigger, it will change. But it's what's right for everyone. Who's next?

Questions? Questions? Yeah.

Grant, and then we'll go over to Smita and Jamie. So, it was more a question around the strategy session with our team. It's something that we have done every single year.

And it'd be really interesting to use the structure that you guys have got, which I think would be good. But we've always done it with our senior leadership team. Would you advise bringing anyone else into the mix?

Because we've got like 20 people within our team, or in total. But we've always done it with us and a few key people that make decisions across all departments. Is there something they could do with their team first to bring into the meeting, maybe?

I think it's all about what works for you. I think that I've done both. I've done the whole team, and I've done just my head of department.

And both work. 20 people is quite a lot. So, it could be that they do little ones with their teams, and then you do it with the senior team.

That does work. Or equally, you might not get to see your team very much, but this might be a great opportunity for them to feel like, you know what? Grant actually cares.

Because I don't see Grant. But now Grant's being a leader, and he's showing up. And he's booked a meeting room at the Belfry.

But you know what I mean? It could be an opportunity for you to just be a leader, and be like, actually, we don't get to talk. So you've all prepared.

Well, who's got something to say? And it might just be that a young whippersnapper puts his or her hand up, and they've come up with absolute gold. And you never realise they're actually a real asset to the business.

So it's kind of up to you to decide, really. But it is a good opportunity to get everyone together, and have those junior people, if you don't see them, really feel like you care, and you're there, and you're listening. If there is a gatekeeper between you and them.

Equally, you might not be interested in that, and you might just want to deal with it again. The one thing that we're... I think Kay will have the same sentiment.

The one thing that we're worried about is the guy that leads everything quite a lot. He is a tempo, and sometimes just takes what he's been told, or what we've discussed, basically, what we've agreed, and just goes and tells the team, this is what we're doing, as opposed to trying to get their buy-in. So I would get the whole team together.

You've just answered your own question.

[Adam Goff] (15:47:01 - 15:47:01)

Yeah, yeah.

[Rachel Davis] (15:47:01 - 15:47:52)

Because if you're detracted from them, and they're just getting it from their manager, and maybe their manager is every human being, has their weaknesses and strengths, this is an opportunity for them to directly input, without having to go through the filter of the manager. So this would be a great opportunity to get everyone together, and then again in January, when you announce it, and then again for the business plan, and it's like, if that's the only three times you see them in the year, that would be a good use of your time. Okay.

And the other question that's really interesting to see, and I knew the form, norm, storm, I knew that stuff, but it was interesting to reflect on where we're at, and we're sort of, we've finished, we're not finished, but we're in perform at the moment. Good. Is it wrong to want to go through the cycle again?

Absolutely not. All right. That's what we want to do next, is go through it again.

[Adam Goff] (15:47:53 - 15:47:53)

Absolutely.

[Rachel Davis] (15:47:53 - 15:48:18)

That is the nature of it. And it might be that you're changing the business model, and you're going to go into a whole other level. Yeah, yeah, that's it.

Because you have to. You have to keep growing. You have to.

Or you could just keep it as it is, but if you want to, of course. Okay, cool. 100% wicked.

Thank you. 100%. Yeah, absolutely.

Snipper. Snipper, she's just there. Amazing.

Just on the other end of the spectrum to Grant, what if it's just you?

[Adam Goff] (15:48:18 - 15:48:27)

You don't really have a team. So I guess a higher subcontractor is an as and when needed, but they work for multiple different people and are not always in my business.

[Rachel Davis] (15:48:28 - 15:49:06)

So essentially it's just me. Yeah, you're lucky how easy it is. Okay, so that's just...

Yeah, I think it's really... I know when you're just starting, and there's people in the room that are just starting, you think, this doesn't apply to me. I don't have a team.

I don't have a business. But it's like, cool, you also have a blank sheet of paper, and you don't have personalities to manage and old dogs to teach new tricks to, and you don't have to fire people and replace them. So it's a blessing, because you've got a chance to...

Well, you're under your own... You're the captain of your own ship. So you can...

This is much easier. Yeah, okay, cool. So just go through the headings and brainstorm, basically.

[Adam Goff] (15:49:06 - 15:49:07)

Absolutely.

[Rachel Davis] (15:49:07 - 15:53:00)

You're going to set the direction of travel, and you're going to set the objectives, and then you're going to potentially scale the business, if that's what you want to do, to have more people. So next year there is a person there with you or two people or not. But that's entirely up to you.

Cool. Yeah, no worries. Yeah.

Okay. Cool. Yeah.

So one of them is already covered, which is great. How do you transition, for myself, from storm to norm? So I'll give you a bit of context.

So if we've just done a really big rally, say in our dual packaging business, we've got to that sort of half a million a month now. The team are starting to break, which is cool, and I kind of want to carry on. But how do you then go to normalising that?

Because the only way I can think of without the answer is, oh, we need to go lower again and chill out a little bit, fix things, and then grow again. Or is there a way to maintain that level, fix stuff, and then go to the next level? Yeah, I would say there definitely is.

I would say that at that stage, you're focusing on management. You're streamlining, aren't you? Yeah.

So now you're looking for operation efficiencies. So it's like, I mean, the easiest – one of the examples we normally use is having a really good management structure in place, so that when it's crazy, there's not regular meetings, you're being reactive, not proactive. If you've got weekly meetings with all your teams, is that all set up?

Is you've got to set it as a strategy. That's the first objective. And then you've got to identify the focus areas that are going to allow you to cut out the noise.

So it's like, what's noisy? Let's listen to the end. Now we've decided we want to lower the revs.

What is causing the noise? What is it? Is it that customers are complaining about after-sales service?

I don't know your business, but it's like, there's the 80-20 rule. There's going to be stuff that's really noisy, and then you can identify those. Well, we're going to solve that problem this year.

What is causing the noise? Is it client onboarding? What is causing the noise?

Identify them as focus areas, and then it will just start to come out. It doesn't happen overnight, but all of a sudden, in a year's time, you'll be like, wow, it's way less noisy than it was. There's no golden bullet.

So I would say you've got to just – let's not skip the gears with this. At the moment, we're just deciding that we want to go from storm to norm. We're not actually deciding necessarily that we know how, but we might identify what we need to fix.

The how is when we get into winter, and we take the car off the track, and we're like, well, how are we going to upgrade this car? So identify focus areas for this point. But that's where your team will come in, because they're at the coalface, and they'll tell you what's noisy.

They don't have to tell you on the first strategy session. They can listen to the engine for the next few weeks, and you can have another strategy session. Do you know what I mean?

They might be relieved that you're not just going to go hell for leather again, and you want to calm down. They'll probably be relieved, and they'll want to help. Sam, we've got lots of questions, so let's whistle through them.

Just off the back of that, that's the challenge that I have as well in that. We're going around the track, and foot's to the floor, and we're breaking all records left, right, and centre, but we envisage that, well, we're going to have to put the car in the pits. So how do you keep your foot to the floor and maintain that level of performance when you know you've got to make changes as well?

So surely there's a level of, we're going to drop in terms of outputs to an extent to allow us to change a few things. You can't maintain that level. True.

I guess it depends how you guys do sales, right? Yeah. For us, we're only selling in summer.

[Adam Goff] (15:53:01 - 15:53:02)

Okay, got you.

[Rachel Davis] (15:53:02 - 15:54:53)

We're only doing blueprints in summer so that we can focus on strategy now and then build the business over winter, right? So with this blueprint, you're never going to be able to execute it 100% in year one. You've already got inertia.

You've got this big cruise liner that's driving. To change direction takes time. So this is going to take time.

So you can't have everything. So I don't know how your sales is set up, but of course you can't focus on sales and calming the business down at the same time. So your focus is going to have to change and you might have to accept that that's going to drop because you can have anything, but you can't have everything.

So that's why you've got to choose your focus. But as you execute the blueprint, buddy, you might find ways to continue that revenue. Once you improve your systems and your processes and it's more streamlined, you might find operation efficiencies that allow you to go to another level without it being as stressful.

That's the difference between building a business and building a job where everyone's just running around doing it. You've got to try and find smarter ways of going about it. Thank you.

I can't give you a really specific answer, but I hope that's helped. Yeah, let's get it going round. You've just answered the question for me.

Basically, it's safe to say the first time round the track's a bit of a shit show, really. Yeah. Yeah, because I'm trying to fathom myself, think like, how am I going to do that when I need to do that, but also need to do that?

Do you know what I mean? Yeah. So you've actually just answered it there.

So I think the thing here is be realistic. Don't bite off more than you can chew. Go through this process and understand that every year you'll get better at it.

Yeah. Yeah. But the good news about when you're starting is there's lots of low hanging fruit.

You can make some big change quickly because you've never done this before.

[Adam Goff] (15:54:53 - 15:54:54)

Yeah.

[Rachel Davis] (15:54:54 - 15:55:02)

So it's not a shit show. It probably is a shit show now, but you'll be able to make a lot of changes because you haven't ever led like this before.

[Adam Goff] (15:55:02 - 15:55:02)

Yeah.

[Rachel Davis] (15:55:03 - 15:55:04)

That's the exciting thing.

[Adam Goff] (15:55:04 - 15:55:04)

Yeah, yeah.

[Rachel Davis] (15:55:04 - 15:56:14)

And that's when you can go from 15 grand a month profit to 35 grand a month profit by not taking on any more properties. Yeah. Because you're like, shit, all I had to do was focus on the bottom line.

Yeah, no, thank you. Andy, did you want to share your thing? Yeah.

Yeah, go for it. Let's chuck Andy the microphone because Andy, because he's such a ledge, has got a little gift for us all. Hi, as people know that I'm doing a talk for the Coventry University.

So I thought of an idea that came up in my head and I found the opportunity when I went to Chester. I couldn't resist it. There was an opportunity that I thought I had to get it.

So I've got it here. So as I said, it's under wrap. I've got some hotel chocolates for everyone.

So there's actually two packs here and I'm going to give it to Bianca and then everyone can have it. We'll put them at the back of the room. Andy's brought us some hotel chocolat gifts for us all.

But the idea is this. Oh, as a catch, is that?

[Adam Goff] (15:56:14 - 15:56:14)

Yeah, yeah.

[Rachel Davis] (15:56:16 - 15:58:16)

I give my daughters 10p for every time she does help with homework, help with housework and do things that are mentally strong for her. Even watching that video, she got 20p about the boxer. And for me, this is a fancy payment to you all.

So for you to have one, you guys need to level up and commit. And this month, just go out and smash it. So this is my commitment.

I love that. What a nice guy. Andy, you're an absolute gem.

Thank you. You just got a million Karma credits. Well done.

Okay. Any more questions? We're going to have to leave it there.

Okay. So please post in the Facebook group. Otherwise, we're not going to be out of here until six o'clock.

So have you had a good day? Yeah. Okay.

Honestly, this group is a fantastic group. Your engagement has been brilliant. But I really have enjoyed today.

So thank you very much for your company. Thank you for your questions. Thank you for your engagement.

Thank you for your attention. Thank you for your time. Don't underestimate the power of the networking now.

Don't underestimate the power of asking a stupid question on Facebook. Tie a knot in your handkerchief. Set a reminder on your phone.

Get in there at least three times a week. All right, that is where the high value is. All right, we're here to serve.

We want to see you succeed. Don't leave it until next year to get the most out of Property Entrepreneur. Get the most out of it now.

And if you have a chocolate, that's it. You've got to level up and commit. So that's all from me.

We've had a good day. Let's give Rachel a big hand. Thank you very much.

Andy, that was amazing. That's such a lovely thing to do. Thank you.

Right. They've all gone.

[Adam Goff] (15:58:16 - 15:58:19)

They're like...

[Rachel Davis] (15:58:19 - 16:01:31)

Oh, that's brilliant. Okay. So, hands in the air if that was high value.

Oh, look at that, Adam. Well done. You can come back next time.

So, that was headline strategy. So, setting the direction of travel for your business. So, I thought I'd just...

I think we've done quite a lot of this. I won't spend a long time on it, but I had... I talked to Chris about this.

Now, who was on the mid-week mentoring with Chris Moss and did the cave time session with him? Yeah, quite a few of you. He's phenomenal, isn't he?

Did anyone get a copy of his life and business strategy and have a look at it? It's like mind-blowing. And he is actually one of my role models.

I absolutely love him. So, I asked him if I could put some of his headline strategies and supporting objectives on the screen so you could have a look. Now, it is one you've seen before, the good to great, but I thought if you just have a quick look at those, the supporting objectives, it's quite interesting to see it.

I think this is probably... He's in norm phase on this one, and it's really good to see the kind of supporting objectives that he's added in there. So, it's one for you.

I thought you might like to see that because he's such a machine. And he's put on there, hasn't he? I've got to turn and look at it.

So, world-class service, Rolls-Royce rhythm and master the model are some of the things you might want to do when you're in the norm phase and you want to master your sales models and get the clients in the door. Rolls-Royce rhythm, setting a rhythm with the team and world-class service, focusing on that feedback, customer service, making it absolutely world-class. So, those are the kind of things you can put in as supporting objectives.

Okay? So, don't forget what you've heard today. Oh, go for it.

Sorry, we've been in conference at the last workshop, but I feel like I can share it with you all. Why not? But the outcome, so good to great, is for his company called UniFresher.

And he's had that company for a number of years. And he's like, this year, as a result of doing that, he was already doing very well. And his profit's gone up by about 25% to 35%.

And it was already a very healthy margin by just those three objectives that he's put in place. So, it's like, this stuff really does work. And he's not grown much at all.

It's more just been about actually fine-tuning what already exists. So, it's like, yeah, it's just a really powerful one. He's absolutely smashed it.

And it's just like, this is the power of this stuff when it's in place. Yeah. And just on a final note on that, you'll notice here, he's obviously got two businesses.

And they've got the same headline strategy. But that is just because they were in the right cycle. They're in the same cycle at the same time.

So, you might have more than one business. And you might have different headline strategies and completely different focuses for them, right? Because they'll be in a different cycle.

So, just remember that your year of will fundamentally change your life. And your headline strategy and your headline will fundamentally change your business. And that's what we're aiming for.

So, who's enjoyed Workshop 2? Have you enjoyed it? Come on.

Who's enjoyed Workshop 2? Come on. Right.

So, hopefully now you've got everything you need for the coming months. So, who's looking forward to getting started on a handful of habits, year of, and headline strategy this month? Everyone looking forward to it?

Yeah? Are we going to commit to doing the homework as best as we can?

[Adam Goff] (16:01:31 - 16:01:31)

Yeah. Yeah?

[Rachel Davis] (16:01:32 - 16:03:30)

Brilliant. Okay. So, let's have a look at the homework.

Funnily enough. So, if you can get to... It turns to the back of your books.

I've just got to find... I think it's page 49. Is it?

I can't find it myself. Right. Note to self is look for it before you open the book because I've got a hold of the clicker.

Oh, there it is. Right. Okay.

So, the first thing you've got to do for your homework is your handful of habits. So, you've all got your habit little cards now. So, as soon as possible, hopefully near the weekend, decide what your handful of habits is going to be.

I mean, John's decided already, but define... The aim of the game is define, trial, and test those, and bring the card with you to the next workshop. Okay?

Then the next thing is to look at your curve time sessions. So, all the time in the curve last month, you want to start consolidating that down. So, reading it, reviewing, going back through it, and then starting to think about drafting your year off.

Drafting your three professional objectives. So, what do you want to get for the year professionally, and what do you want to achieve in the year personally for the three personal objectives? Okay?

And then draft a reward. So, what's really important is making sure that you do have a reward. In the past, I've been hit and miss at this.

So, this is one thing I want to get good at this year. It's making sure that I've got a reward in. Yeah?

So, think about all of those. And then headline strategy. So, book your strategy session.

Distribute the brief to the team. Yeah? So, do this in, as they said, do it early.

Draft your headline strategy once you've gone through those sessions, and draft your three supporting objectives, and then book your strategy day in with the team. Okay? And then, final thing to do on this homework is set up your WhatsApp group, so your winter hit list.

Is everyone clear? Do they feel like you know what you're doing on the homework? Yeah?

Say yes if you're clear. Yeah. Yes.

Okay. Anyone got any questions before I move on on the homework? Are we all good?

[Adam Goff] (16:03:30 - 16:03:31)

All good.

[Rachel Davis] (16:03:31 - 16:06:18)

Yeah? Great. Right.

So, mid-week mentoring, what we do inside this room is fantastic content that we give you. We give you all the tools and all the tricks, but what happens outside of this room 95% of the time is down to you. It's down to the execution.

So, we need you to be executing this and doing what we've told you to do. So, mid-week mentoring is the way that we help you with this. So, you've got the Facebook community as well, but we want you to tune into the mid-week mentoring session.

So, this month, we've got Dan Norman. You met him earlier. He's going to be doing the first week on the 8th of November.

So, he's got some incredible years off, and he's always turned up to smash these out of the park every year. He picks some absolutely great themes and great mantras. So, that one's not to be missed.

So, Dan will be walking you through that on the 8th of November. Then, we've got mid-month mentoring, and Josh is doing it this month. So, if you've got questions for Josh or things that you want to discuss, make sure they're on the Facebook post that Bianca will send out, or you can send Bianca a message about whether you want to be able to book a slot on that.

Then, finally, we've got in week three, he got mentioned earlier, we have got Michael Taylor, who was the Property Entrepreneur Award winner of 2023, and he'll be here. Well, he won't be here, here, but he'll be on Zoom doing a session with you in week three, doing headline strategy. So, he obviously won the year, so he's going to tell you how he set his headline strategy and how he delivered on it.

These are every Wednesday, midday, every week. Yeah? So, that's something in the diary every week that you can tune in to.

If you miss it, don't worry, because maybe you've got an appointment or you've got somewhere to be, you can listen back to the recordings, but it's great if you can be on the Zoom call, because you can ask direct questions. Sound good? Yeah?

Fabulous. Just a quick reminder on Sunday of sanity, you've all made a commitment today. We've all said, haven't we, who's going to do Sunday of sanity this week?

Everyone, I need to see everybody's hands. Who's going to do Sunday of sanity this week? Yes, and the week after, and ongoing.

Yeah? Brilliant. You've made a commitment.

Fantastic. And something to tune into, one of Dan's podcasts on the blueprint is new season, new schedule, so this should get you in the mood. It's about setting a default diary and getting your head in the game for doing your Sunday of sanity top ten.

Okay? So, listen to that. And the book club this month is a fantastic book.

It's called Atomic Habits. Let's get it on screen. And it's by James Clear, so it's all about setting good habits and breaking bad ones, and the easy proven ways that you can do that.

So, that's a great read, and it goes perfectly well with Handful of Habits. So, we've talked about the 28 day challenge. It is a handful of habits, isn't it, guys?

So, we want you to get your... Has everyone got a challenge board, by the way?

[Adam Goff] (16:06:18 - 16:06:18)

Yeah.

[Rachel Davis] (16:06:19 - 16:08:07)

Everybody? No one's missing any? Anyone?

There's some at the back. So, if you're missing them on the way out, just go to the back and get them. So, if you haven't had one already, get one.

So, the ability to master these habits is essential if we want to become the best version of ourselves that we've ever been. And it only takes 28 days of discipline to get these habits ingrained. So, this is how you start them, trial them, test them, doing your 28 day challenge.

Okay? You've got your handout. So, what we want you to do is raise the stakes on this.

So, once you've picked your habits, and you've written them down, and you've committed to doing them and doing the challenge, we want you to post them in the Facebook group. And then during the month, I want to hear from you about how you're getting on with them. Yeah?

Any challenges? Any issues? We want to hear about it.

Yeah? We're all in this together. Yeah?

We're all in this together. And then finally, on accountability. We all need a bit of accountability.

Who got some value from doing the buddy ups from last month? Everyone got value? I definitely did.

I got Adam. Well, I've got to tell you this. I've been forced to.

I got Adam last month, and I thought, wow, this is amazing. I've got Adam for the whole programme. I actually thought we got a buddy for the beginning, and kept them all the way through.

And then I found out when I was going through the deck, oh, I don't get to keep Adam for a whole year. I thought, I've got him for free. This is amazing.

But no, it doesn't work like that. But this is good. This is a good opportunity for you to swap over.

So, I'm going to put some music on in a minute, and I want you to swap. Sorry, I don't want you to swap. I want you to find a buddy.

So, if you don't want to do this, it's absolutely fine. But those of you in the room who do want a buddy, turn to the person next to you, someone on the table, and what I want you to do... Yeah, everybody really needs a buddy.

Yeah, that's true. Oh, you don't want them to opt out. So, don't opt out.

You've got to do it. Right. So, let's put some music on.

Declan, do you want to put some music on? Everybody needs a buddy.

[Adam Goff] (16:08:07 - 16:08:08)

There you go. Look, you've got one there.

[Rachel Davis] (16:08:08 - 16:08:28)

Look. Yeah. I need a buddy.

Somebody needs to buddy with me. I need a buddy who wants me. I love you.

Yay. Right. At the end, because I've got to keep an eye on the timing, but at the end I'll come over and I'll just grab your number and we'll talk about it then.

You need mine.

[Adam Goff] (16:08:28 - 16:08:54)

I know you're so organised. Yeah, great. And then I'll message...

No, you don't need a buddy.

[Rachel Davis] (16:08:54 - 16:10:12)

Right, everybody? Yeah, yeah, yeah. Right, everybody, have we all sorted out buddies?

Yeah? Have we got a buddy? Right.

Can we quiet them down a little bit just so I can make sure everyone has got a buddy? There we go. Right, hands in the air if you don't have a buddy.

Right, so guys, turn around, there's people here, do you want to look behind you? Grab a buddy, yeah? So we've got three here, so who's missing a buddy?

Yeah, and you guys, yeah? Yeah, got you Josh, brilliant. Right, just waiting for them to finish.

We're nearly there, don't worry, we're near the end, we're near the end, don't worry. Right, fab, are we all sorted now? Right, so make sure when you chat to each other after this, after we finish up, make sure you agree how you're going to check in with each other, yeah?

Me and Adam did it Monday, Wednesday and Friday, so just as an example. But yeah, just make sure that you agree with each other, how you're going to talk to each other, yeah? So I'm just going to, if we can have a little bit quieter, please.

You all right? Sue, what's up?

[Adam Goff] (16:10:13 - 16:10:14)

Go for it.

[Rachel Davis] (16:10:17 - 16:10:57)

Who's got the, can you just get the microphone, sorry. Say that again, Sue. Do we post the photo of the board on Facebook because of the ten things I'm wiping off every week?

Yeah, you can post, yeah, you can post the board, show us, yeah, yeah, you've got, if you're saying, yeah, yeah, I'd put the board up in the, with your handful of habits, just post the little handout to begin with to say these are my handful of habits, and as you go through the month, post the board and tell us how you're doing. If you've got all the crosses, call for help, yeah? There's obviously something wrong with your daily habits.

If you are doing really well, tell us, but if you're having a mixed experience of it and you're not sure what to do, then just tell us, yeah?

[Adam Goff] (16:10:57 - 16:10:59)

But your top ten are the Sunday sanity.

[Rachel Davis] (16:10:59 - 16:11:05)

Well, your Sunday sanity, you need to do as not, you can put your Sunday sanity on your challenge board if you want, yeah, you can put it in there.

[Adam Goff] (16:11:05 - 16:11:05)

What's the top ten for, if not?

[Rachel Davis] (16:11:06 - 16:15:51)

Yeah, Sunday sanity. Yeah, thank you. Is that all right?

Yeah, good. Right. The key thing with those, that doesn't sound like it, it goes into your diary.

So the thing that makes it Sunday sanity is you set your top ten, but then you put those tasks in your diary, and this is like a really simple thing that people forget. So Rachel's still doing it as she showed, top ten goes on her 28-day challenge board, happy days. But unless it goes in the diary, when are you actually doing these tasks?

You know, you haven't planned your week, you haven't got your big rocks in first, so it's just worth saying while we're all still learning that top ten is only half of the job, putting it in the diary is the other bit, and then the final bit is obviously actually doing it. Yeah, or in Asana, if you use a management tool. So if you have any more questions, we can...

The 28-day whiteboard is absolutely banging, so I suggest you all use it going forward, just playing the game with it. It's really good, really visual. I don't know if it's worth saying, but I've had mine for five years.

It's knackered. I need a new one. I think you deserve a new one.

I do deserve a new one, don't I? If there's any spare, I'll take one. Does anyone else have any more questions on all of this?

Oh, just have the microphone. It's just behind you, Andy. Do we get any more journals?

Adam has run out of journal space. Speak to Adam. No, I think he's the answer now.

Wait, I think hopefully... Have you filled the whole journal already? Some people, I know that they've filled half.

Wow, that's impressive. Wow. Right.

No, I think it's just one journal, isn't it, Adam? Yeah, I think, unfortunately, we order a big batch because they are customised and they come. Bianca's telling me there is just one, unfortunately, but congratulations.

Yeah, well done to those who filled their journals. That's amazing. Right, so how did we do?

So I think Bianca will have sent you a text message just recently, so can everyone get their phones out? It takes three seconds to score the day out of 10. I really appreciate your feedback because we want to make this the best course that you've ever been on, and to do that, we need your help.

We need your feedback. I'm brand new to the host position. Help us.

If you can give us more feedback, that would be even better, but it does take only a couple of seconds to do the score, yeah? You've got no message? Bianca, is the message being sent out?

Yeah, it's being sent out. Well, do it as soon as you can if you've got no signal. Yeah, text message.

It should be any text messages. Has everyone had a go at that? Yeah?

Brilliant. Okay. Right, so, oh, you think we need more time.

We need more time. Sorry. Remember all the money you've invested in this course.

Give us the feedback. Yeah, so we can tell. Put your phones down so I can tell that you've finished.

Thank you. Quick, run. Yeah?

We're nearly there now. So, is everyone finished? Okay.

So, just a quick one on Supper Club. There's just a final call on this. If you're interested in Supper Club, there is a QR code in the workbook so that you can join in on a Supper Club, so don't forget that.

And then, just finally, your net worth is your network. We did a bit of speed networking this morning, didn't we? It was a bit of fun, very noisy, but this room is open until five o'clock, so please stay and talk to people, get connected.

There's so much value in this room, just listening to people at lunchtime. There's so much experience as well already, so you might find your next business investor or your next business partner in this room, so please don't forget to take advantage of the connections and the community that you've got right in front of you, and I think teas and coffees will still be available up to that point, okay? And that's it, everybody.

You have the knowledge now to move forward. I hope you have an absolutely fantastic month, and I want to finish on a massive round of applause for everyone, yeah? Well done, everybody!

[Adam Goff] (16:16:22 - 16:16:23)

Transcribed by https://otter.ai