**PPN Session 2 29-11-23\_Transcription**

[Video narrator (early placeholder)] (0:32 - 0:33)

In this video, I'm going to show you how to make a paper airplane that looks like an airplane.

[Rachel Davis] (0:44 - 0:51)

Ladies and gents, it's that song again. We're going to be live on stage in two and a half minutes. Ladies and gents, take your seats.

[Announcer / Facilitator (countdown & stage cues)] (1:22 - 2:29)

Ladies and gents, this is your two minute warning. Grab yourself a drink, finish up your conversation. We're going to be live on stage in two minutes time.

Please take your seats. Ladies and gents, this is your one minute warning. We're live on stage in one minute's time.

Take your seats.

[Rachel Davis] (2:45 - 2:53)

Ladies and gents, this is your 30 second warning. We're going to be on stage soon. Put your hands together.

Live on stage in 30 seconds.

[Declan] (3:24 - 3:54)

Ladies and gents, this is your 30 second warning. Ladies and gents, this is your 30 second warning.

[Rachel Davis] (3:55 - 14:40)

Put your hands together. Ladies and gents, this is your 30 second warning. Put your hands together.

A few of you in the room? Good. For the rest of you, it's our charity initiative for the last four years.

It's an incredible opportunity to do some good as well as smash your business and personal objectives this year. This is the charity initiative for property entrepreneur. The aim of the game and the mission is to promote mental and physical wellbeing in entrepreneurship.

This is what it's all about. Whilst raising awareness and money for charitable causes. This is what we've been doing for the last four years.

I have a video next that can show you what the previous years have done and how they have raised the money together. If you've got handkerchiefs in your pockets, please get them at the ready now. I'm going to show you how GUGB have done.

Give us a round of applause. It's been an absolutely incredible journey and I've been very proud to be part of some of those projects as well. That's what the property entrepreneur delegates have been up to over the years.

In 2019, we raised £86,000 for Operation Smile. The charity helped us pay for 500 life-changing operations for children with cleft palates in developing countries. That's what the £86,000 went towards.

In 2021, we raised £126,000 for Buses for Homeless, which is a homeless charity. We did some excellent work with those. In 2022, we raised over £150,000 for Mental Health Matters for two amazing charities.

The first one was for the Lucy Rayner Foundation and the second one was for Strong Men. They were amazing charitable organisations. It's all thanks to the property entrepreneur delegates.

They do all the hard work. They do all the fundraising, the organisation, and they do the physical challenges as well. It really is a credit to each and every one of the property entrepreneur delegates in the past that have raised this money for our charity initiative for Get Up and Give Back.

This year, 2023 was absolutely phenomenal. Get Up and Give Back levelled up in a massive way. It was a real game-changing year and it set the bar for future years.

The team did a hike against hunger with three different challenges to suit different levels of fitness. There was a body challenge, a mind challenge, and a soul challenge, so three different levels of challenges for all fitnesses. The two charities that we raised money for were Magic Breakfast.

Magic Breakfast delivered 200,000 breakfasts a day to children in schools who would otherwise go hungry, and the Tri Services Veterans Centre, who delivered 60,000 meals for veterans who would be too proud to ask. Fantastic, fantastic charities. The aim was to set different fitness levels for the challenges so that everyone could get involved, but everyone got the opportunity to push their limits.

The target set for the year was just shy of £127,000, with the aim of raising up to £500,000 for Get Up and Give Back, the charity to date, so they were two big, chunky targets. How did they do? Well, the property entrepreneur delegates got right behind the cause.

They started to get fit, learn how to raise funds, and give back to the community in a phenomenal way. If you think about what was going on in the background, we had the cost of living crisis, and the property entrepreneur team were hiking for hunger. I mentioned the three challenges.

The sole challenge was volunteering. Delegates went into food banks and helped the food banks. The body challenge, to walk 10,000 steps a day or climb the summit of Snowdon.

Or the three Yorkshire peaks, 26 miles in 12 hours, no short order. And the three national peaks, these are the teams that took on the different challenges, and three national peaks in under 24 hours. It was a phenomenal, phenomenal effort.

For the first time on Property Entrepreneur, they did a grand finale this year. It was in June, the super event. It's the first time we had a celebration of all the hard work that the team on GUGB do, and they absolutely smashed it out of the park.

Here's some images from the evening. You had Rosanna. She's on advanced.

Rosanna and Dan Norman, who you might recognise in the photos there, he's a board member. And both of those led the charge for 2023 and helped smash the targets out of the park. With the mine challenge, it was to walk across hot coals, so no easy feat there.

And that's what lots and lots of people did at the super event to finish raising the money, and they absolutely smashed it. They did the £500,000 for the money raised to date for Get Up and Give Back, and they also raised £127,000 for Tri Services Veterans Centre, and the other, sorry, I've forgotten what it is. The magic breakfast, thank you very much.

So what's next? You can make a difference. Keep your eyes peeled.

There's full commitments out in January. The full commitment form will come out then. We'll give you more of the details at the start of 2024, but in the meantime, what we want you to do is get your steps in.

Your future self will thank you for it. We've got the festive season coming up, haven't we? So get your steps in now.

And the good news is that Rosanna and Dan are on board for leading the charge again for 2024. They're on standby, and it's going to be the fifth year anniversary of Get Up and Give Back. So it's going to be an awesome year.

And with all of you guys involved, I'm sure it's going to be absolutely amazing. Who here thinks this will be a great thing to get involved in next year? Hands in the air if you want to get involved.

Oh, that looks brilliant. Well, that's amazing. Thank you.

It's going to be absolutely fantastic, so stand by for that. Who did their handful of habits in the break? Hands up if you did your handful of habits.

Fantastic. Who hasn't? Oh, just a few stragglers.

That's all right. You've tried and tested these. It's now time to commit to them.

Put your name on the back. Don't forget, you don't want to get the wrong habits back. Yeah, that one might be a disaster.

So please remember to do that at lunchtime. Right, are we ready for the next session? Are we ready for the next session?

Yes, brilliant. It's all about getting you prepped for winter. Who can think of something that's broken in their business right now?

Something that's not working well? Hands in the air. Yeah, so ten things.

Keep your hands in the air if you can think of ten things that are broken in your business. Well, not right now, but I think we should. Yeah, well, there's your hand in the air.

Anyone got more than ten things that are broken in their business? A million. Yeah, a million.

So what's it like for most entrepreneurs? They're trying to fix their businesses while growing. They're trying to strategise while running around in different directions, but you cannot paint a masterpiece whilst you're running on a treadmill, can you?

This was a picture from Stephen. I thought it was a great image. It encapsulates what we're trying to achieve here.

What we want for you as property entrepreneurs is to take the time to collect a list of all the things that are broken in your business and that are not working properly. Give yourselves three months to fix all of the things that are broken and then smash it out in the winter when it's a quieter season. That's what we want for you.

Think of it like a life admin day. Who regularly needs a life admin day? I do.

Loads of school things for the children. You might want to sort out the loft. You might have to set up some bank accounts for the kids, whatever it might be.

You've been putting these things off for ages, then you spend one Sunday getting it all done, smashing through the list, and it makes you feel great, right? The winter hit list is like a life admin day for your business. Think of it just like that.

I've systemised my business. I've taken myself from landlord level to investor level using this process, yet I now don't talk to tenants because of the winter hit list. Who likes the sound of that?

Good. Right, well then put your hands together. I cannot think of anyone who's better to talk you through this.

Please give a massive round of applause for Josh Keegan, your trainer.

[Josh Keegan] (14:52 - 15:34)

Right, you all good? Yeah. Good day so far?

Yeah. Excited to go into winter before winter hit list? Less excited?

Less excited? Cool. Well, we're going to dive into it in a moment.

Firstly, Supper Club. Who's attended a Supper Club already? A few of you.

Keep your hands up if you've got immense value from the Supper Club. Amazing. Wow, we should put you on Google reviews.

Well done. So, Supper Club, formal dinner hosted by Adam once every other month. I realised that yesterday.

You realised that? You were by yourself last night? Right, okay.

It's the power of the Supper Club. You just come anticipating a Supper Club.

[Alex] (15:38 - 15:40)

We made our own Supper Club yesterday.

[Josh Keegan] (15:41 - 27:27)

But come with a problem, leave with a solution. The whole idea of Supper Club is we've noticed that when you create these small groups and people come together and they mastermind together, you really do get results. So, I've got some very unfortunate news.

The Supper Club is now oversubscribed. We are full up for the entire year. So, you've all missed the boat.

But have you? Because we are, I've got some unfortunate news that it's full out. However, we are releasing a brand new date.

So, it's going to be a brand new date, 6th of February. First come, first serve. The QR code's in your workbook.

This will sell out. I'm not just saying it. This will sell out.

It will be gone. So, if you're thinking about doing it, get your phone out. I don't mind you doing it for this specific purpose and book on to the Supper Club because I imagine by the end of the day, there'll be no seats left on that at all.

So, make the most of that. Right. Behind the scenes, what's been going on?

On Proper Sensibility, we walk the talk. I think my month, this month, has been like this. So, this is me trying to do a few press-ups and Iris thought it was a nice idea to get on my back.

Has anyone ever done press-ups with a two-year-old on their back before? You all have, but more than I was expecting. It was a seven-year-old.

It was a seven-year-old. All right, Grant. Honestly, this, for me, has been the last four weeks since we last ...

I found it really hard. Two kids, both of them keep getting sick, loads of family challenges, loads of pressures and things going on. It's just been super, super difficult and I will hand on heart say, I am behind.

I am behind on my cave time. I'm not where I want to be. I'm not where I want to be in my strategy.

But, what has been getting me through has been this. Literally, getting into the cave, setting a timer, 20 minutes. 20 minutes.

I'm doing that three times a week. I'm literally ... Our family, I feel like, is in survival mode at the moment.

So, I'm literally three times a week, 20 minutes. Of course, throughout the day, I'm thinking about it. I'm giving myself time to think and reflect, but I'm literally moving mountains.

So, if you're behind, this is a top tip. Do not waste these next four weeks. As you're busy, you've got loads of stuff going on.

Everybody here can manage 20 minutes three times a week, can't we? We can all manage that. So, that's an absolute bare minimum for getting it done.

Handful of habits, some huge successes. So, one of mine was spend 20 minutes reading with Iris every day. I've taken that down because to get her to concentrate for 20 minutes was near enough impossible.

So, it's now become read with kids. Remember, these things should be easy to do every day. Don't eat baby food.

I've finally had success on this because I added a punishment. So, I was like, yeah, you can eat baby food. You can eat some of Iris' chips when she doesn't want them, but you have to do 15 press-ups for every mouthful you take.

I no longer eat any baby food. So, if you guys are really struggling to gel with some of these habits, create a punishment. Yeah, you can, but you have to do 15 press-ups.

Make it difficult. 100 press-ups a day. I've been doing that for the last month.

I know what you're all thinking. Yeah, I know. A few of you said, have you been doing a few press-ups when you came in?

I was like, yeah, yeah, I have. Let me do a few. But no, it's been really good.

We've done it on the board, a bit of a challenge, and it's a really good thing to do. I think I'm going to stick with a fitness challenge on a monthly basis as well, just that thing to push myself through. But in all seriousness, this is the power of habits.

So, for the first 10 days, 14 days of trying to read with Iris, I was literally reading her books while she piled more books on my lap. She threw balls at me, put stuff on my head, pretended to be asleep on the floor. But then all of a sudden, one day, she went, read books, daddy.

Yeah, we can read books. And she'd run into a room, grab a book, sit down. I would just be doing stuff, and she'd have her books out, and she'd be reading.

It's just the power of this stuff, and it's like fundamentals already made a big impact. So, stick with these things, and it will actually come its way through, and it will have the impact on your life. Right, I've got some unfortunate news.

We're going to move into winter now. So, we've all been enjoying autumn. It's like strategy, it's big-picture thinking, it's just sitting down in the cave, getting a coffee, getting out a journal, but now we're going to shift into winter.

Now, we're not going to stay here all day, but we're just going to be here for a session, because we need to get you ahead of the game. Most entrepreneurs, after Christmas, they come back after the Christmas break, they're hungover, they're eating mince pies and Doritos all January, they're exhausted, and they do very little. They hibernate.

They don't go out in the marketplace, they don't get much done, and everyone has very little energy. Do you think we're going to allow that on Proper To Entrepreneur? No.

Absolutely not. Winter is not the time for eating mince pies and Doritos. Winter is the time for getting your head in the game, and focusing on the internals of your business, and building it from the ground up.

Creating a brand new business while the market's quiet, getting yourself ready, building the most amazing race car to then run the race of your life for the following year. Now, some unfortunate news about winter, and those of you that are thinking, well, yeah, I'm going to try and rebuild my business, but also, we're going to do quite a few sales, we're going to recruit some team members, and we're going to grow at the same time. I want you to remember this.

So, story of the mechanic and the heart surgeon. So, the heart surgeon's driving on his way to work. All of a sudden, his engine starts spluttering, and the car starts to break down.

He's like, oh, no. He's still about going, he's making some funny noises, and he thinks, I know who can fix this, Eddie. So, he goes in, sees this mechanic called Eddie.

He says, oh, can you fix my car? And Eddie goes, takes a look at it, yeah, of course I can fix your car, it's what I do. And when will it be ready?

Tomorrow. Cool. He comes back in the next day, the heart surgeon walks in, he said, how's the car looking?

And he goes, yeah, yeah, it's fixed. He says, how much is that? And he says, oh, it's 500 quid.

And the heart surgeon notices, you seem a bit down today. Like, what's going on? You don't seem your normal kind of sprightly self.

And he went, I look at all the valves, I put it all back together, I put it all back together again, so it's running properly, and I make sure the car's working absolutely perfectly. And I give it back to you, and I charge 500 pounds. How come you do the same thing?

Okay, they're hearts, but it's the same thing. You charge hundreds of thousands of pounds for what it is you do. The heart surgeon takes a moment and thinks about it, and he says, try fixing the engine when it's running.

We don't want to be the heart surgeon. We don't want to be performing open heart surgery all winter. That's not what we want to be doing, because we don't want to be growing our business, making sales, recruiting people, and trying to fix it.

It's not going to work. A lot of you have spent your lives doing that in business already, and you've achieved minimal success in actually systemising your business. We need to be the mechanic.

Turn the engine off, calm things down, take it back together, put it back together again, and create an easier job for ourselves. There's one big project in winter. What is it?

Hit list. Oh, is that a difficult one for you people? That was hard, was it?

Yeah, cool. The winter hit list, exactly. And what we're going to take you through now is how to actually build this winter hit list out, and how you're going to execute it, so you can basically revamp, rebuild your business, and totally come out of winter with just a brand new business, almost an unrecognisable business.

The first is going to be strip out, so we're going to strip out the things that are actually broken. Then we're going to prioritise, make it your priority. We're going to select the team member that's going to do it for you.

We're going to timetable this out to make it really clear on how this is actually going to run. We're then going to execute it against it relentlessly, and we're going to manage other people to do it for us as well. This is the methodology.

There are six parts, and that's what I'm going to take you through today. Before we dive into this, one of the key points is when we talk about building a business, this is it. This is how you build a business.

You don't go out and make more sales and speak to clients all day, every day, thinking, oh, this is how I build a business. It's this. This is the actual business.

It's the systems. It's the processes. It's the assets.

It's the methodologies, and that's what you create in winter. Take winter seriously because this is actually laying the foundations. It's actually putting the bricks together and building your business.

I'm going to start with strip out. Who's already set up a WhatsApp group in their business for winter? Who wants to be honest and say they haven't done it yet?

Very good. I appreciate the honesty. You can all leave if you like.

No, but in all seriousness, on the board, it's called Don't Come Without It Done. If you haven't done your homework on the board, do you have to sit out in session one? Okay, it's cool.

You haven't done it. Just go sit in the bar and finish it in session one then. You're not allowed in session one.

It's very powerful. That's the level of accountability we want to operate at, and that was part of your homework. Now, this is absolutely vital.

This is the one I set up for Ultimate FD, and I set this up on the 1st of August. It was just me posting it for about a month. I went on a holiday thinking, okay, well, no one's going to do anything with that.

All of a sudden, the team started posting in it. I said, wow, here we go. Now, we've got this massive list of things that are broken.

You need that, and we need to strip things out. If you've not done it, get this set up as soon as you come out leaving this session. Why do we do this?

We want to gain insight. We want to know what's working, what's not working, what a team member's getting frustrated with, what are the things that are broken in the business, and we want to understand not only from your perspective, not what's not working, but also from your team members, your business partners, and everybody which is in the business. You can't fix the roof when it's raining, but you can see where the cracks are.

The sentiment here is we're going to list all these things in this WhatsApp group. All these things are going to be put into this WhatsApp group, but we're not going to fix it. Now is not the time for fixing it, unless it's business critical.

This is going to destroy the business if you don't fix it now. You should not be fixing anything. That's going to be hard for somebody.

You're going to see stuff coming off. Just do that now. No, we don't do that now.

We wait until winter, because when it's summertime, and when we're busy, we'll see where the cracks are. We know what the issues are. We log them, and then we actually fix them in the winter.

Key sentiment is you need to list everything. The big stuff, we need a brand-new click funnel system. We need a brand-new website.

We need to work out our lead nurturing secrets. We need a new policy on what people wear to the office. All the way down to, we used to have a problem with the lettering agency.

People would always ask, what other rooms have you got? It would take people ages to copy and paste all the links, put them all in a message. We contacted Spare Room.

We said, can you create us one link that gives us all the rooms in one link? They said yes. Then we had a link.

We sent out that link. It was just a small thing, but it had a big impact over everyone's jobs and everyone's frustrations. Maybe there's a small button on the website that doesn't work.

Maybe your calendar link's not set up properly, so it's not in line with your Google diary. Small things and big things. Everything needs to go on there.

Then we're going to consolidate and departmentalize. Consolidate, basically bring all that stuff together. In that WhatsApp group, it's probably going to be in its rawest form.

It's probably going to be multiple things that are similar. Sometimes people post the symptoms, like our communication with tenants, etc., chasing debt. Actually, we just need a property management system.

You can consolidate that down into one. Then departmentalize. Which department is it going to go in?

Where does it actually sit within the business? Which area is that going to work in? It's going to make it easier to understand.

Then we want to set a strict deadline. Trust me, you don't want to be doing this forever. This is hard work.

We don't want to be doing this forever. We need a deadline. Your teams need a deadline.

Your business needs a deadline. That's going to be the 31st of March, the final deadline before we start the new financial year, shift from winter into spring. The departments, five departments in any business, product.

Go on, Andy. I'll repeat the question. Andy's asking, is the 31st of March the deadline for getting the winter hit list done, as in creating the winter hit list, or completing the winter hit list?

It's for completing the winter hit list. All of the work really needs to be done by that point. Yes, answer your question, Ed, but where's this catch box?

Ed, you've already got it.

[Adam Goff] (27:27 - 27:53)

Yes, one of the reasons I haven't set the WhatsApp group up yet is because we're in our busiest time with letting season, so there's lots going on. Obviously, I will introduce it when it calms down. When you create the WhatsApp group, is it just for the team members just to list everything that they see as potential improvement areas?

Do you invite the whole team to that, or would you be quite selective of who you invite?

[Josh Keegan] (27:53 - 28:46)

My team is everybody on my team. You're in a place where I appreciate you've got heads of departments and stuff like that, so you probably just want to make a view on ... I would say I would probably put everybody in there.

I think the way you want to pitch the winter hit list group is say, look, if you want your life to be easier when you want to know what the problems are, so log anything that's a problem and you do it by example. I remember a girl that was in my team. This is kind of funny as well.

She basically, this big, long one came in. I was like, what's this? She went, please can we find a better way to notify tenants when we're doing a viewing so I don't have to walk in and see a tenant naked on his bed with a prospective tenant.

I was like, yeah, all right. You've had a tough day, haven't you? How good is that?

It's a place to moan as well. It's a really good place to put all the things that are winding people up. It's really, really powerful.

[Adam Goff] (28:46 - 28:52)

Your job is not to solve these things. Just get them to list.

[Josh Keegan] (28:52 - 28:59)

Encourage you. That's a really good one. Thank you.

It's not time to solve it. Cool. Thank you.

It's like a place to drop and go, yes, Adam.

[Afam Sadiku] (29:00 - 29:11)

Just one thing. Just because it's busy, that's actually the best time to start noting down when things are broken. Just to challenge that belief about, I'll do it when I've got some time.

But when you've got some time, nothing's broken because you've got time.

[Josh Keegan] (29:12 - 30:21)

Yeah, that's a good point. These are the five areas. So product, marketing, sales, operations, and finance.

These are your five departments in your business. What this is going to help you do is really work out where all these different ones fit to help you organise the winter hit list. You want to put all of those together.

Now, we are going to give you this, which is going to be a template deck. Can you sort the slides out for me, please? They seem to have frozen.

Yeah, we're going to be giving you a template. It's going to be shared in the Profit and Entrepreneur Programme Facebook group. And in a moment, I should be able to show you it.

But basically, what this template is, it's going to have all of the different departments on there, as well as everything you need to log. There we go. It's going to look like this.

So basically, on here, you've got all of your different departments. I'm going to give you a demo of this towards the end. All your different departments, you're going to start logging down all the things that are broken.

So new CRM system, property management dashboard, get zero, get a bookkeeper, decide on my new mentorship programme, whatever it's going to be. Get the gist. Listing all of the things that you actually need to do.

You don't necessarily need to take a photo of this, guys, because you're going to get this template, and I'm going to give you a demo. You still want it, don't you, Christine? You put it on your wall.

[Christine] (30:21 - 30:21)

Of course, it's cool.

[Josh Keegan] (30:21 - 30:49)

Yeah, cool. So once you've done that, it's like your priority. We then want to decide what order we're going to do stuff in, because unfortunately, you're not going to be able to get everything done.

It sounds obvious, but it's not necessarily obvious for entrepreneurs, because we're optimistic, and we think we can just do everything in half the time of everybody else. All that's going to happen is it's going to swamp down. It's not going to happen.

So the first step is we need to actually prioritise. How do you think we prioritise the actions that are on there?

[Christine] (30:50 - 30:51)

Red, orange, green?

[Josh Keegan] (30:52 - 52:46)

Yes, red, orange, green. But, I mean, like coming back to even more basic, how do you think we decide what's the most important? Value.

The thing with the biggest impact. Value, impact, yeah, all those kind of things. Very, very, very simple.

So what's urgent and what's important? Urgent, important, and what's the values for the actual business? So have a think about those things.

What are those things that are going to be most important for you? And you need to be really ruthless on this stuff as well. There's going to be some stuff that you really want, because you really want a fancy, fancy website to show all your mates, but the reality is if you don't have zero, you don't have any financial clarity, it's like there's an issue there.

So really think about what's actually important for business. And as Christine said, yeah, we're going to use red, which is red, amber, and green. So red, business critical, needs to happen, absolutely urgent.

Amber, important, course important, we'd really like to get those done. Green, nice to have. Nice to have, it would be really, really useful to have.

I'd love to see all these things. I'd love to see X, Y, Z on the website. I'd love to see all these different things within my systems, but if we don't have it, it wouldn't be the end of the world.

You need to be really ruthless with this. And I think this is a really important part of the methodology, is to really get this system right. Speak to a friend, speak to your employee, speak to your business partner, because often we can't see the wood from the trees, and we need to speak to and get advice on what's most important.

Your first protocol is going to be your business critical. Anything that's red is business critical, and that is what you need to do, and that's what you need to focus on initially. And you're going to need to estimate the amount of time each of these is going to take.

If you want to stay out of trouble, plan for... Yeah, absolutely. If you want to stay out of trouble, plan for double.

That's exactly how this needs to work. As entrepreneurs, we're, like, incredibly optimistic, which is a gift and a curse. It's, like, really great for, you know, pushing forward, not worrying about things that other people would worry about and making progress.

But when you're going into, like, the steely territory, which is winter, the blue lanyards, it's, like, we want to be almost a bit pessimistic. If you think it's going to take four weeks, it's probably going to take eight. We want to plan like that.

And then once you do that, you'll have better clarity on what you're actually going to be able to do and not do in that winter, and you'll come away feeling happy because you achieved, rather than feeling disappointed all year. You're underachieving, and you're really struggling with the winter season. Top tip, quick wins.

So quick wins are things that maybe aren't business critical, but they're things to help you feel motivated. Because if you set yourself 10 monster jobs, like, absolute monsters, like, I keep using the example of creating a brand-new website, sorting all your forecasting out. I've got some examples of something that's really big they need to do.

You know? You're very lucky. Sorry?

Client reporting. A brand-new client reporting system, a brand-new communication procedure. If you set all these massive things that take ages and ages and ages, you're going to feel quite demotivated quite quick.

So quick wins are things that maybe aren't, like, business critical. They may not be red. They may be amber.

They may be green. But, you know, it's like a 15, 20-minute job. It's like creating the new folders on the Google Drive system.

It's like a quick win because, like, it's going to take you 10, 15 minutes, but you're going to feel organized for the rest of the year. Clean up my desk. I actually cleaned up my desk last week.

Oh, my God. It's like I feel like a new human. I come and sit down at the desk, and I feel so much more productive, and, like, energized.

It's absolutely amazing. Like, these are quick wins. So use them as well and mix them in.

So your winter hit list is going to look like this. And over here, you've got the rag to the system, red, amber, green, based on the importance. So once you've stripped out, you're going to prioritize things.

Another way to prioritize things is using your headline strategy. So you're going to have a headline strategy for your year. And generally, if you follow the methodology we taught you last month, that's going to fit under products, marketing, sales, operations, or finance, depending on where you are in the form, storm, norm, and perform cycle.

And, like, you know, if your focus, if your headline is five-star service, what are the things that are going to be your priorities? Anything that's going to be around Google reviews, improving your service, improving your customer services. If your priority is bottom line time, it's probably going to be around finance.

So think about where you are. Think about aligning your priorities in your winter hit list to your headline strategy to allow you to actually achieve your headline this year. Really, really important point.

So we've gone through the motions. We've stripped things out. We've prioritized things.

And now we want to select. We want to make sure that you've got the support you need. You can't do all this yourself.

And if you do, you probably won't achieve anywhere near as much as we'd like you to do. So the key sentiment and the key mindset shift is not when can I do this, but who can do this for me. Your job is to add value through strategy, direction, leadership, signing things off.

We want to avoid you doing the heavy lifting as much as possible. Now set your expectations. If it's just you and your business at the moment, you're probably going to have to do a lot of heavy lifting.

That's the reality of it. In the early days of my business, it was relentless. It was really hard, really difficult, hours and hours, late nights, writing processes, building all sorts of stuff.

Fast forward a few years, a lot less heavy lifting. Fast forwarding more years, it's like very little. It's like the team are delivering on most of this stuff, and I'm just overviewing and signing.

It's still hard. There's a lot of stuff going on, a lot of project to manage, but it's like we want to just try and aspire to kind of be in that place the more we can have that in our heads. Delegate to elevate.

So not only are you able to delegate, elevate yourself, so focus on high-value tasks, but theoretically you can delegate this stuff to people, and they will actually do it better than you as well to elevate the quality of their work. If your account's a mess, please don't do it yourself. Get a bookkeeper.

They'll do it much better. They'll do it much cleaner. They'll do it much faster.

If you need a new logo, please don't do it yourself. If you put 10 logos in front of me, you said five of them have been designed by the entrepreneur, five of them have been designed by a designer, I could tell you the five that have been designed by you, like in a heartbeat. Don't do it yourself.

Get a designer. Pay somebody to do it. You need to delegate to elevate, because it will be better quality work, and it means you can focus on more things and get more stuff done.

The dream team. So in reality, this stuff is going to be really hard. So where you can have a team doing this stuff for you, it's really good.

Obviously, we all want people to be doing this heavy lifting for us. But some of the resistance and feedback we get is that people want stuff done in a certain way, and when they delegate stuff, it doesn't quite meet their standard, their expectations. They think, oh, it's just easy to do it myself.

I think just shift your mindset on this. So you can have five things done by you at 100%, the quality and the standard you want, or you could have five things done by 10 of your team members at 80% of the standard that you want. And then you can do the final touches at the end, the final 20%, and manage them to that level.

With Wynter, it's about getting as much done as we possibly can. So where we can use our team, except the fact that it may not be the level you want, but utilize that team, leverage yourself out, and you're going to get so much more done. Just you have to remember on this, it's like every hour that you and your team spend doing this is going to save you 5, 10, 15 hours in the summertime, and a lot less stress in the summer, and it's going to allow you to achieve one hell of a lot more.

So take this very seriously. Consider expertise, capacity, and PRP. So expertise, who is going to be able to do this, basically, in their flow?

Who's going to find this thing easy? Different lanyards have different abilities and different skill sets. Who in your team is just set up to do some of this stuff for you that's going to be an easy part of their job?

Then what you also need to consider is capacity. Who in your team actually has capacity to do this? So, for example, some of your team members, like Ed, some of your team members, people that are literally on the front line answering phones or doing check-ins for your new tenants, like 50 properties in winter, they're not going to have time to sit down and do important work.

They're not going to have time to do it. But some people, like finance managers, like bookkeepers, maybe admin teams, some of their work is less reactive and more proactive, so they're going to have more time, they're going to have more capacity, and they're going to have more head space. We want to set people up to actually win.

And finally, consider PRP. What does PRP stand for? Anyone know?

Performance-related pay. So, PRP is something we use for our businesses. We'll teach you more about that when we get into spring.

But it's basically pay for performance. So, if you do this well, you get paid for this. And we've had entrepreneurs actually build this into their team's packages, where they've said, right, it's part of the win to hit this.

You're going to have five tasks. Assuming you complete those tasks, I'll pay you £200 a task, or whatever that may be. So, build that in, actually pay people to do this work for you, and give them that incentive.

No one's going to enjoy this. It's hard work, it's additional to what they're doing. No matter how much you say to a team member, oh, write this policy, and your life will be, you'll save yourself 20 minutes a day, they don't care about 20 minutes.

They're not that interested. They're not enough to spend a whole day writing a policy, which is really, really hard. Find ways to pay them and motivate them, get them bought in and involved.

Use AI. Sorry? Chat to UPT.

Yeah, it's a good point. Use AI. The more you can, use AI.

I've just made a little job offer to somebody, and I was like, well, I just need a job offer that's basically going to cover these two things I need. I wrote a few bits, put it into Chat to UPT, and I had it in two minutes, and just sent it out. It's amazing.

It's awesome, isn't it? Yeah, so use Chat to UPT. Chat to UPT can do so many processes for you.

You can do template emails for your business. You can do all sorts. Just start playing around with Chat to UPT.

I mean, that could be your one-man band, one-woman band. That could be, like, the tool for you this winter. Be realistic.

You're going to be asking your teams to basically drive the car and fix it at the same time. Remember the heart surgery analogy? Like, we don't want them to stop working.

They can't slow down as much as you can. You can slow the business down, but they've still got jobs to do. So remember to set them up for success.

Be realistic about what they can and can't do, and actually make sure that you give them all the tools for them to actually deliver on this effectively. So this is going to be what the winter list looks like, and you're going to have a little column here, and then you're going to have, basically, the people in there that are going to do that within the different departments for you. As I said, some of you, you're going to have all this allocated out.

Some of you, it's going to be mainly yourself doing this, or it might be you plus your branding guy that's going to do a few bit of branding for you. That's fine, but the more you can delegate, the better. Top tip, like, if you're sitting there going, well, I know what I need to do.

I need to sort out all my social media and do my content, kind of, and then work out which platforms are going to post them on at which day and which time. Don't do that. Just get over-subscribed.

This is what they do. This is their business. This is what they specialise in.

So where you can find, like, service providers that can do this stuff for you, just pay them. Ultimately, we sort out finance departments. Don't sit here sorting out, trying to work it out to yourself.

We'll set you up with a bookkeeper, finance manager, forecast, everything you need. Website builders, don't build a website yourself. It's going to take you all winter to build, like, a very average website.

Find a website person that you can pay three or four grand to and then just build you a great website, and I appreciate this is hard. Like, at the start, particularly if you're at the start of your journey, I don't have three or four grand. I can't pay a website designer.

Maybe you can't, but really think how you can fast-track your journey where possible. I know, yeah, I won't make the point now, but, yeah, fast-track your journey where possible. Use external providers who do this all day, every day, and that will just massively speed up the journey for you.

Next, timetable. So we want to timetable this out. Now, the risk is here that you have all these great intentions.

You get your team all G'd up, all good, all excited. You're all excited to do it, but then you just don't achieve much of anything. Like, we've all found cave time hard to do, haven't we?

Cave time's hard to do, and if you think about what cave time is, it's literally sitting down in peace and quiet and just thinking about our lives. It's an amazing, like, exciting thing. How do you think you're going to find writing a 64-page policy document on how to manage a refurb?

Yeah, like, if you're struggling with cave time, you're going to struggle with this. So that's the reality. This is not easy.

So what we need to do is get planning and really timetable this out and make sure we're setting ourselves up for success the best we possibly can. Firstly, let's think about ownership. So when we're going to timetable this out, particularly in our businesses for ourselves and for our team members, who do you think is best to set the deadline?

Yeah, team members, absolutely. Why? Take ownership, yeah.

If you set somebody a deadline and they fall flat on their face and they don't achieve it, whose fault is it? It's yours, yeah, exactly. And, like, this is a bit of, like, a shift, and some of you that have got, kind of, VAs, PAs, managing team members, like, I started shifting this probably a couple of years ago where they said, right, I'll get this done.

And then it used to be, say, right, I used to say, well, can I need it by Thursday, please? And they go, yeah, okay, no problem. And it just didn't really happen.

But now I say, when would that be done by? And they say, ah, it'll be Friday. And I go, cool, Friday's fine.

The amount of conversations I have to have with people, particularly when they first come into the company, and I just say, look, you set whatever deadline you want. As long as you set a deadline and you hit it, I'm cool. If you set a deadline and you don't hit it, that's where we have a problem.

And it's like, as soon as people get into that mindset, they start setting really realistic deadlines, and they start delivering when they say they're going to do it. So it's a really important part to make sure, if you want ownership and buy-in from your team members and people that are going to be working with you, even, like, external contractors and suppliers and website designers, let them set their own deadline. And then we want to create this, basically, schedule.

We want to actually, the art of scheduling is to schedule all of this out and decide what's going to be done by when. And this is going to be your feedback loop throughout the actual three months, because you're going to be looking at this schedule each week and going, well, we're behind. Oh, we're ahead.

Oh, you're meant to be starting this next week. How's that looking? And it's going to be like your accountability and feedback loop throughout the entire duration of the winter season.

And with any scheduling, the aim of the game or what we want to do, under-promise, over-deliver. So if you think, as I said, something's going to take four weeks, do six weeks. Your team members are probably going to be pretty bad at this.

Don't look at my notes, Grant. Don't look at my notes. Take a breath for a moment.

Don't you start looking at my screen down there. None of your business what's on that screen. Your team members are, I'm watching you.

You need to sit a few feet back from that screen. Right, your team members are, I'm going to get you. Your team members are going to be bad at this, and I've noticed this a lot.

So basically, what you can say is, you know there's a project that's going to be three or four weeks long, and you think you're expecting something to take four weeks, and you say to them, when can you have this done? They go, oh, by Monday. You go, really?

Monday? Seems really, really fast. Seems really fast.

But you don't say anything. You just let them do it. Start getting good at challenging people and actually challenging the deadlines.

So do you really think it's going to be that quick? How about you have two weeks instead and start pushing deadlines back so it's realistic and so people can actually achieve it. We're going to build this into a Gantt chart.

A Gantt chart is essentially something that's a colourful graph, so you're going to really like it, which basically has colours on it that says when things are going to happen, and what we're going to be able to do as well from the Gantt chart is actually see where the bottlenecks are, so where there's too many projects at the same time where we're actually going to struggle and have any issues. Set people up for success. We want to make sure that we use one tool to deliver on this.

What tool do you think we need to use every week to deliver on our win tick list? Google Sheets, SES? Yes, Chris.

Round of applause for Chris down here. Someone has had his coffee this morning. Let's give him a proper round of applause.

That was like... Go on. There we go.

I think there's a bit of jealousy in the room, Chris, that you got it right and then other people didn't know. Sunday Sanity is going to be the tool. Every single week you're going to look at, right, what have I got to do this week on my win tick list?

Okay, what do I need to do? Let's build it out. My top tip is do three tasks every week which are going to be win tick list Sunday Sanity.

That's what I do. I just make sure 30% of my list is win tick list. Sometimes it's a bit more.

Well, it's never less. Sometimes it's a bit more. Your Sunday Sanity, your 10 tasks, 30% of that, so I do three tasks and my Sunday Sanity will be win tick list related.

Every week, checking on the schedule, say, well, what did we say we're going to have done? Right, I said this week we were going to get the copy off to the website designer so we can start building the website. Cool.

This week, draft the copy, send it to the designer for feedback. Just have those three things and that's how you're going to build this and encourage your teams to do this too. There are two skills in high performance and this is why we do this on the board, by the way.

This is why we have that very brutal sounding don't come without it down. Okay, fine, sit out and do your homework in the bar, like that punishment. It's because we all want to be high performers and the people on the board have all said I want to be a high performer.

I want to perform at the world class level. There are two skills you need to be a high performer. The first is be able to set goals and set objectives effectively and the second is be able to execute against them and actually hit them.

If you can't set objectives effectively, if you consistently set yourself way too much, like try and do things way too quickly and you're constantly falling short, well then you're only setting yourself up for fail because you're setting yourself an impossible task. It's not just about being able to execute, it's about being able to constantly and set realistic goals and targets and actually achieve them. This is what it's going to look like.

Some nice green on there now to actually schedule some of the projects out so you can actually see how this is actually going to work. You can start to see that the first thing you notice is that if this was the schedule, there's a bit of a problem here, isn't there? There's a lot of stuff going on.

If all this stuff's going on, are these all the same person? Are they different people? Just really sense check this to make sure it's realistic and we can actually hit it.

We want to get lots done in winter but we want to set ourselves up for success because it's very easy to get fully overwhelmed by all these projects, all these things we need to do, all these improvements we need to make and just nothing happens. Just be really careful that we set ourselves up massively for success. Then we're going to execute.

I'm going to show you now some top tips on how you can actually execute against this and how you can actually make this happen in practice. The first, it's all a game. Make it fun.

I can't sugarcoat this for you. This is hard. This is really difficult.

This work is not enjoyable. There are elements that you'll enjoy but overall it's just difficult work. It's all the work that we really don't want to do and it's all the work most entrepreneurs don't do which is why they're always running around making no money, creating an absolute mess of a business, stressed, anxious, burning out.

That's why they're in that boat because they don't do this work. It's not fun but you can try to make it fun where possible. Do things that work by reward.

When I've written this policy this morning, I'm going to go out and have a nice little coffee or I'm going to buy myself a book or I'm going to play Xbox for a bit, whatever it is you want to do. Get out of the office. Go and do it in a cafe.

Go and do it in a nice environment. Go and do it in a hotel. Find things that you can do to actually change the scenery, work by reward, give yourself a treat when things are actually done.

Make it fun. Make it enjoyable where you can. Remember, fix today, gone forever.

When you solve some of these problems, you will never have to worry about it again. I wrote last year in winter, I wrote an onboarding process for Ultimate FD clients and I wrote a proposal process for Ultimate FD clients. Since that's happened, I now type into it.

I fill out a form. I've had a meeting with a client. I fill out a form with some details.

It goes and then two days later, boom. All the work, all the comprehensives, all pulled together. Full blown proposal, stuff downloaded from zero, all in this place so I can just review it.

I've never had to do that work ever again. They used to take me two or three hours every time we had a new client that was coming on board. It's like this is the power of this stuff.

It's like you fix it today. It took me three or four hours to write the process but then I've never had to do it again. It saved me hundreds of hours in terms of time.

Think about it from that perspective. You need to remember that because it's like an investment. We all like investments.

We all love property. This is an investment of your time to get more time back. This is going to be your seasonal focus.

If you think about your focus for autumn, it's all about getting in the cave. The first 90 minutes of every morning, in the cave, in the cave, in the cave, in the cave. We're going to shift from cave time to prime time in winter.

We're going to do some more on prime time next month. The prime time is basically quiet time and the art of getting things done. Your focus in winter is 90 minutes every morning in the cave, actually just getting things done and progressing your winter hit list.

Maximum amount of time? 90 minutes. 90 minutes has just been shown to be the maximum amount of time that anyone can really concentrate on anything at a sustained level and actually push the needle and push things forward.

60 minutes, you'll probably be like, I need a bit more time. 90 minutes, you'll be about done. If something is a bigger job that's going to take longer than 90 minutes, you want to schedule, say, three 90-minute sessions to get things done.

Try and work in blocks of 90 minutes. It just works really well. It's enough time to really get into your flow, to really push it forward without burning yourself out.

Then your AAA game. We're going to be setting you a 28-day challenge, which is going to help you with this. Honestly, you don't have a fighting chance.

If you're going to get pissed up for two weeks over Christmas, eat loads of food, eat too much turkey, you'll be lethargic in January and just not do your steps, not get out, you're going to struggle to do this. It's going to be really hard. I saw John's face drop there.

Gutted. Absolutely gutted. It's going to be difficult.

You're not going to enjoy yourself. It's going to be a horrible process, so really make sure. We're going to set you a 28-day challenge.

What's that noise? I thought I had a phone or something. There's some sort of noise going on.

Is it sparking? Is it on fire? No, you're right.

You've covered the lights.

[Christine] (52:46 - 52:47)

It's still gorgeous.

[Josh Keegan] (52:47 - 1:00:49)

No, it's actually really put me off Christmas jumpers. I won't be wearing one next year. I won't be here next year.

I won't be doing this workshop. It's giving me a bit of a phobia of what they mean to certain people. You want to be on the AAA game.

You're going to struggle if you don't, so we need to make sure that you maintain that over Christmas. I'm not saying you can't drink at all at Christmas. I'm not saying you can't have a nice Christmas dinner, but we just need to be careful.

If it gets normal that you're eating those beautiful chocolates, those Lindt chocolates. They're really cold when you bite into them. The Lindor chocolates.

You know what I mean? Oh, wow. If you're eating them every night, all the way up to the end of the Christmas break, you're going to put some weight on and you're going to feel crap every morning when you wake up.

It's not going to help you in winter. Eyes on the prize. This is what we're getting to, New Year's Eve party.

What we do is on the 31st of March you will have your New Year's Eve party where you end one financial year and you start a fresh financial year in April. This is what we're aiming for. This is where we're trying to get to and this is what we're looking to basically sign all this off by as much as possible to start the brand new year with a brand new business.

Those of you with teams, business partners, obviously make the most of it. Take yourselves out. Have a celebration.

Your team will love the novelty of this and it gives everybody something to aim for and it's quite fun and exciting. Yes? The New Year's Eve, so it will be the New Year's Eve of the financial year.

The financial year, it's actually the 4th of April but to not complicate things, stop looking at my notes. It's the 31st of March. It doesn't actually say it on there.

It's the 31st of March. That's just a simple note. Stop looking at my notes.

31st. 31st of March. 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 then we're going to race around the track.

That's going to be one of your bits of homework. It's actually booking your party. Booking your party with your team.

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. 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 and then you'd come back out. Your teams could book in. You could book in.

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.

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. There's a smile on her face.

Do you see what she's done? Have you opened your cards? Do you see that at the end?

She stitched me up. I'm not going to talk about it now. She stitched me up.

Anyway, you'll see. You take the team out. You have a nice time.

You close off the year and you come back into the office. 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 and 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. Jazz said it. You have to deliver, exactly.

I thought we were going to deliver on your... It's exhausting. You all need to wake up, I think.

I'll see if I can do it in a moment. 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. It's all about delivery.

You can use these. Your team members can use these. Yeah, it's cool.

I'm not going to mess with you for a day. Just leave the office. Do whatever you want.

You have no work to do apart from this. When you come back, this needs to be 100% done. Are you clear?

Yes. Use FedEx days the best you can. Then finally, we want to manage stuff.

If you really want to go the distance, 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 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. The first is understand urgent versus important.

It is going to be really hard for anyone else to do this because they're going to always struggle with this balance. You'll notice you'll struggle with it as well. Why are we not doing cave time?

Cave time is highly important. It's not urgent. It's not like, I've got to get this done by 9 o'clock.

It's not urgent, so things get slipped. You'll see this on your interview list. All this important stuff will get pushed back.

You need to understand that and manage that and carve time out and make sure that when you carve that time out, no WhatsApp, no email. Don't let this urgent world come to you and give your teams the ability to do that as well. Allow them to switch off from the urgent too.

Coach, don't criticise. This is really hard and you're going to find it difficult. 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 can have a great exit value. It's 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.

It's going to be really hard. Don't lay into them when they're not quite delivered. Coach them.

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

Do you think it's because we set something too ambitious? Do you think it's because 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 and at the end of the day they're building their business for you, your business for you.

BPT, best productivity time. 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, I know, Slipher, you're a bit of a night owl, aren't you? So it might be for you 7, 8, 10 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 6 to 7.30. That's my time where I'm on form and smashed out of the park. The hard work is much easier whereas if I try to do that at 2 o'clock in the afternoon, it takes, yeah, no chance. 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 9 to 10 where basically the phones were, no one was expected to answer the phones, no one was expected to answer the emails. It was 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 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 their, you know, how they're doing against their top ten. Every Friday they do it to sign off.

Now it's basically SCS. We'll talk about it in a moment. But it's really powerful and you can do this for winter.

Every single thing you 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, does anyone remember what SCS stands for?

[Afam Sadiku] (1:00:49 - 1:00:49)

Set up.

[Josh Keegan] (1:00:50 - 1:02:18)

Yep. 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 is this 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 that's 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.

If you... I'll actually set a question in one moment, Gareth. Can we catch what's making 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] (1:02:18 - 1:02:29)

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?

[Christine] (1:02:29 - 1:02:29)

Yeah.

[Gareth] (1:02:29 - 1:02:36)

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

[Josh Keegan] (1:02:36 - 1:07:18)

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

He's like... One was a call at 4pm 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.

Use a bit of code. Yeah. I use initials quite a lot.

Just, yeah. I'm not too bold about it. I think...

Sorry? 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 unless it's like...

Use a bit of code. You write those... You keep those to yourself.

So I'm going to manage this stuff for computation 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 winter hit 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.

Okay? Slow down, speed up. Heart surgeon, mechanic.

You don't want... Although some of you might like the idea of getting paid 100,000 pounds 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 got 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 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, you can push some opportunities back or don't do a client campaign until spring, summer, like 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's 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 over ambitious. 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 I'm 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 everyone is geared up and excited to do it. Then finally, fire up the flywheel. This is a flywheel.

Sorry, I didn't mean that one. Fire up the flywheel. Interesting.

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 meter to start circulating this thing around, it's near enough impossible.

You need 100 men to get this thing moving but then over time it gains a bit of momentum. It gets more momentum and then all of a sudden it needs 100 men to actually stop it. That is a flywheel.

That's the analogy of a flywheel and this is what it's going to be like. It's going to be hard initially. You have this big list.

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

No one is going to respond. It's going to feel exhausting and like you're trying to push this thing and no one wants to do it but all of a sudden you're going to get it four or five weeks in people are going to start posting and all of a sudden by the end of 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 and you say, right, you need to stop and you need to hit this now. You'll be actually disappointed 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. Yes, one second.

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

[Alex] (1:07:19 - 1:07:33)

Yes, 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 like now all the way through December and then we start fixing them from January to the end of March. Is that right?

[Josh Keegan] (1:07:33 - 1:07:37)

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

[Alex] (1:07:38 - 1:07:38)

...

[Josh Keegan] (1:07:38 - 1:07:39)

... ...

[Alex] (1:07:39 - 1:07:39)

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[Josh Keegan] (1:07:39 - 1:09:17)

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... ... This is a template that's going to be in the Facebook group that 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 listen to stuff. Who's got something that's broken in their business?

Just shout it. Go on, Carol. 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, I'd say that's probably here as well. Any other ones?

[Alex] (1:09:18 - 1:09:20)

Yeah, we're all subscribed, we're on a backlog of clients.

[Josh Keegan] (1:09:21 - 1:09:28)

Ooh, look at you. I'm going to put it on there. That's just too good a problem to have.

I'll put, yeah, okay, wait, client waiting list.

[Christine] (1:09:28 - 1:09:30)

We're really, really shitting ourselves, man. Yeah.

[Josh Keegan] (1:09:32 - 1:10:28)

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. Put on there, Mr. Lane's going to address, 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. Good things that I've had in the past.

So what you do is you're going to just list all that stuff down and put them into the right sections. 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.

It's obviously Liam and Afam, it sounds like you're going to be kind of probably going for growth this year, some sort of growth. Is that your headline? No?

[Liam] (1:10:28 - 1:10:28)

Operations.

[Josh Keegan] (1:10:30 - 1:10:42)

Just microphone Afam, please. Alex, do you mind just passing the microphone over? Liam was like, yeah, yeah, we're definitely going to do that.

He's standing up, he's going to run to the front, go on.

[Liam] (1:10:43 - 1:10:45)

We have different views, which is good.

[Christine] (1:10:45 - 1:10:46)

Yeah, yeah, I know, I know, Liam's been telling me, yeah.

[Liam] (1:10:48 - 1:11:01)

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 like, we're just going to leave, you know.

[Josh Keegan] (1:11:02 - 1:13:32)

So for you, like, what's your takeaway from that? Like, for example, you might have a client onboarding process and you might go, well, actually, I know we need a client waiting list, I know we need investor packs, 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 like, well, actually, we're just doing ourself a disservice. So we're going to put that as red. Then you might, for example, go, well, the second thing, most important, is dealing with this client waiting list.

I'm going to put that as amber. And what you're going to do is you're going to work your way through and actually just prioritise these out. Then there might be a few 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, zero's 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 redding them, so like this. So all of a sudden, you've now got a list of the things that are green, amber and red.

That's another one there. It's a process for new leads, we put that 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 go, 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, 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 colour 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've started 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, pretty sure it's got a bit small. Just start ganting it out.

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 this to you now.

No, it's fine.

[Liam] (1:13:33 - 1:13:33)

You're all right.

[Josh Keegan] (1:13:34 - 1:13:35)

You guys can have a conversation.

[Liam] (1:13:35 - 1:13:50)

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

So is the reasons why we're building it now because overall as a business during Christmas season, business is quite quiet for most people? 100%, yeah. Is that the reason as well?

[Josh Keegan] (1:13:50 - 1:16:56)

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 a 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. 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.

That's too, 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.

So all you need to do is 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. Do 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 right, say Afam's done his work, and Liam's fallen behind.

Send these two. We put a little yuh, yuh 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 hold your team's accounts. Every week, people can actually be ticking off, they've done it.

You can literally screenshot this and put this in the WhatsApp groups. 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 a very visible indicator of progress as you go. Okay, so that's the winter hit list.

Just a bit of swift show before we please duck in. 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 a strategy now? 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 to 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 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.

[Rachel Davis] (1:17:06 - 1:21:49)

♪ Don't you know I'm good, yeah, I'm feeling all right ♪ 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, you 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 linchpin 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 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?

Like 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 onto 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-old, 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 of 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?

[Afam Sadiku] (1:21:49 - 1:22:07)

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 gonna come back to those people that have come. But if you haven't, get it in there.

Like 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. Like use it or lose it basically, guys.

[Rachel Davis] (1:22:09 - 1:24:44)

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, sorry, I got distracted. Who's already allocated their buddy? Knows who they are?

Had a talk about checking in with them? That's really great. So for those of you who haven't, and 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. What do you need to do to swap jumpers? That's what you two need to do.

Adam's got Paul Matthews, Key, 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...

Is it Gary? Gary Das? Yeah.

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

I couldn't quite read the writing on the... 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?

Yeah. Yes. Woo!