**Session 2 - part 2\_Transcription**

[Josh Keegan] (0:00 - 7:58)

The financial year basically, it's actually the 4th of April but to not complicate things Grant and stop looking at my notes, it's the 31st of March, it's the 31st of March, stop looking at my notes, 31st, 31st of March. So basically we're going to end the financial year and start a new financial year from April, which is going to be, if you think about the season, the methodology, it's spring, spring is new, it's starting things off, it's getting things going again and we're going to race around the track. So that's going to be one of your bits of homework, it's actually booking your party, booking your party with your team.

So for those of you thinking, oh it's a bit weird, I've got to speak to my teams, they will absolutely love it, take it out for a dinner, make it a big thing, it's such an exciting thing to do. It will confuse the accountant. Asset factory, so this is a room that they used to have at the PPM offices, which is basically somewhere where you could actually go, and this is a way to execute, you could lock yourself into this office, it was basically 90 minute slots at a time, you'd book in on the register, the rule was no phones unless absolutely required to do whatever it was you were doing, and you'd spend 90 minutes getting work done, then you'd come back out. Your teams could book in, you could book in, so this is a really good thing to do. You don't necessarily need to create a door like this in your house or anywhere, but create your own asset factory.

Where can you go, where you can put your headphones in for 90 minutes, right, I'm going to crack on with this now, I'm going to get this done, and then when I'm done, I've finished. This is the New Year's Eve party they did at PPM last year, this is Dan out with his team. Everyone's out, they're having fun, Bianca's actually got a smile on her face in that picture.

I'm just kidding, Bianca, that smile on her face. Do you see what she's done, have you opened your cards, do you see that at the end? She's stitched me up, I'm not going to talk about it now, she's stitched me up anyway, you'll see.

So yeah, you take the team out, you have a nice time, you close off the year and you come back into the office. And then PPM also used to do, and still do, is actually redo the artwork on the walls, repaint the offices, clear all the office out so it came back in, it was like a brand new year, a brand new start. FedEx days, talks about FedEx days on the blueprint.

You go away, you leave the office for 24 hours, but you have to, somebody said it, Jaz said it, you have to deliver, exactly. I thought we were going to, yeah, deliver. It's exhausting.

You all need to wake up, I think, I'll see if I can do it in a moment. Right, so FedEx days, you all go out, you all leave the office and you have to come back, but you have to have? Delivery.

Yeah, very, very good, so it's all about delivery. You can use these, your team members can use these, yeah, it's cool. I'm not going to message you for a day, just leave the office, do whatever you want, you have no work to do apart from this.

And when you come back, this needs to be 100% done. Are you clear? Yes.

So use FedEx days the best you can. And then finally we want to manage stuff. So if you really want to go the distance this year, you want to get loads and loads of stuff done, it's going to be on your ability to actually manage all of this work and manage your teams at the same time.

Manage your independent contractors, manage your website designer, manage all of these different people to actually make this stuff happen. I'm going to show you some of the things you can think about when we do this. So the first is understand urgent versus important.

Like, it is going to be really hard for anyone else to do this, because they're going to always struggle with this balance, and you'll notice you'll struggle with it as well. Like, why are we not doing cave time? Because cave time is highly important, but it's not urgent.

It's not like, oh, no, I've got to get this done by 9 o'clock. Like, it's not urgent, so things get slipped. And you'll see this on your own to-do list.

All this important stuff will get pushed back. So you need to understand that and manage that and carve time out and make sure that when you carve that time out, you're not, you know, no WhatsApp, no email. It's like, don't let this urgent world come to you and give your teams the ability to do that as well.

Tell them to switch off from the urgent too. Coach, don't criticise. This is really hard, and you're going to find it difficult.

So if you've got VAs, PAs, and you've got team members doing this for you as well, they're going to find it doubly as difficult, because they're far less motivated than you are. You are essentially building a business which is going to have a great exit value, which is going to save you loads of time, make you loads of money. They've just got a job, or they get paid an hourly wage.

So it's going to be really hard. So don't, like, lay into them when they've not quite delivered. Coach them.

Oh, what happened there? How can we do this better? What do you think?

Do you think it's that we set something too ambitious? Do you think it's you didn't manage your work quite as well? What can I give you?

What do you need from me to ensure that next week we're not in the same boat? Coach them. Don't criticise them, because this is difficult.

At the end of the day, they're building their business for you. Your business for you. BPT.

Best Productivity Time. So when is the best productivity time for you? When are you going to be able to work on this the best?

Some of you, it might be six, I know, Smitha, you're a bit of a night owl, aren't you? So it might be for you, seven, eight o'clock, ten o'clock at night. That's cool.

If that works for you, that works for you. Most of us, it's probably in the morning. For me, it's probably six till seven thirty.

That's my time, where I'm on form, I'm smashed out of the park. The hard work is much easier, whereas if I try to do it at two o'clock in the afternoon, it takes doubly as long. Think about this for your teams as well.

I know Adam at Capital Living, they basically had an hour every morning, between nine till ten, where basically the phones were, no one was expected to answer the phones, no one was expected to answer the emails. It's all about doing high-value work for an hour every single morning. So if that works for your teams, put something like that in place.

Protect their time in the morning, so they can focus on this stuff for you. Make this top of the pile. Make this absolutely top of the pile.

Speak about it daily. Speak about it in your one-to-ones every single week. Speak about it fortnightly.

Celebrate the success. Have a group, which basically says where people have done their work, and they post it in there. Celebrate it.

This needs to be top of the pile. Everybody needs to know this is the most important thing. Top tip on this, I've created a WhatsApp group.

It's called hashtag WTW, which stands for Win The Week. Basically, my team, every Monday they post their top ten. Every Wednesday they post how they're doing against their top ten.

Every Friday they do it to sign off. Now, it's basically SCS. I'm going to talk about it in a moment.

But it's really powerful, and you can do this for winter. Every single thing you've done, post in there, I've done this, yes, well done, emojis. Really celebrate this.

Make it at the forefront of everybody's mind. And then SCS management. So SCS, can anyone remember what SCS stands for?

Set up. Set up, yep. Sign off.

Check in. Sign off. Set up, check in, and sign off.

Absolutely. Set up on a Monday, check in on a Wednesday, and sign off on a Friday. You've all been doing this with your accountability buddies, so you kind of know what that looks like.

But this is the rhythm. And if you think about why this is so important, it's all about accountability spikes. It's all about the fact that in reality, when your team member realise they've got to tell you on Wednesday how they're doing, and they haven't done anything, they're going to do some work.

And they say, oh, I've done half of it, and send it through to you. On a Friday when they've got to tell you they haven't done anything, they may not do that. They're going to say, you know, I've done it 100%.

And you want to set that culture of doing it. And with this WhatsApp group I shared with you before, I'm actually posting mine as well. And I'm making a point to get 90% to 100% each week.

I'm really making this world class to show them how this should actually be done in practice. So you can lead by example there too. I guess that's another key point actually as well.

I'll answer your question in one moment, Gareth. Come in the catch box, make your way over to Gareth, please. Just another key point.

If you are not delivering yourself, don't expect your team to deliver. This is all about raising our standards. And as I said, high performance is not just about executing, it's about setting what you're going to do and then execute against it.

So you want to make sure that you are absolutely smashing it out of the park and you're getting this stuff done and you are 100% setting the standard for your team. So don't set yourself up for failure. Gareth.

[Gareth] (7:59 - 8:09)

Yeah, thanks Josh. Really valuable stuff. In terms of the, you mentioned having a WhatsApp with your team and they are top 10 for the week.

Is that your Sunday sanity top 10?

[Declan (Event MC / AV support)] (8:09 - 8:09)

Yeah.

[Gareth] (8:09 - 8:16)

And would you be sharing that because there's maybe some things on that list that aren't relevant or do you have one relevant to the business?

[Josh Keegan] (8:17 - 8:43)

No, I just do my top 10. But I think obviously you can kind of use a bit of code. When Adam did the accountability, I noticed he used his code for some of his.

I saw it. He's like, one was like a call at 4 p.m. And I thought, hmm. No, there's something going on with that call, but I'm not going to probe into it.

But that's cool. Just use a bit of code. Use a bit of code.

Yeah, I use initials quite a lot. It's like, just yeah. I'm not too bothered about it.

Sorry? Sorry?

[Declan (Event MC / AV support)] (8:44 - 8:45)

Thank you.

[Josh Keegan] (8:49 - 12:58)

If... Oh, God. I don't know what I was going to say.

But yeah, I've got quite a small team at the moment. I'm quite chilled about it. I think as things progress.

Obviously, I wouldn't write, review Ben's performance against an objective and tell him he's been a dickhead. I wouldn't write that on my list. It's like you write those.

You keep that stuff to yourself. So I'm going to manage this stuff for computing using SCS. Top six from experience, and I'm actually going to show you the templates and show you how it works.

So the first is the time to start was yesterday. There is already too much to do. So get this started.

And if you've not set up your WhatsApp group yet, set it up now. Even if you're super, super busy, now is the time to do it. And then you want to be hitting the ground running in January.

So to answer Andrew's question again, you need to make sure that your win tick list is populated by the end of the year to hit the ground running in January to get it done by the end of March. Slow down, speed up. Heart surgeon, mechanic.

Although some of you might like the idea of getting paid £100,000 to do open heart surgery, that's not what we want to be in winter. We do not want to be growing our business, recruiting people, and doing all these things at the same time whilst we're trying to fix the engine. We want the engine to be off as much as possible and actually tune in and actually get it done.

Not going to be possible for all of you. Some of you have newer businesses. Some of you may have your busiest period in winter.

I get it. It's not always perfect. In the ideal methodology, we would switch the whole thing off, rebuild it, and then start again.

That's not going to be reality. There's going to be some sort of hybrid in there. But I guess the point is, if you can avoid doing some deals, if you can push some deals back, if you can push some opportunities back or don't do a client campaign until spring, summer, do that the best you can.

Land some planes. Until a plane, until its wheels have actually touched the runway, it has not landed. Obvious, isn't it?

But it's not landed. 99% done is not finished. As entrepreneurs, we are notoriously bad at finishing things.

Do not start 100 projects, get them all 90%, and just not finish them. That is not what we're going to do. Start five projects and get them all to 100%.

I'm going to tell you that. I'm going to keep saying it. You're not all going to listen because we're overambitious.

Every year we see it. Honestly, I'd much rather you calm your ego and come in and say, right, I've actually only chosen three business-critical tasks for me, three business-critical tasks for each one of my team, and that's all we're going to do this year. If you get all those 100% done, I guarantee you'll go much further than the people that have done 150 tasks and they don't complete all of them.

Keep it small, keep it simple, and set yourself up for success. Play the game. Make this fun.

Promote the progress. Lead by example. Set a WhatsApp group up.

Congratulate everybody. Put the New Year's Eve party in. Get everybody excited.

We did balloons and a full-blown celebration at our New Year's Eve party. Get all this stuff in place so everybody's geared up and excited to do it. Then finally, fire up the flywheel.

This is a flywheel. Sorry, you didn't hear that one. Fire up the flywheel for you, Christine.

What is a flywheel? A flywheel is just one of these big mechanical wheels, and they're really, really hard to get going. The first inch, the first metre to start circling this thing around, it's near enough impossible.

You need 100 men to get this thing moving. Then over time, it gains a bit of momentum. It gets more momentum.

Then all of a sudden, it's like it needs 100 men to actually stop it. That is a flywheel. That's the analogy of a flywheel.

This is what it's going to be like. It's going to be hard initially. You're going to have this big list.

No one's going to want to do the list. You're all going to find it really hard. You're going to be putting in your group, what's everyone done this week, everybody?

No one's going to respond. It's going to feel like exhausting, like you're trying to push this thing. No one wants to do it.

All of a sudden, you're going to get it four or five weeks in, and people are going to start posting. I know there's somebody in the winter. You won't be able to stop them.

They'll be absolutely loving it. Everyone will be absolutely fired up. You'll be loving it, all the improvements, and they're going to be disappointed when you get here in March.

We say, right, you need to stop when you're going to hit this now. You're going to be actually disappointed. Imagine getting to that.

Because we're going to fire up the flywheel. That's what this is all about, and that's what you need to do in your businesses. Listen to this podcast.

Yeah, one second. Listen to this podcast, The Game, episode 87. Dan's going to take you through the seasonal methodology, and why we do this, and what we do in practice.

Yes, Alex.

[Alex] (12:59 - 13:13)

Yeah, so just with the timings of everything, so we've got a WhatsApp group set up now with our team members in it. They start posting their issues and problems about now all the way through December, and then we start fixing them from January to the end of March. Is that right?

[Josh Keegan] (13:13 - 13:17)

Yeah, that's exactly right. Ideally, you would have set your WhatsApp group when we told you to.

[Alex] (13:18 - 13:19)

Oh, yeah.

[Josh Keegan] (13:22 - 14:39)

Around August, September. I think we all told everyone on the Blueprint, actually. So this was a while ago.

But anyway, ideally, you would have done it in summer. The reason for that is because summer is normally the most busiest season. So I've just done a big campaign in summer.

That's where all things break. So that's the perfect time to catch the actions. But if you've not done it yet, set it up now.

The deadline basically is you've got a few weeks to kind of catch a few actions, maybe put brain dumps and stuff on there, speak to your team members about all the things they've got to do, and just get as much on there as you possibly can. Log new things as they come. By the end of this year, so before Christmas, we want a definitive list.

I'm going to take you through that in a moment. Yeah. Comprehensive, detailed, departments, et cetera.

Who's going to do what, prioritise. And then in January, we want to hit the ground running and start building the system and actually deliver on it and make it happen. Is that clear?

Yeah, cool. I'm going to show you this now. So you can actually see it there.

Do you mind switching to the laptop for me? So this is the template that's going to be in the Facebook group for each and every one of you, that you can utilise. Very simple, and I really, really encourage you all to keep this simple.

What you're going to do is basically list some stuff. Who's got something that's broken in their business? Just shout it.

Go on, Carol.

[Rachel Davis] (14:40 - 14:44)

A fee proposal template, like a software.

[Josh Keegan] (14:45 - 14:57)

Fee proposal software, cool. So that's probably marketing and sales. So I'm going to put it in here, fee proposal software.

One more? Investor pack. Investor pack, so that's probably here as well.

Any other ones?

[Alex] (14:58 - 15:00)

We're over-subscribed and have a backlog of clients.

[Josh Keegan] (15:02 - 15:08)

Ooh, yeah. I'm going to put it on there. It's just too good a problem to have.

Okay, client waiting list.

[Declan (Event MC / AV support)] (15:09 - 15:10)

We're shitting ourselves about it.

[Josh Keegan] (15:12 - 16:17)

Shitting ourselves, right. So I'll put a few more on there. So operations, it's like process for new leads.

I've got to do that. Finance, it could be new forecasts, zero, bookkeeper. I'll put on there.

Miscellaneous could be office dress code. I had to do that once. And we could have something like new starter, training, company culture, or something along those lines.

These are all things that I've had in the past. So what you're going to do is you're going to just list all that stuff down and put them into the right section. So you've got products, marketing, sales, operations, finance, miscellaneous.

Then what we're going to do is we're going to look at the priority. So obviously Liam and Afam, it sounds like you're going to be probably going for growth this year, some sort of growth. Is that your headline?

No? Operations? Just microphone for Afam, please.

Alex, do you mind just passing the microphone? Liam was like, yeah, yeah, we're definitely that.

[Afam] (16:22 - 16:42)

We have different views, which is good. I think for me personally, I think it's more about fixing. So like fixing the fundamental issues.

So we're oversubscribed, we've got many clients, but the problem that we face is that we just bring them in and then once they're in, they've paid. We're just going to leave, you know.

[Josh Keegan] (16:42 - 19:12)

So for you, for example, you might have a client onboarding process. You might go, well, actually, I know we need a client waiting list, I know we need investor packs or whatever, but actually we're going to put this client onboarding process as number one because people are coming in, they're getting irritated, they're getting frustrated, and we're actually just doing ourselves a disservice. So we're going to put that as red.

Then you might, for example, go, well, the second view most important is dealing with this client waiting list. I'm going to put that as amber. What you're going to do is you're going to work your way through and actually just prioritise these out.

Then it might be fee proposal software. I'm going to put that as green. It'd be nice to have, but we've got a system at the moment.

We do need zeros, okay. Bookkeeper, though, I'm doing it all myself. Let's get that sorted.

Forecast, we've never had that before. I'm sure it'd be nice to have. And then you just start greening them, ambering and reddening them.

So like this. So all of a sudden, you've now got a list of the things that are green, amber, and red. So process for new leads, amber, training company.

So it's basically urgency, important, how critical they are, but also what's your headline? What's your objective? What are you trying to achieve?

So we've done that, and then there's a little priority box over here. So you can literally start within each department saying, right, one, two, three, four, five, or whatever the priority's going to be in each department. Then what we want to do is go, right, who's going to do this stuff?

So for example, I'm going to use Liam and Afam. So Liam's going to write the new fee proposal software. Afam's going to do the director pack.

They're going to get a, I don't know, they're going to get Sophie. I don't know who Sophie is, but she can do their client waiting list for them. Liam's going to do the process for new leads.

Afam's going to do the new starter. Client onboarding process, Afam can take that. So they're going to start building all these out and then saying, right, who's going to do what?

And what they're then going to do is go, well, when are we actually going to do these things? It's going to write, okay, we know who's going to do. Liam, when are we going to do the fee proposal software?

Right, Afam. Thank you very much for delegating that to me. I'm going to do that in January.

I'm just going to color in the cells. Afam, when are you going to do the director pack? Well, I'm just going to do that.

I'm also going to do that in January. I'm going to do that just after you start this. And when are we going to do the client waiting list?

Well, we need those two things first. We'll start that mid-January. You just start actually detailing out.

I appreciate it's got a bit small. Just start ganting it out. I don't know if that's a verb.

So start ganting it out like this and just start building out when things are actually going to be done. Okay, very simple. Cool.

So everyone clear on that? Is that quite straightforward? Yes, Afam, go for it.

Don't worry, I'm not actually delegating these to you now.

[Afam] (19:13 - 19:13)

You're right.

[Josh Keegan] (19:14 - 19:15)

You guys can have a conversation.

[Afam] (19:16 - 19:29)

Go on. So just a question. So I've been, it's quite strange, but I've been quite looking forward to like the Christmas period because it's quite quiet.

So is the reasons why we're building now because overall as a business during Christmas season, business is quite quiet for most people?

[Josh Keegan] (19:29 - 19:30)

100%, yeah.

[Afam] (19:30 - 19:30)

Is that the reason as well?

[Josh Keegan] (19:30 - 22:36)

Yeah, so we still want you to have a nice Christmas break, but what we're doing is we're building this now, agreeing how it's going to work so in January we can hit the ground running. Does that make sense? So in January, February, March in general, like you'll start to see, so at PE when you first come on, I don't think you really believe it, but then over time when you start doing the methodology, you'll see all your deals get done in the summer.

People want to buy stuff in the summer. It's like it just gets busy in the summer whereas winter is naturally very calm in the marketplace. It's a very calm place.

It sounds like you guys are riding this rocket so you might still be quite busy, but it's now the time to go, well you know what, we're going to create our own calm, focus on the insular for three months, and then go again. It's like Usain Bolt. He doesn't run marathons all year.

It's like he goes in, he trains, he recovers, and then does it again. Yeah? So you're going to build all this out.

You're going to have your Gantt chart sorted, look for bottlenecks, things where it's not working, have like actual good conversations. You know, I can't do all that or that's not going to work for me, and then what we're going to do is use this fancy pants spreadsheet at the start. This is like ultimate accountability between the two of you.

That's all you need to do. If you write in the team member's name here, so I'm going to write Liam, and then say Liam's got two tasks assigned to him, and he's got two outstanding. Afam.

Sophie. Add all these in, and you see here, tasks assigned, tasks outstanding. Then what you've got to do is that when actually something's been done, so say Afam's done his work, and Liam's fallen behind, send these two.

We've got a little yeah, yeah for yes and completed, and then the task tracker will just be updated. So you can start to see it actually working its way through here about what's been done, what's not been done. So this is a way to like hold your team's accounts.

Every week, people can actually be ticking off they've done it. You can like literally screenshot this and put this in the WhatsApp group so people can see their progress and that level of accountability. This is going to be in the Facebook group, so you've got it.

Play around with it, and there's an instructional video that will come out of it as well, so you don't necessarily need to remember all this now, but it will show you how it's going to work. You want to get all your team members on board, get this all kind of gelled in, and make this dashboard like a very visible indicator of progress as you go. Okay.

So that's the winter list. Just flip it over for me, please, Declan. And it's going to be your main project for the winter.

So once your strategy is nailed, and you need to have your strategy nailed first, you're then going to start working on this. Why do you need strategy nailed? Well, it's because you need to know what your priorities are and what you're focused on next year.

If you're doubling in size, it's going to be a very different winter hit list, so you focus on customer service and staying the same. So that's a really key point, important. Mid-week mentoring.

So John Woodman, who's a board member, is actually going to do the mid-week mentoring for you on the winter hit list. So that's on the 6th of December. John's a board member.

He's bought multiple online businesses. He's very techie. He's very much into his systems and everything that he does.

He's very kindly agreed to give away the time to you how to actually smash this out of the park, fundamentally systemize your business and do this in practice. Is everyone clear? Any questions?

All good? Smash this out of the park? Very, very good, ladies and gentlemen.

Right, thank you very much. I'm going to invite Miss Rachel Davies back to the stage. Thank you.

[Declan (Event MC / AV support)] (22:47 - 22:47)

Thank you.

[Rachel Davis] (22:52 - 27:30)

Enjoy that? Yeah. Everyone fired up, can't wait to start their winter hit list?

Come on. Can you not wait to start your winter hit list? Come on.

Yay. Excellent. Key sentiment from me on that is this quote, you do not rise to the level of your goals and fall to the level of your systems.

And it's so true, isn't it? In everything, life and business included. I've recently realized that I'm the lynchpin in my family and in my business and everyone's waiting around for me to tell them what to do.

And when I can or I forget, it all falls apart. This came out in my strategy sessions with my husband. It came out in my strategy sessions with my virtual assistants.

And it was a real game changer for me. I didn't realize that this was where I was at. So what do I have to do now?

I need to get this stuff on my winter hit list. I need schedules and weekly rhythms. That's what's going on to my winter hit list for 2024.

I need to get out of my own way, empower my team, empower my family using these schedules. And when you get to this winter hit list, I want you to think about this. Do not pay lip service to it.

Don't rush yourself through the winter hit list. If a team member comes to you with a problem that they've got, don't skim over it and try and fix it in the quickest time possible. Really start to think about what the problems you have are that are in the business and fix them for good.

You put the time in and you fix it properly and not do a half-hearted effort. You will then deliver because the problem will have gone for good. So once you do it, your business will level up.

And if you do this two or three years in a row, then what happens is your business step changes and it becomes unrecognizable from what it was before. We've talked about WhatsApp groups. So what are you all going to do as soon as you leave here?

So for winter hit list, WhatsApp group, absolutely. This is what we want you to do. Now make sure you've put that down on your action list.

So for those of you who haven't done it, put it down on your action list. And the winter season, for those of you who want to go the distance this year and smash your goals out of the park, you really need to focus on winter. This is where all the hard work gets done.

It's the most important season for you. And as Josh said, it's probably one of the hardest, but it will be worth it. And who here doesn't like spreadsheets and detail and process?

Who's not keen? Quite a few of you. If I could give you any tips, it would be this one.

Treat the disease and not the symptoms. So go after the big problems. We've all got bigger problems in our businesses that cause lots of other smaller problems.

Fix those big problems first. Go after the major, major issues you've got if you've got them in your business, and that will help free up all those little problems and let them go away. That's the winter hit list.

Right. There's my WhatsApp group for one of my businesses. I've got two.

So if you've got more than one business, you should have more than one WhatsApp group, right? Strategy sessions. So next month, Adam will be hosting the mid-month mentoring special on the 13th of December, and he's going to be pulling out all the stops to make sure that you are very well prepared for your strategy day.

Who here has booked on to a mid-month mentoring already? Who's done one? So only a few of you.

Who hasn't done one? Who hasn't done a mid-month mentor slot yet? Yeah, there's quite a few of you in the room.

Yeah, the reason I'm getting you to tell me whether you've done it or not is because these are... This is free coaching, isn't it, Adam? People pay for this.

Free coaching is an opportunity for you to book a slot and get some direct feedback from Adam. So I highly recommend that you do this. The engagement in the Facebook community has been amazing so far.

Everyone's sharing lots of information, but make sure you get the opportunity to do something like this while you're on the course with us. As I said, great activity. If you haven't already posted your year off, your headline strategies and your objectives or your second or third draft, wherever you're up to, please do that for us.

Get that in the group and we'll give you some feedback as soon as we possibly can. I don't know if you've noticed, but Josh and Adam, they've been doing loom videos and all kinds... The feedback's amazing.

So get your questions. I know one of you guys said you were struggling. Get the questions, the problems in the Facebook community.

Loads of people can help you. Adam?

[Adam Goff] (27:30 - 27:48)

Yeah, for those people that haven't noticed, there's a specific thread now for year off and lots of people have commented, so we're going to come back to those people. But if you haven't, get it in there. We've got a whole thread going and the response was awesome.

I think we had 25 people post. So that was fantastic. So yeah, make the most of it.

Use it or lose it, basically, guys.

[Rachel Davis] (27:50 - 30:26)

As I've said earlier, you have been pre-allocated a buddy. Who's managed to speak to their buddy? Oh, bless you.

So who's... Sorry, I got distracted. Who's already allocated their buddy, knows who they are, talked about checking in with them?

That's really great. So for those of you who haven't, at lunchtime, can you find your buddy, find out who they are, go speak to them, get their phone number and decide how you're going to check in with each other. Josh mentioned SES earlier.

Decide how you're going to check in with each other. And then we know we want to spend time with you one-on-one. So private dining, lunchtime is about to come up.

We want to spend some time with you, chatting about your businesses, getting to know you. We're going to do that through lunch. It's selected at random.

So if you haven't been picked so far, it will happen in the near future. And we have got the list, and I've got it here as follows. So for private dining on Josh's table, you've got Mark Turnbull, Judy, Janet, Jacob Brain, Gabby, Andy Yip and Pat Harper.

Oh, dear. Oh, no. What you need to do is swap jumpers.

That's what you two need to do. Adam's got Paul Matthews, Kitty Harvey, Jasmine, Gary, Curtin and Ashley. Is that right?

Oh, sorry. Yeah, the spelling. It's Karthik.

Yeah. Sorry about that, guys. I couldn't read the writing.

And then for me, I've got Rona, Karthik, James, Gareth and Andrew Wilkington. Yeah, oh, I did. So I think it's just Gary Das.

Yeah, I think it's just Gary. Yeah. Sorry about that.

I couldn't quite read the writing. I'll have to get used to your handwriting. Right, does everyone know, if you're not sure, come and see me right now.

I'll tell you where to sit if you were mentioned there. That's private dining that's happening next. And now it's lunchtime.

Go on, sorry. Okay. That was session two, everyone.

Did you enjoy that? Yeah. Excellent.

Shall we finish on a huge round of applause? Yes. Yes, whoo!

Applause