**Session 1 & Part 1 of session 2\_Transcription**

[Josh Keegan] (23:18 - 27:46)

Ladies and gents it's that song again we're going to be live on stage in two and a half minutes time. Ladies and gents this is your two-minute warning finish up your conversations we're going to be live on stage in two minutes. This is your one minute warning ladies and gents this is your one minute warning we're live on stage in one minute's time please take your seats.

Ladies and gents this is your 30 second warning get ready to put your hands together we're going to be live on stage in 30 seconds. Hello property entrepreneurs welcome back are we all good? Are we all good?

Marvellous I am so impressed with you guys you are such a bunch of amazing high performers the activity in the Facebook community the engagement and the energy and the amount of effort you've already put in to grabbing hold of this methodology and running with it I just wanted to say well done you're all absolutely amazing give yourselves a round of applause and on the subject of high performers Andy where are you Andy where have you gone there there you are come on to the stage please and but before you show us your special surprise and we'll tell you about that in a second yeah all right Josh you're gonna have to come up in a minute I think okay but before we do that Andy I just want everyone calm down before we do that I just want to say congratulations to Andy did you end up in the 100k Hall of Fame in the pin dinner can we give Andy a huge massive round of applause for that?

Well done. Do you want to tell everyone what you did to achieve that because I don't know actually.

[Andy] (27:47 - 28:33)

My journey's been I've been a Lando for 20 years but over the years I'm like a little turtle that I keep podding along and keep doing doing different things got from single let's to HMO to SA to now moved on to a block of apartments so I work with joint venture partners in the UK and overseas so in 2021 I basically had a massive amount of funds which is about seven digits so basically so basically I just went shopping so yeah bought a load of properties and different things but kind of grew into a bit of a mess as well that hence coming here to sort out all my mess.

[Josh Keegan] (28:34 - 28:49)

Thank goodness that's the best way to do it right. Thank you for that Andy and Andy's got a special gift for Josh I've got no idea what's about to happen guys so I'm not responsible for it. Come on Josh.

He's too scared.

[Rachel Davis] (28:49 - 28:50)

Come on.

[Andy] (28:50 - 28:51)

Come on Josh.

[Speaker 11] (28:51 - 28:51)

Woo!

[Josh Keegan] (29:03 - 29:09)

Bobby I think you might need to get to the front. Oh my god. Hold on.

[Andy] (29:09 - 29:16)

Let me get prepared. He stayed at a nudist hotel last night.

[Speaker 9] (29:17 - 29:17)

Woo!

[Andy] (29:19 - 29:56)

Duh. Can anyone remember what Josh said at midweek mentoring about my Christmas jumper? No but you're going to have to tell us.

He imagined that I'll have a very colourful Christmas jumper with lights on. So I don't normally have one with lights on but I've got one from Amazon this week especially for him. So let me be your fantasy.

[Speaker 11] (30:07 - 30:23)

Ta-da! Woo! Oh my god.

[Josh Keegan] (30:23 - 30:47)

Well I have to say that's the first time we've been flashed on Property Entrepreneur. So well done Andy. Yay well done.

Right. Yeah brilliant. Well done Andy.

That is full on getting into the festive spirit isn't it so we thank you for that. So was it a good month? Have you all had a good month?

[Speaker 11] (30:47 - 30:47)

Yeah?

[Josh Keegan] (30:48 - 31:05)

Has it been a challenge doing everything you normally do and all of the homework? Yeah. That's normal life.

That's what we expect. So you may have noticed that there is a gift on your table. Please do not peek.

Please do not open it. Has anyone opened it already? I was going to.

[Speaker 11] (31:06 - 31:07)

I got stopped.

[Josh Keegan] (31:08 - 32:00)

Yes good. Do not open it until I tell you so. So what you need to get used to is me telling you what to do and you just doing as I tell you.

Is that ok? Especially when it comes to speed networking. I'm good at that.

I know I know. But I can dream can't I? It's a little gift from us.

I just want you to wait until the end of the day and then we'll open it. Ok? Something exciting news.

We'll have drinks in the Litchfield foyer at the end of the session. We've got networking to get you in the Christmas spirit. The bar will be open and it's a pay as you go bar.

So we can all network together with a Christmas drink. Sound nice? Good.

Excellent. So stick around to do that. But on a serious note.

You guys have invested a lot of money in this. In Property Entrepreneur. And you've also invested a lot of time.

I know some of you come from quite far away to be here. Do you want to have the best year you've ever had?

[Speaker 7] (32:00 - 32:01)

Absolutely.

[Josh Keegan] (32:02 - 32:08)

Do you think that if you were to put your phones away for three 90 minute sessions this is high enough value to do that?

[Speaker 11] (32:08 - 32:09)

Yes.

[Josh Keegan] (32:09 - 32:50)

Is that reasonable? Yes? Absolutely right.

So this is the moment where you switch off your mobile phone. Ok? And I promise you if you lock in and focus on these sessions you're going to get everything you need for the year ahead.

If your phone does go off or we catch you using your phone there is a £20 fine to get up and give back. Sound reasonable? Good.

No exceptions? Oh is she having a baby? Is that an exception Adam?

Someone's about to have a baby? Yes of course. We will check your messages though.

[Adam Goff] (32:50 - 33:03)

Rach, Rach. Ladies and gentlemen. Obviously if you've got something seriously urgent going on like your wife's going into labour then just put it on vibrate and just excuse yourself out of the room and then no one needs to know do they?

[Josh Keegan] (33:03 - 37:14)

Thank you for that Adam. As you know I'm a property entrepreneur. It's quite unique.

We share the journey with you. We walk the talk. So while you've been struggling to get in your homework and fit it in with everything else you've been doing I've been doing the same.

And I recently shared a draft of my headline strategy and my year of and personal and professional goals with you all. And since then I've gone through a few more iterations of those of that first draft. Who tuned in, hands in the air, who tuned in to midweek mentoring with Michael Taylor?

Who tuned into that? Excellent. That's really, really good.

He had so much value I think to offer all of us and he made me think of my first draft through the lens of two questions. And the first one was what do I want the end goal to be for my business this time next year? And the second question was who do I want to be personally and professionally by the end of 2024?

So that's helped me run through more iterations of my year of. So if you're still in draft stage they're two really excellent questions to ask yourself. And the other thing that Michael said that I just wanted to bring up because it's so valuable is he said to you, don't overthink it.

Who feels like they've been overthinking it recently? Yeah, it is easy to get wrapped up in it all, but try not to overthink it and when you get the right mantra or the right saying for your year of, it's got to mean something to you, not to someone else. It's got to mean something to you so you'll know when you feel it's right.

Who's still working on their initial drafts? Who's still going? Who thinks they've nailed their year off?

Yeah, good, good. That's where we want to be. Yeah, great.

And who's not got a draft yet? Is anyone really struggling with this? Okay, well today we'll help you with that and please post on the Facebook group as well.

You're really, really struggling. Josh and Adam are giving next level feedback on the community and you'll get some feedback from me as well so we'll help you with that. Okay?

Right, so with our 28 day challenge we had a handful of habits, right? I've taken on a new habit largely thanks to the challenge that we've been doing. I've started swimming.

I needed a more consistent exercise routine, low injury, low impact. I've been going through a boom and bust cycle with exercise recently, going to the gym, smashing out of the park for two months and then being injured for two months so I need something that I can do consistently so I've been swimming twice a week. There was some barriers though to do this.

James Clear talks about barriers and friction, doesn't he? My barriers were it's cold, it's dark, it's winter, I don't like getting wet. That's difficult, isn't it?

So what I did was I tooled up, I've got myself the right kit, I've got the nice fancy goggles, I've got a long head waterproof cap. Wow, I didn't know you could get those, that's amazing. It actually keeps my hair dry and then I've also got a fluffy bath rug and my flip flops so I'm all set.

All the friction's been removed and I have my bag packed by the door ready to go. Not wild swimming, no. God help me, no.

Just in the pool at the minute. Maybe I'll move on to that next year. So this is my final version of my handful of habits.

I've tried and tested and failed a few of them. One of them on the original list was bed by nine. I've got two teenagers in the house.

Who was I kidding? That's absolutely not possible. So now it's back to bed by ten and I also have a big beast of a bad habit that I want to get rid of which is nail biting.

And that one I've been doing it all my life and now it's time to crack it. So that's on my handful of habits. So that's what I've been doing.

How have you done? It's been your 28 day challenge as well hasn't it? It's nearly finished.

We're almost there but you can tell me how you've done surely. Who would like to share their experience so far? Have you tried and tested and failed a few or have you found it?

Anyone want to talk and tell me how they've done? Yep, lovely.

[Speaker 10] (37:14 - 38:23)

I'm going to walk over because I really can't throw. So my initial five habits basically went in the bin and I've started again because most of them didn't work with my daily routine. So like one of them was phone off by nine but my training didn't finish until nine so then I'd have to drive home and I'd put music on so I'm automatically going on my phone and another one was read ten pages and I read in the evening and if I'm too tired none of it goes in so it sort of seemed pointless to read ten pages if none of it was going in so I changed it to listen to a podcast or audio book on one journey like one way of every journey that I take which is easier to do than, because I like music so I don't want to listen to a podcast all the time but it's easier to do than sitting down and reading for me but then the days I want to read I can read so I just swapped that out so that it was more manageable with my routine so I had a lot of adjustments to do with my routine and it was all like the atomic habits, it has to work with what you do. Absolutely, yeah well done, that's brilliant, give her a round of applause, well done

[Josh Keegan] (38:24 - 38:26)

that's really well done

[Speaker 7] (38:27 - 39:49)

Well there's two habits that I'd like to share with you guys and the first one was no alcohol and I was really, well not worried but I thought a pin dinner is coming and I know the food is nice and the wine was nice last year and I'm like I'm not going to have any anyway my Magdalena did have a few glasses and she had a good night meet her and despite no alcohol I had an amazing night it was amazing so yeah that was great and the second one was more of an eye opening so as you know I still run an electrical business and week beforehand I really needed to help my team and so many things were happening at the same time and just needed to jump on that train and help the team and although I had a very busy day and I thought like yeah smash that, I was like yeah I'm going to put the big fat dick on there and I only checked and it was only maybe 5000 steps but running like a headless chicken all day and so it was just, although I thought I've tripled the thing and I haven't so exactly, on other days it was like okay so how many steps have I done today and it was more of a like reminding me, check how many steps and we just went for a walk so great it did help me to be actively thinking about this how many steps have I done it feels great, I've already lost 3kg

[Josh Keegan] (39:49 - 39:53)

wow well done well done, that's brilliant news well done

[Speaker 7] (39:55 - 40:02)

thank you that shirt 2 months ago was really, that shirt 2 months ago was really really tight so

[Josh Keegan] (40:03 - 40:03)

it's cracking

[Speaker 7] (40:07 - 40:08)

you wanted it next but there you go

[Speaker 5] (40:08 - 40:35)

one of my habits was going to be to do 100 push ups a day for cancer research, it's still not too late to sponsor me a penny a push up come on 30 quid for the month I did mostly do it did complete it but got a shoulder injury and the other one was to do 10,000 steps a day which I've done but went to Seville and managed to do 14,000 steps a day walking around bloody Seville

[Josh Keegan] (40:35 - 40:45)

well let's give you a round of applause well done we need to move on we need to move on thank you for that, it's good to hear that you're all getting stuck into your handful of habits

[Speaker 11] (40:47 - 40:48)

yep we'll do

[Josh Keegan] (40:48 - 42:21)

excellent, right it's come to that time of the session where we need to mark your homework so let me tell you how this is going to work I want you to take out your workbooks from last month I want you to turn to the homework page in them and we're going to review how you did on your year of, your headline strategy, your personal and professional goals and setting your objectives and your strategy session it was a massive month wasn't it, there was lots to do, how did you do so once you're on the homework page I want you to put a cross against the things that you didn't do and a tick in the boxes of the things that you did do, then I want you to give yourself a score, convert that score into a percentage, please be honest with yourselves there's no benefit in cheating once you've marked your homework, then I want you to turn to the person next to you, share how you've done with your homework and also tell them any breakthroughs or game changes you've had this month, you'll have 30 seconds to share with each other then swap over, so we're going to do a minute marking your homework, then we're going to get you to speak to the person next to you and then you're going to swap over, sound good? Declan can you put some music on for me please?

I can't hear Do you want to give Bianca the microphone?

[Andy] (42:21 - 43:13)

Sorry Hello What's the difference between booking a strategy session Right, have we all marked our homework?

[Josh Keegan] (43:14 - 49:30)

Now it's time to swap, to talk to each other and share with your partner how you've done Right swap over now, make sure you swap for your partners Have you done your shares? Right guys can we wrap up now if you've talked to each other Have we all talked to each other? Can I have your attention please?

You're a rowdy bunch you lot rowdy bunch Can I have your attention? Do I need to get the horn out? Do I need to get the horn out everybody?

Right thank you for that, so everyone shared your homework, excellent So where are we now? We're at workshop three and this is called Don't Start Until It's Finished and the aim of the game today is to be crystal clear on your direction of travel for 2024 and to bring everything together all of the hard work you've already done and finish the job, that's why it's called Don't Start Until It's Finished and we need to have everything done strategically and be ready for the new year This is the final session of autumn can you believe it?

We're already at the end of autumn, it goes that quickly and it's now time to refine all of those cave times and all of those strategy sessions that you've done and you are at a point now where you should all have a draft of your headline strategies and your years of and all of your objectives and it's now time to start cementing these into tangible targets Yeah? Where are we in the process? We're at workshop three, so our direction of travel, we're heading towards winter where you've now decided what race you're going to run in the winter we rebuild the car to run on that track, in the spring we test drive that car and in the summer we open the taps and run the championship season Where are we headed?

We're heading to your milestone day and we're going to talk about this in a lot of detail later your strategy day presentation on property entrepreneur and also your strategy day presentation to your teams if you've got them You're going to be talking in the room in January on property entrepreneurs 10 minute presentation to your peers telling them what a fantastic year you're going to have next year and the sentiment from me is please enjoy it, you're going to get so much value from listening to other people's plans you won't believe it and you've already done the hard work everybody, yeah, it's just summarising everything that you've already been working on So ladies and gentlemen this is workshop three, don't start until it's finished we've got an incredible line up for you today session one is on one of the most pivotal tools in the PE toolbox, it's guaranteed to make you wealthy, today we're going to show you how to move up the wealth levels to become a truly wealthy entrepreneur retire younger than planned and retire wealthy does that sound good? Excellent, session one ladies and gentlemen is on the wealth hierarchy session two we're going to get very very strategic there's a singular focus in winter you have a brand new strategy it's time to build you a brand new business, build it once, build it right, you spend three months nailing this and then your business becomes unrecognisable as a result session two ladies and gentlemen is on the winter hit list, and then finally session three this is about bringing it all together you cannot have arbitrary objectives you need tangible targets success should not be based on what you think you've done, it should be based on what you've actually done, you cannot score without goals session three ladies and gentlemen is on target time how does that sound, does that sound good? yeah, great, does that sound good?

where's the energy, come on let's get some energy in the room, right who likes wealth? hands in the air if you like wealth absolutely, everyone in this room wants to develop their wealth and it's time to nail the money model that's going to work for you next year most entrepreneurs don't understand that not all money is equal they often create a company that financially doesn't deliver on the lifestyle that they actually want we see it all the time, entrepreneurs living off flipping properties or doing developments, there's big chunks of cash but there's a long wait at the end there's no regular repeatable cash flow to cover their living expenses it's no fun if there's too much month at the end of your money do we remember that from Jim Rohn where we want to get you is into a place where you understand that not all money is equal and that money is just the mechanism to get you to your life by design and there are different ways to use it the more you master this model the wealthier you'll become how does that sound, does that sound good everybody?

yes, brilliant does that sound good? yes wow, I'm not convinced this is high energy enough does that sound good everybody? excellent, well then it's my absolute pleasure to welcome to the stage, can you please put your hands together a massive round of applause for your head trainer, Mr Adam Goss thanks Rach good morning team, how we doing?

[Adam Goff] (49:31 - 54:17)

my eyes are drawn to Grant, as always look at this, I love it, well done brilliant, brilliant so are we ready for today? good effort on the Christmas jumpers, Andy congratulations, it's going to be a good one it's going to be a fantastic one, let me just share with you what I've been doing, I think what Rachel said is absolutely right who else is finding this quite hard the homework, fitting it in around life everybody, did everybody put their hand up? yeah exactly it is difficult and it's actually you know it's difficult for us, like it's not just easy, this actually basically means that you're going to have to work harder than you've ever worked, smarter than you've ever worked, squeeze in things that you've never done this is difficult, but this is how you get growth because if you keep doing what you've always done you'll keep getting what you've always got it's supposed to be challenging, but it's all good, it's all fun and you're already probably starting to see the results manifest, whether it's in losing weight, congratulations Greg or being more productive or starting to relax about having some clarity or just you know generally enjoying being in the Facebook group and being surrounded by people who are in a similar journey to you and actually having the confidence to ask questions and see that other people are being vulnerable and it's like actually this is kind of ok, like I think I've found my tribe, Claire said to me last month, she said I've found my tribe and hopefully all of you are starting to feel like that so we're on the journey together and that's what it's all about and we're doing it with you, I've been doing my handful of habits, this was my last year's, I don't have the laser pointer, but on the left hand side was last year's not as work focused obviously more kind of just me swanning about generally and surfing in Bali and on the right, this is my new one so I'm now bringing prime time back I'll talk about prime time later, but making like real high value work my priority in the mornings health one about portion control making sure I get active and burn some calories shutting down my Mac, which I talked about, I can't remember if I talked about it on the program or advanced, but basically clearing my desk and the nail biting, so it turns out Rachel's a nail biter as well, so I didn't know she had this as a crutch, but last year I put it on and I thought it was a bit weird when I put it on to be honest like I thought I was a little bit embarrassed about it, but it's still there, because every now and again I still find myself biting my nails, so that's just the reality and something I want to share with you as well share with you later, is I've found this new app I say I've found it, but someone on advanced recommended it it's called Habit, and I put my habits in there and every day I can track my habits and tick them off and it reminds me at certain times of the day like, have you shut down the Mac at 4.30 in the afternoon or whatever, have you done it?

It's like, oh no I haven't actually so that's actually a really nice little hack that I wanted to share with you I think I've got it later on in the presentation as well so these things are real, they work, and they just keep me nice and motivated we have done our strategy sessions, Property Entrepreneur have been doing their strategy sessions, I've been having meetings with Dan, with Josh Rachel and I went out for supper last night, we're talking about the business, we're answering the same questions that you guys are answering in your businesses together, on your own and it's very insightful and very interesting, I'm loving it and actually also very excited because on Friday I'm taking my mastermind group and Dan's taking the board away for a strategy day, a strategy weekend, like a retreat Are you coming? Anthony's away, yeah exactly, you've got the house to yourself so it's still time to send Grant if you want to so yeah, so we're going to go away and it's kind of a bit of an annual tradition where we just go away for the weekend and focus on nailing the year of, the objectives or the headline strategy and the objectives, the targets it's like real nice focus time, and that's because I always used to do that personally, I'd always check myself into a champagne or some sort of hotel by myself just for a night or two, one weekend and just think right I'm actually going to, I need to finish this because often the business would be too busy and I hadn't made the progress I wanted, I'd be like actually this is like a raising the stakes thing, so we're doing that which we're really pumped about oh yes, which reminds me, so Bianca would you mind making your way up on stage please actually I've just got something I want to talk to you about I'm not going to, can we get a chair for Bianca so I can do the so while Bianca's making her way up on stage, I just wanted to take this time to say, no no you don't need the chair, that is I'm going to a tribunal for that, it's all going to end horrendously but look, these are for you because

[Speaker 11] (54:18 - 54:18)

it is

[Adam Goff] (54:18 - 1:20:58)

it is Valentine's Day right because actually today is Bianca's two year work anniversary at Property Entrepreneur so I just wanted to say thank you very much I can't believe where the two years have gone Bianca is the reason why these events are so world class because she makes absolutely everything happen and two years ago before she came, they weren't anywhere near as slick as this and they were a lot more stressful so Bianca has what we love to call a no problems only solutions attitude which means there's no whinging, there's no whining, whatever happens, whatever curve ball, she gets on with it, she gets it sorted and the show always goes on so she's a world class gatekeeper, you are a world class gatekeeper and I sincerely would like to say thank you from me, Dan everybody on the team, so thank you so much you're so welcome and I won't ask her to say a few words because she doesn't like the public speaking bit as much so that's, yeah congratulations Bianca, so wealth, right so let's get on with this then, so who here wants to be rich, come on who here wants to be rich, put your hands up, good that was a trick question do you put your hand up or not, I think you did you'd do anything I'd say wouldn't you yeah so this is a trick question right, I mean this is the distinction we like to make on Property Entrepreneur between being rich and being wealthy most people think that success is a big house a fast car, a high income, you know a crazy lifestyle and they're going for 10 grand a month 25 grand a month, 50k a month and really what that is ladies and gents is the rat race and I know about the rat race because I lived in London for 12 years, it's like everybody's like scrambling around trying to get ahead of everybody else and you never really get out of the hamster wheel because what everybody does is when they make some money or before they make money they increase their lifestyle costs in proportion to the extra money they've made or in fact sometimes often beyond the money they've made so this escalation in lifestyle costs means that they might have a high income and a rich lifestyle but they're never actually generating and accumulating wealth and what we understand on Property Entrepreneur is that wealth is what gives you peace of mind it's why Josh and I have got a big smile on our face the whole time, it's why we don't lose sleep over money because it gives us independence, freedom and we know that if whatever we're doing in our day to day lives stops for whatever reason, health the economy, that we're alright because we've got a nest egg and that's what wealth is and that's what we want all of you to have, we want you to be financially robust so that while you're taking all these risks in business you get to a point where you're not betting the house anymore and if a deal goes south you don't go under with it, that's where we want to get you to so we have to be strategic about how we build wealth and we don't want to eat rice and water for the next 10 years to get there but if we're strategic in how we build wealth then we can actually become wealthy as opposed to rich so that's what this session is all about ultimately and I just think about my example is I very quickly got offered an internship for Lehman Brothers an investment bank before it went bust and they offered me a job at the end and it was this very well high paid job and I understood financial education enough to know that could have got me where I wanted to get to for sure but it probably wasn't the quickest way to wealth so rather than earn 5, 6 grand a month working at an investment bank I went to earning 6 grand a year in my first business but I was on that journey of wealth creation because all of a sudden I controlled how I was taxed I could control my income basic wealth principles actually allow us to move up the wealth ladder so that's the journey that I've been on that probably lots of people in here have been on and that's where we want to get you to so that you become, at the beginning it feels like you're going backwards and you're not having the lifestyle that your friends are enjoying but trust me the way compound interest works which I'll talk about later is you'll start to far outstrip them and round about now I'm starting to see a big tilt in my wealth compared to my friends wealth who've had the rich London lifestyle for a while so we need to be highly strategic and this is the asset that I'm going to take you through now to make sure we add a lot more meat on the bones around wealth, what we mean and how to do it so first of all just talking about wealth generally which I've basically already started touching on is this fantastic quote which is rich people stay rich by living like they are broke and broke people stay broke by living like they are rich alright so probably the hardest thing in life is earning money and then not spending it when everybody else is especially when you've got social media rubbing it in your face and Dan's running around in a Rolls Royce the point is that three years ago he was running around on a narrowboat so it's like he's got to the stage where he's making so much money it's actually a travesty if he doesn't start putting some of it back into the economy because that's kind of where you get to when you get to that stage but I think if we just think about money and wealth now by definition if you spend the money that you have, let's just say you have a hundred thousand pounds in the bank, if you spend it you are no longer you have wealth, you have a hundred grand if you spend it by buying a car, you no longer have anything it's just literally as simple as that the moment you spend it, it's gone, you don't have it anymore so the trick is to try and hold on to it and grow it, obviously whilst having a reasonable lifestyle, so it's literally if you look rich because you've got all those expensive things by definition, unless you have got to a certain point, you are not wealthy, you can't be, like I said, unless you've reached a tipping point like Dan where, I won't tell you how much he's making every month, but it's six figures right, so when you see people that are looking rich, it's unlikely that they are wealthy that's something I want to get across, who here remembers the Mike Tyson story that I think we shared with you on the blueprint and then Mike Tyson make an absolute fortune, his living cost hundreds of thousands of dollars a month and he went bust, so that's where we don't want to be so where we want to be is more like Warren Buffett where he knows it's a good day, whether he gets an extra dollar in his glove box because his wife, because he's done good, in the markets or whatever and he can have like an extra big cheeseburger or whatever he does for breakfast, if everyone's seen the Warren Buffett documentary, that's how he lives he drives the same car, lives in the same house and has the same breakfast every day, which is a McDonald's breakfast, so that's that's kind of the two extremes of Mike Tyson and Warren Buffett one lived a fast lifestyle and went bust and is trying to claw it back now in his later years, which fair play to him he's doing because he's learnt a lot of lessons I think mushrooms he thinks is the answer for that and then Warren Buffett, he's kept it together, kept it steady, yeah fair enough, maybe a bit lower than we'd want but he's accumulated an absolute fortune, so true wealth creation is not created by salaries it's not created by earning lots of money every month from high paying jobs or from really noisy cash flow businesses, it's about accumulating wealth and putting it into assets there is a difference between the easy money and the hard graft, you have to do both so where we are on our journeys more than likely people are at different stages but if you are already at a pretty good place wealth wise you remember this, you had to graft you had to put in the slog it's not going to happen easy it's not for everybody it's going to suck, you're going to have to sacrifice things but that is what it takes to get started, that's moving the flywheel but it's almost like a writer package, we talk about earning your stripes, it's like I did that I started a business and I bootstrapped it and got it there but ultimately when you start to get wealth then it starts to become very easy because now you've got assets producing you passive income so there is a very distinct shift so you don't have to work that hard forever, that's the good news but you do have to do it I've alluded to it already about the compound effect, it's like do you want to be one of those people that is burning what they earn every month, the Mike Tyson's, okay I'm earning 10 grand a month, I'm now going to get the car for 3 grand a month and I'm going to go on those holidays and things like that, so you burn what you earn, the money stops potentially you've committed to lifestyle costs which you are in contracts for that you can't afford and you're not saving anything or do you start accumulating wealth and actually using this thing called the compound effect to grow it and over years and years and years all of a sudden you become incredibly wealthy I'm going to show you a nice example about that in a second when we're talking about money we need to be very careful and I'm going to talk about this a few times that we don't want to just pick arbitrary numbers, this is like one of our big mantras on Property Entrepreneur because it's so easy to say 10k a month thank you, I was waiting for someone to say it 10 grand a month, everybody wants 10 grand a month, ever since I was 19 people wanted 10 grand a month, no one seems to account for inflation because honestly that was like 20 years ago, but it's just such an easy number that the brain focuses on, it just goes to show how lazy our brains are we're not putting this strategic work into thinking about what these numbers are then we don't really mean it and the brain knows it's kind of just like, it's like the whole thing of like, yeah I'll go for it, I'll start tomorrow, I'll go for a run tomorrow, the brain doesn't kind of believe you because you haven't actually worked it out, so we need to actually work out our numbers which I'm going to talk about later and quite frankly you might be in a rush to do this which is fair enough, but I like to think that wealth actually happens over years and decades, not months so it's not something, it's very unlikely you're going to do this in a series of months it's more likely it's going to take you 5, 10, 15 years, frankly, depending on where you're starting from, because that's the nature of compound interest, it's slow, it's steady, and do you remember I said to you on the blueprint, this isn't get rich quick, this is like get wealthy slowly, that's the reality but it gets easier every year, that's the good news so don't leave the room quite yet let me tell you a story about compound interest, so this is a nice fable that sums up how powerful this concept of compound interest is, who knows what compound interest is or really knows what it is the story goes something like this, thousands of years ago a sage walked into a king's court and he wanted to impress the king because he was new to the kingdom, so he introduced the king to a game a board game called chess the king got quite into chess and he said I absolutely love this game sage, as a reward as a gift I will give you whatever you want name your price and you can have it, and the sage said well king I'm just but a humble sage I don't want much I would just like you to place a grain of rice on this first square on the chess board the king said that's absolutely fine, no problem he said but what I'd like you to do is double it every single square on the chess board the king said that's absolutely fine, and the sage said all I want king is all the rice on the 64th square, the king agreed to it said absolutely no problem by the time it got to the 20th square there was a million grains of rice, by the time it got to the 40th square there was a billion grains of rice by the time it got to the 64th square there was more rice than had ever been cultivated in the kingdom ever, and the king lost his kingdom and the point of this story is we don't understand the power of compound interest that is what happens to our wealth when we start saving it and investing it and at the beginning you might think it's small and it's insignificant like one or two grains of rice but over months and years and decades all of a sudden you own the whole kingdom so that's a really powerful story for why we all need to be leveraging this beautiful principle probably the best example of someone I know who's used the power of compound interest is Warren Buffett, so Warren Buffett sixth richest man now I think he was the richest man in the world at one point ten, twelve years ago and you can see just by his his wealth over the years how you've got that grain of rice effect can you all see that? so yeah he was a rich man at 39, 25 million just a little bit less than what I've got and you know all of a sudden at 34 for those that can't see he went down to 90 million for whatever reason and then it triples and then it goes up five times and then it just absolutely quadruples and then goes absolutely bonkers so this is kind of how we want to be this is kind of how we want to be how do we make this wealth? so how do we start generating this wealth?

well the good news is you're in the right room because I actually looked at the assets that the wealthiest people on the planet have and what this bar chart, some sort of crazy chart demonstrates quite nicely is so what you've got is people that are worth 10k and people that are worth a billion and the blue is the percentage of their wealth that is their business interest, like shares of their own business and what you can see as you go down is that the people who make the most money or wealth in this world are the business owners and I always say that I like property but it's not really my thing and people get a bit shocked because this is called property entrepreneur, how dare I say that but I know that the real money is made in business, you can start a business and I've seen people start businesses and sell them for tens of millions of pounds in a couple of years, you can't do that in property business is capitalism and capitalism is where the wealth is made, yes you might then start storing it in assets like property but learning how to build, grow, scale, sell a business is where the wealth is made now that might be in property or that might be in suites, it doesn't matter the point is that's where the money is made so you're in the right room and this is what we're here to teach you so this is all of the top ten richest people in the world and that kind of backs up really what I was saying bless you, so I'm not quite sure to be honest who Berno Arno is maybe someone else does, I did actually Google it but I've got a memory like a sieve but all these chaps are business owners Bill Gates, Jeff Bezos Elon Musk, Larry Page Sergey, Warren, Mark these are all business owners so this is how we generate this is how we create real wealth in business pretty cool huh, very interesting very insightful, okay so that's the first point, so then we need to talk about what's enough because you keep going on at this forever and if you believe what Facebook says you think that you need absolutely millions and millions this is something that Dan and I live by, now fair enough we're single young men very handsome young men I may add and for us and for those people in the room that are in that situation actually we very rarely ever paid over 20% tax because if you do it right you can put a lot of legitimate expenses through the company so this isn't just about making money, this is about controlling how we tax because tax is our biggest expense and by being an entrepreneur at 21 rather than an investment banker I was able to control my tax so yes I made 6 grand profit but I also had a company car and an office space and did all the things that I was allowed to do within the regulations right so this is the idea that we don't need a massive amount of money if we're in business and we can control our how we're taxed a little bit better, so yeah to me, well actually to be honest I've always played this game and I think a key thing I'll say about this for those people that are thinking there's no way I can live off 50k plus expenses obviously if you have kids it's a lot harder because you've got a lot more costs, equally hopefully you've got a partner where you're married and this number becomes £100,000 plus expenses so I'm not saying it's perfect but if you can pay your partner and you can use up their allowance at the top of the 20% range then you've now got 100k plus 2 lots of expenses so this is what we need to do, we need to learn how to play the game so how much actually is enough, well you need to work out the number of monthly income where you just really frankly don't have to work anymore, the number where you think I can actually just switch it all off and this is where we get into the detail what we want you to do is to the pound is figure out what your actual lifestyle costs need to be for your perfect lifestyle, when I say perfect I thought about this a lot when I was putting this together I am probably guilty of it's a funny one because you know when you get to a certain, I'm definitely at the stage now where I'm starting to spend more but for a long time I would be quite happy living off very basic stuff, like very very frugal so what I'd say when you put this number together and we'll talk about it more in a second is this can't be an uncomfortable lifestyle equally it probably isn't you driving around in a Rolls Royce, so you have to use you don't want to sell your business and retire and then realise that actually this isn't enough, that's what you don't want to do but you don't want it to be so lavish that perhaps you're getting caught up on the whole sort of ego thing of money, I guess that's really what I want to say so you want to be comfortable, not stressed and actually over egg it a little bit but not too much now what people do typically is they'll think about how much pension they've got, this is like what the rest of the world would do, so they'll be like right okay so I've got this much in my pension and it's going to produce me this much per year as a pension per income and potentially I'll start eating into my pension in later life and really what I've got to do is figure out how long I'm going to live this is what you do with a wealth advisor how long am I going to live and then how much can I draw down on my pension over the years and basically hope that it lasts me this is what most people do when they're trying to figure out how much is enough and that's not a bad way of doing it but obviously we do it slightly different because we're going to leverage property in that and hopefully our money's never going to run out but you need income in later life because you're not going to be able to keep producing income once you get past a certain level and you need to factor in for the fact that you might live a lot longer than you think, so all these things need to be considered now what most people do is retire poor, they actually retire on an income that's way less if you look at all the statistics people are retiring on incomes that are 50% of what they used to be earning perhaps even less so all those things they thought they were going to do in retirement they don't actually get a chance to do and they live basically on the poverty line so we need to start thinking about this now because those people didn't have a plan, they kept burning what they earned they never put any money away, they never accumulated any wealth, they didn't buy any assets they just lived beyond their means their whole year their whole life thinking that everything was going to be fine and the reality is that most people aren't fine I don't know about pension pots and things like that but what I do know is that the government can't afford an ageing population so it's up to us to sort our own to basically get our own pension affairs in order so let's talk about the first level of wealth which is cash flow, that's our level one, that's where we're going to start to get you out of your noisy business, potentially out of your day job and when we talk about cash flow cash flow is definitely the hard work, it's definitely more of the job style work it's noisy, you're dealing with customers or clients and some of them can be a bit of a pain in the bum some can be fantastic but what we want to remember is that we don't want to kill ourselves on cash flow strategies because these things are noisy, when I was growing up as an entrepreneur anyway, I just used to think that once I got to 2 grand a month I need to get to 5 and once I got to 5 grand a month I need to get to 10 and once I got to 10 grand a month I need to get to 15 and the way I would do that is by keep growing my business and my business was a rent to rent company in London so it was like well I've got 10 houses, now I need 15 houses, now I need 25 houses now I need 40 houses and the goal this year is 50 houses and when I get 50 houses I'll have 40 grand a month and I'll be happy and it just keeps going on like that and that's how I grew my cash flow business, what I understand now is that there's probably easier ways to make money and actually once I got to a comfortable cash flow target I probably could have started to focus on other things sooner which I didn't so we like to say that it's a means to an end for the most part, obviously sometimes it can be very easy to scale a business in which case I wouldn't advise you to stop just because we told you but generally cash flow is harder work so the whole point is just to get you to level 1 so this is the first port of call what we call level 1 in building wealth, so everybody in this room there'll be people in here that might be worth 7 figures that I'm telling you now don't have their cash flow sorted, they do not have enough income coming in from their assets to stop their job they might have a lot of the bells and whistles and fancy cars and everything else but they haven't managed to get cash flow to the point where they are comfortable where they are comfortable so what you're really after is basically what do I need to live what's my number of living and lifestyle living the lifestyle that I'm living now or maybe one that's slightly better than now that is going to make me completely happy and comfortable so I don't have to worry about about money anymore and this is what we call your cash flow target now this could be your goal for your first few years on PE, this could be it, this is like I need this, I'm just starting a business or I've got a profit business, I'm in development and it's up and down and left and right and I'm stressed and I might make 500 grand one year and lose 300 grand the next and to those people you need to focus on this, you need a cash flow business you need some cash flow that's going to cover your living and lifestyle to get you to level one and it takes a while, it doesn't take months it could take a while to generate this but you need to know what that is and you need to get to first base because then you can afford to play the bigger games basically so this is basically recurring income from investments or from a business so the whole definition of cash flow is if you think about it as a job as long as you turn up to your job and you do a pretty good job you're going to get paid, that's how we think about cash flow style jobs, if you're managing properties for someone and you do a pretty good job you're going to get paid, you're not going to lose the instruction if I turn up today and I do a good job, I'm going to get paid it's like I'm turning up, I'm working it's earned income but it's pretty reliable as long as you guys all turn up next month I'm still in the job and that's the nature of a cash flow business, you're servicing you're providing something and you're getting paid and it's reliable, it's predictable it's not lumps of money which we'll talk about in a second, it's like it might not be the most lucrative hourly rate you ever earn but it is, what you lose in the lucrativeness of it, you gain in the reliability of it, so it's reliable, it's like steady eddy and there's nothing wrong with doing things that create a steady eddy cash flow in fact we all need them, we need them in our lives to cover our bills so we're not stressed about money and the food bill at the end of the month and as Rachel said there's more month left at the end of the money which I love that from Jim and that's absolutely fantastic so this is what we want, we want something that's pretty predictable or recurring from a business or investments and as I said before this is definitely the heavy lifting part the hard graft, you're talking to a customer there's marketing going on you're accountable because you're getting paid for something effectively of course you can have a business where you're not on the front line anymore but then you're managing people and things like that so generally this is pretty hard work in terms of how things go and as I said this is level one so you get to level one in a variety of ways, like I've said rent to rent businesses are great, having a number of units in service accommodation, in rent to rent, mentoring a number of clients, things you're getting paid for every month, this is going to give you who else has got some good examples of some cash flow strategies, who's got some, who wants to shout some out Affam, yeah do we get a mic let's chuck a mic around thank you, let's get some good ideas going on

[Speaker 5] (1:21:00 - 1:21:02)

so social housing leasing or back to back leasing

[Adam Goff] (1:21:02 - 1:21:22)

absolutely, yeah perfect good example Affam, so like back to back lease, set it up once it's going to pay you predictably, reliably every month, happy days, that's an absolute winner, anyone else got any examples anyone else got any examples Jaz, what do you do for cash flow

[Josh Keegan] (1:21:26 - 1:21:27)

hang on

[Adam Goff] (1:21:29 - 1:21:32)

didn't think I was going to ask you did you there you go, you see that's my job

[Josh Keegan] (1:21:33 - 1:21:51)

well it's simple buy to let isn't it but you've got I go to work, I get my salary every month, exactly what do you do for work I'm an accountant so I work for myself but I still get a salary every month that is predictable and it will come into that account

[Adam Goff] (1:21:51 - 1:22:13)

exactly, you're servicing clients as long as you do a good job they're going to keep paying you there's annual returns, it's reliable, it's predictable it's money in the bank nice cash flow strategy right, anyone else got another example of one come on Affam's going to give another one who's going to do another ok yes Grant finally come on can we have the that means a mic sorry

[Speaker 6] (1:22:15 - 1:22:25)

just buying and selling anything you know it doesn't have to be with property does it any sort of business where you're buying and selling Amazon FBA you know all that sort of stuff

[Adam Goff] (1:22:25 - 1:22:27)

ok yeah, what's FBA

[Speaker 6] (1:22:28 - 1:22:28)

Fulfillment by Amazon

[Adam Goff] (1:22:30 - 1:25:05)

exactly right buying and selling, having a trading company it's coming in and out, it's pretty reliable yeah Christine sourcing nice, good is sourcing predictable yeah so sourcing is a good one a lot of people use it but actually people come on property management thinking they've got a cash flow business but the problem with sourcing is it can be feast or famine because there's either too many deals or too many investors and they're putting those two together, that said Shiv has successfully made his portfolio building company his sourcing business cash flow because he's able to fill his order book thank you Grant ho ho ho he's able to fill his order book 9-12 months in advance so for him he's created he's basically turned it into a cash flow business because the clients are paid in advance he's got 12 months headway effectively so bits of grey areas but yeah this is basically what you want to think about with your cash flow business this is how I'm going to pay the overheads this is how I'm going to pay my EA and I'm going to pay the mortgage and I'm going to pay for all my subscriptions and my Tesla that's through the company all those things need to go into this cash flow business that every single month they're getting paid that's the key thing that everybody needs to get to and I'm really labouring this point because a lot of people try and skip the gears and jump past this because this isn't sexy and it's not exciting and it's kind of hard work but I've seen people that have been on property entrepreneur for 2, 3, 4 years and they get stuck they get stuck, they hit a wall and it's because they didn't listen to Adam they went off and they thought they were making tons of money and this stuff didn't apply to them and then all of a sudden there's a big tax bill or something goes wrong and it's like actually I can't continue next year because I don't have the money well why is that?

well this and that and this but what about your well I'm really kind of labouring this because this is where our egos take over a little bit and actually we just need to eat humble pie and make sure we've got certainty in our wealth I am wondering whether everybody's already had too much turkey at Christmas because I'm sort of looking around there and I'm like this isn't the team that I remember last month

[Rachel Davis] (1:25:05 - 1:25:08)

let's hope for a better Alkman profit yeah let's see

[Adam Goff] (1:25:08 - 1:25:10)

let's see if they really are the best group ever

[Rachel Davis] (1:25:10 - 1:25:12)

I think we should just pie it off and go home

[Adam Goff] (1:25:12 - 1:25:15)

that was embarrassing

[Rachel Davis] (1:25:15 - 1:25:16)

I'm embarrassed

[Adam Goff] (1:25:16 - 1:54:54)

I mean our fam leading the way, Christine, thank you very much Grant, you can always rely on Grant yeah thank you you know are we enjoying this? I think people are Josh, what I think is people are really focused actually because they're like I need to make some money this is the session on money so that's fine, I'm going to give you all a pass so let me talk about capital living for a second so capital living was a noisy business run by a handsome young chap there thanks Andy bloody noisy bloody noisy rent to rent in London HMOs, 10, 15, 20 40, 50 houses noisy and at some point it had me bed bound I couldn't get out, all I could do was eat Haribo for a couple of days so I could recover and it was pretty stressful it was very very stressful but like I said, I thought that wealth was linear I thought I just had to get more money every month coming in and that was the answer and more team members and more office space and that was just how I saw it, it was just like well I just go up the next step right but no one showed me this stuff so actually what I did is I worked harder and harder and grew myself very very busy and it was only actually really when I joined Property Entrepreneur that I realised that I had to stop the answer was not bigger and better, the answer was to like switch gears and start finding other opportunities and potentially squeezing the pips out of what I've already had because I was programmed that bigger was better and more revenue equaled more profit and of course it doesn't so that said this is where I give like a bit of conflicting advice and this is where I want, everything I say by the way, you can't always take as complete gospel because everyone's situation is different, that doesn't mean you disregard what I say and don't hit your cash flow target but what it means is that if you've got a cash flow business that's quite easy to scale up, you don't just stop growing it because Adam said stop, that's really what I'm trying to say yes it was noisy but there was a time where I doubled the business but it was actually relatively easy, we had loads of press, we were on TV and we had landlords literally banging our door down so it made sense to grow the business to where it was but if I hadn't have had that I would have stopped now there's a reason why you don't see loads of rent to rent companies with a thousand houses because it's really complicated and noisy and busy so there's a really good reason for that so I checked my ego and I stopped growing it and actually that's when I really started to make the money so if you're growing you also can't make money, it's quite difficult to grow and make money so sometimes you just have to stop and start actually banking some cash so that was kind of my experience and this is my cash flow target so I update this every year and actually to be honest this is where it kind of gets different for everyone, I took all of my company expenses out of my living costs because I wanted to sell the company and so I was like actually I'm at the point where I'm like well I don't want a company so can I actually afford to live what's it going to cost me to live without my trading business, if you have a trading business then things like petrol and Uber and cleaners especially if you've got a rent to rent business internet, they can all pretty much legitimately get put through the business, your mobile phone, things like that essentially magazines, subscriptions and some coffees so you can definitely play the game in terms of putting things through the business but this was mine, bless you, this was mine so I like to spend a lot of money on rent I like to spend a lot of money on eating out and actually what I did at the bottom here you've got totals, so what's my total so say five grand a month added in the tax which someone very acutely noticed last month or so they were talking about tax when it comes to financial fortress, maybe it was on advance actually I forget, so really ultimately to include tax I need 72 grand a year 72 grand a year and that is to the button that is literally to the button who here has that Gary, yeah cool, nice, Ed few people, Gareth, so yeah maybe 10% of the room so how if you've got to start with the end in mind and figure out where is there, the theme of today's workshop how do you know where you're going how do you know if you've got there if you don't know where there is and everyone here thought I thought I had it with 10 grand a month well bearing in mind I've got long haul flights in there and things like that I don't care, I don't have kids that's a pretty lavish lifestyle that's like pretty especially in the countries where I want to live so this works in Cape Town it works in Bali, they're all sort of similar prices so that's just my personal one so this is where we want you to get to and for 2 grand a month in Cape Town I can have an apartment overlooking the sea so it's like this was very very, this was definitely enough for me sell the business, go and live in Cape Town try and meet a nice Capetonian boy and I'll be happy so that was that right, let's talk about the next one so key thing to consider is you can't skip the gears so I really drilled this home but everybody wants the easy money, everyone wants to make a million pound this year so they skip level 1 but this is where you become stuck often so once you've achieved level 1 then you can start moving on to level 2 and it's not to say by the way that you can't start level 2 while you're doing level 1, I'll talk about that more in session 3 but ultimately this is where you can really start to think about your profit play this is like number 2, second port of call and this is where there's two ways this can really happen one is you've got a surplus of money left so in my case for capital living I was making quite a lot of money every month and I wasn't spending it because I was still living in a house share I was still putting everything through the business and I was spending very little every month, like at one point I think I was spending less than a thousand pounds personally because everything else was going on the company so I had a lot of cash left over and P&L and balance sheet is what those things mean, this was like surplus cash so that is I guess spare profit, although it's not really what we mean by profit when we talk about profit plays we normally mean lumps of capital so in Christine's case of sourcing, it's quite easy to source a deal, you source the deal, you find the investor the actual level of work required is minimal, if you've already got going in that business and things like that and you think, well that was easy money I've just made 3 grand, 10 grand 50 grand, depending on what you're sourcing that was pretty easy and that's where we like to peg the profit play because you might have spent 10 years building a business, then you've sold it now all of a sudden I've sold it, people want me to help them sell their businesses for them, I can sell a business in 6 weeks and I can charge 5% of the business, well if the business is worth a million quid, that's 50 grand so it took me 10 years to generate that knowledge but actually selling a business is relatively easy and wow, that's a high hourly rate so we've sort of earned our stripes we've got our cash flow, now we can afford to play this easy money game if it suits us, if it suits our skill set, it's not for everybody but this is definitely where the lumps of capital come, for example you could be, this could also be closing down a business so you build the business, bless you, for 10 years you've got your cash flow going, you've hit your cash flow target actually you've hit your cash flow target from assets you sell the business, one deal 3 months, 6 months, bang, you've just made a million quid, that is a lump of money that's easy money because you've just sold it so this is where we start to obviously create wealth, this is like now we're accumulating, like we are now, our bank balances are going up and our net wealth is going up every single month on the 28th of the month hopefully as we set up our standing order, which I'll talk about at the end, so it's like now we're starting to like, okay cool, I've paid down debt, I'm now starting to move up the net wealth ladder and a nice little quip that we like to use on this one does anyone know the wealth definition of being an entrepreneur?

No? What it means to be an entrepreneur? Well the yardstick we use is that you would get whatever job you're doing right now in your business, let's say you're the managing director that has a remuneration attached to it like you could benchmark it, you could hire someone to do that job excuse me, you could find even if you're running a very small company, you could find someone else to do it for you you might have to give them half the business, you might have to give them a salary whatever it is, but there's a cost attached to that we like to say that as an entrepreneur you should be if you benchmark what that is worth and then you double it that's where you should be as an entrepreneur so whatever job you're doing right now you should be the market value times two and the reason for that is if you're not doing that then you're working very hard for a boss that doesn't give you a lot of time off yourself, for not a lot more money than you could do for someone else and you could have weekends off and evenings off and not wake up at three in the morning, wondering if you did this and forgetting about that so really at this point you want to be thinking, I'm in business but is it worth it and when we do business modelling and we start to work out how to make money from our businesses this is where we start to have real hard conversations with ourselves, it's like am I charging enough I saw Josh did a post recently about most entrepreneurs are undercharging or undercharging themselves broke what was it, undercharging themselves broke or something? Pricing themselves broke which is a really nice little quote and it's like this is where we start to say am I actually making enough, is this actually worth it, is the juice worth the squeeze because being an entrepreneur is tough, it's difficult, you don't get a lot of holidays and this is where you've got to basically have a conversation with yourself about am I really going to get where I want to get to wealth wise if I'm not earning much more than I would be in just a job because there's nothing wrong with having a job and being happy, my granddad did it his whole life, he's the happiest man I've ever met but if you're going to be an entrepreneur the juice has got to be worth the squeeze, you've got to be making the tilling, this is level two so this is where we've got our cash flow and our salary and now we're looking at surplus cash, lumps of profit, easy money because we can afford to play that game right, so this is the London skyline and it reminds me of a story of a chap I lived with when I lived in a capital living house and it always shocked me was that this was quite a big London developer he worked for quite a big London developer and you're talking tens of millions of pounds in development, they're working with housing associations, doing huge blocks of flats, 80 flats massive in London, huge and every single I swear to goodness, every single couple of weeks or month, George was coming back home and saying we're going to go bust we haven't got enough money, we had to literally basically lie to the housing association to get them to sign off these flats to say they're ready to live in to release the money because we can't afford to pay the architect my TV is going to turn off in a minute we can't afford to pay the architect to release the plans that we need to finalise the planning, it was literally like cash flow was killing this business all the time, potentially making millions of pounds but couldn't afford to pay the architect the architect wouldn't send the plans because they were late on the last three invoices and I was like I just can't believe, I literally can't believe this is actually happening and this is a really good example of a company that everyone thinks is doing amazingly, you've got flash offices doing these huge developments and you think I'd love to be like them but they don't have cash flow, that's a profit play, lumps of money feast or famine and why do we think that it's developers that often lose their shirts when we have downturns and things like that because they can't afford to pay the bills and it's like cash flow he doesn't have his cash flow sorted like whether he does personally or not I don't know but the point is, the whole point is that cash flow is the blood that keeps everything going in our businesses and in our lives and the moment it stops the body doesn't work anymore and the business can't function if you don't pay people you can't make it work, so this is like a sort of warning about when you think everyone's got it all figured out and they're looking like they're really successful and rich and doing these big sexy developments, I have seen so many people come crumbling down and it's personally why I haven't ever done it, first of all I'm a blaze and I struggled honestly to get dressed this morning like doing property development is just probably, bless you, my worst nightmare and I understand my limitations that's why I bought land in Bali and I'm going to build in a foreign country I'm going to have to figure that out but the point is I know my limitations and I understand the risks it's just not for me, I'm not saying don't do it, I'm saying caveat empor I believe it is in Latin, something like that empor buyer beware, be careful when you get sucked into these bigger games that you have no business doing until you have this firm, secure base because I don't think anything is worth losing your mental health over potentially your family home over there's a guy on Advance I won't name him are you off Gabby? are you good?

I thought you shook someone's hand to say see you later this isn't your company is it Gabby in London? alright good I've lost my trail of thought now, what was I saying? oh yes yes yes Dan's advice one of our bounce back boom updates do not get on a bridge don't get on a bridge, whatever you do don't get on a bridge and the poor bloke one month before got on a bridge and he's a successful builder, been a builder for years and years and years, got a great reputation and he thought I'm just going to push myself that one little bit further and honestly he was three weeks away from losing everything three weeks and like a year, 16 months of stress and you know I was talking to him and he's like I've got this other deal and I said have you learnt nothing?

I was like listen listen to me, I was like you do whatever you want but what's your biggest lesson learnt from last year, what are you doing? so it's like we've really got to be careful with ourselves because we get sucked in and personally I've always been a bit cautious and it's served me well, no I don't have I'm not worth 20 million but I have peace of mind and I have some wealth and I have enough and that's what this is all about so long game so playing the long game it's all about getting assets assets is where it's at, this is the end game, we all want assets income follows assets, we're all here for assets that's why we're property entrepreneurs that's why we're in this room, we like business but we love assets and houses and things like that and this is where you start, so your KPI now becomes your net wealth which is the amount of money you have if you sold basically all your asset value minus all your debt so I've got three houses worth a million each and I've got a million pound in a mortgage, therefore I am worth 2 million, that's the number that we all want to be thinking about, some of us will have a net wealth of 5 grand some of us might have a net wealth of minus 50 grand some of us might have a net wealth now of over 7 figures congratulations, but this is where you start to play a balance sheet game this is where you're thinking about assets and for us we call it the financial fortress, we want this beautiful collection of assets that is boring, safe and secure, that's probably under single digit returns that gives us an income that we know is reliable it's predictable, it's reliable it's pretty recession proof slash market proof, ups and downs it's what we know single lets for example is a good example of that low risk, low return we're not trying to squeeze the pips out of it if we've got rent to rents like I had, we lease them to companies and we're happy to let the company make 800 quid a month on the house I'll take my 6 grand a month, thank you very much you can make the 800 quid but I don't have to talk to a tenant, I don't have to think about it, if council tax banning comes in, that's your problem not mine, turns out it didn't, but you know those sorts of things, if eviction changes if you suddenly have to give everyone ice cream on Sundays because the government says so that's your problem, that's not mine I really don't care and I'm prepared to walk away from that to just have it as a low risk, low return investment and when it comes to your financial fortress the more boring the assets the better, we want them to be nice and boring so it's not just property, it could be things like trackers, trackers are pretty boring where we track the whole market, the S&P 500, something like that, basically places to store wealth, gold, super boring silver, pretty boring these things are places where people store wealth they're not in it to get, they're not in it to make a quick buck, they're not in it to make amazing returns they're not squeezing the pips out of it, they're just storing their wealth and this is the three levels and the third level and we call it the asset or pension level because this is what, this is where the wealthy live, the wealthy live in the asset game, they're all about balance sheet, they're all about net wealth and they understand that over the long term they're going to win because they control the game when you're at the cash flow level you're fighting to earn a buck then you start making a bit of surplus but really you don't want to be the one doing the rent to rent, you want to be the landlord who owns the rent to rent, renting it to the young whippersnappers who are still trying to get cash flow and I've been through that journey myself right?

So how do we go about doing this? It's not how much you make it's how much you keep, I've already alluded to this actually hanging on to your money is just as important as making your money so you need to be really smart with how you're spending your money, how you're holding on to it so how do we do this? Well we're starting at the bottom, we're starting from the beginning, some of us here are just getting going and some of us might need a reminder of this, it's all about low overheads so like Matt Dolman's done on Advanced, he's moved in with his mum, you know he realised his biggest cost was living in London and this year he's moved in with his mum, I mean he's spent a month away recently because he's had enough of it but the point is that he can do it and he took quite an extreme like a drastic change but it does save you a lot of money so if you're at that point you know you need to try and cut some costs if you're really trying to get going because lower overheads the more wealth you're going to create start by building cash flow, so we're setting our year off, we're setting our objectives, it's not too late, lots of drafts have been done but cash flow is number one, cash flow is king cash flow is king and there's nothing wrong with making cash flow your year off absolutely, that would be you could win the presentation with that right, because that is just so powerful and focused and what everybody needs once you get to that point then you're obviously going to start generating some liquidity, either you scale your cash flow business a bit more or you get involved in something else that's nice, easier money, lumps of profit, you start doing a refurb on the side or you start doing some consulting that just acts as some extra surplus and all of a sudden you're starting to put money in the bank or pay off debt or whatever and you're building your way up to buying assets and then you might start off with trackers because you can't afford to buy a property yet and then once you've got enough in those trackers because they're going to compound interest, then you take that out and you put it in a deposit hopefully that's all tax free because you put it in an ISA you might start off by saving 5 grand in your ISA this year and slowly that's going to compound, you might get 8 grand next year and all of a sudden over 5 years you've now got 100 grand in ISAs and you're starting to get off to the races, the rice on the chess board is starting to increase and this changes every year, so every year something's going to change, your lifestyle might change, might go up, might go down think the market's going to have moved, so every year we need to look at this, every year we need to set ourselves targets, every year we need to think okay well if everything goes to plan, how much money am I going to have at the end of the year, I've already done all mine I know that by the end of this year I should have enough to build my villa in Bali, that's my big thing right now, I've worked it all out I've worked out the cost of my flights boom and the big number, the big KPI for me is can I build my villa in Bali that's my big thing because I want to crack on with it so the aim of the game is to take money off the table and this has a double meaning, so the first part of this is every single month on the 28th of the month or the end of the month you are going to take some money, if you're in a surplus position, you're going to take some money out of your noisy business and you're going to put it in your savings account or your holding company account or your financial fortress account another account that isn't the noisy trading business, you're going to start to actually sweep up that money every month, even if it's 100 quid, it goes out and it's like these habits early, this is compound interest, so you're going to take money off the table and then when that pot becomes big enough and you start investing it in assets that are producing you these incomes then you've taken money off the table because you don't have to think about it anymore and that's the situation that some of us on Property Entrepreneur are in and I want everyone to get to so the whole game becomes a lot more fun actually when money isn't an issue you're not worried about paying your waitrose bill paying for the holidays that is where we want you to get to so obviously the financial fortress is what I've spoken about and this is where we should all be aiming for and working towards and I had my financial fortress probably completed in like 2018 19 and I got a bit sidetracked along the way I lived in London and started living a fast lifestyle, I was doing all sorts of stuff I was pretty good but I got a bit distracted and it took me the best part of 16 years right but I didn't have Property Entrepreneur, I didn't have this kind of focus and I didn't have this kind of accountability but this is where we want to get to so when you've got your cash flow target you can then figure out what your financial this is going to be your homework to figure out what your financial fortress income and value is going to be so for me if I've got a financial fortress of equity 1 million I know I need my ROI to be 6.9% to cover my living costs no businesses, no business expenses with tax, living in a country that I want to live in, flying home 3 times a year to see mum and doing all that type of good stuff and that's the type of clarity that you will need and that will be your homework so has anyone got this now, has anyone got this kind of clarity now good, ok a couple of people good fantastic and you review every year I've changed mine this year my costs are going up, I've got a girlfriend now and all that type of stuff my costs are going up they're going up I've got mouths to feed, do you know what I mean she eats a lot yeah exactly I'm starting to see so things change, that's cool it's conscious, it's predetermined it's not accidental, I know what I'm getting myself in for and it's fine and just to give you a bit of a sneak peek about what we do on advanced is you're going to have a series of KPIs on advanced that we don't give you until the second year but one of the big ones is your wealth percentage score and what we do is we give ourselves a percentage of how much our cash flow from our financial fortress assets covers our cash flow target so if your cash flow target is 5 grand a month and you've got 28% of it done what's that you've got 1,400 pound a month coming in did I just do that do I get a round of applause good dyslexic but good at arithmetic and that's where we want to get to, that's like a key KPI for you so you might want to steal that, don't tell them I told you about that and this is what's going to allow you to retire, this is it we don't want you to retire poor, we want you to retire wealthy, you'll know because you'll have it covered, right let's do some top tips and then we're going to go to the break so it's not how, the key thing here is it's not how much you make it's how much you keep so controlling your tax, controlling your overheads another top tip, don't get divorced alright it's a massive expense, it's going to really mess up your cash flow target, alright don't buy new cars, don't have 8 kids alright, these things are actually seriously these things actually prevent you from becoming a millionaire so you know don't move house every couple of years these things are quite important if you're going to get to the million pound you probably haven't done all those things seriously don't kill yourself on cash flow strategies alright so if you were thinking about divorcing your husband you could just put that to next year just like put it off but it's like don't kill yourself on cash flow strategies don't just keep thinking what I did the answer is just more houses more clients, bigger, bigger, bigger there's actually easier ways to make money sorry my slides are out of sync appearances can be deceiving ladies and gents, this is where we're in like a really trusted room and we have to go out into the world understanding that everything we see is not reality and just because someone's got something flashy and nice and smart doesn't mean they've got it all figured out I would bet that they probably haven't, there's a very very high chance that they haven't got it sussed so don't get swamped into the whole Facebook social media reel of fortune because I think that's a bit of a hiding to nothing focus on your own race don't skip the gears, don't think you're too good for cash flow, don't think the job you've got now will never end and it's all fine like plan for the worst, hope for the best but plan for the worst so really start to think about that reliable cash flow income and don't skip past it and my last point really is about delayed gratification, so you know I lived in a house share for 10 years while I was building my wealth and everything else and I do think you have to, to be honest go through a period of delayed gratification you can't just have it all, it just doesn't work like that unfortunately if you, I think there's a good quote about doing what you want now versus doing what you want most has anyone heard that quote?

There's a nice quote about the discipline to not do what you want now to get what you want most and this is where delayed gratification comes in so if you're not good at that, that's something you could practice could be an objective, however if you're too much the other way and you like living off beans and water and you're going to beast yourself and you want to get to financial freedom with 10 ribs showing because you've eaten 500 calories for the last 5 years I would say you need to chill out and you need to just have some balance so for me I would live in a house share but every December I'd go away I'd go to Thailand or Cape Town and I'd get the apartment with the penthouse view and I'd recover and I'd enjoy my winnings and then I'd go back to the hustle and that was how I did it and everyone's got to find their own way whether it's a weekend away or that one luxury that you have, I think that's fine but that's it you measure it and then it might take you 3 years longer because you have the nice car but that's ok because every time you get in your car you think I love this car, right?

That's alright it's not like a sprint it's a marathon so that's probably my final point, have you got any questions? yes we'll get some mics going thank you

[Speaker 5] (1:54:55 - 1:55:32)

yeah I think well I've heard you loud and clear on it so I think I know what you're going to say but just to test it so you say you're 80% of the way there in terms of your financial fortress covering your independence number but you've got no cash flow business so one way to do it would be go straight to profit, top up then your asset and then you're 100% there option 2 is what you said is essentially build your cash flow to cover that difference but I just wanted to get your sentiments, I know every situation is different and stuff but yeah just overall thoughts

[Adam Goff] (1:55:32 - 1:56:15)

do you really want to start a whole new business just to get yourself 20% of the way there this is where you've got to take your own lens on it can you live off the 80%?

like beans and rice is it really beans and rice? if you don't have to pull your kids out of private school and stock property entrepreneur then they're the two most important things right as long as you can afford our invoice every month just carry on I think that yeah so if it was me I'd be thinking okay well what would I do I guess you're almost there obviously what you're doing everything's working so you've just got that little bit of risk haven't you that

[Speaker 5] (1:56:16 - 1:56:20)

but you don't want to start a whole new business

[Adam Goff] (1:56:20 - 1:56:24)

so potentially you could do some mentoring you could do something

[Speaker 5] (1:56:24 - 1:56:25)

an easier cash flow

[Adam Goff] (1:56:26 - 1:56:34)

I'd be leveraging what I already know maybe turning it into a bit of cash flow but ultimately I don't know how many months or years you're away from getting that 20% filled

[Speaker 5] (1:56:35 - 1:56:38)

the goal is next year almost just put your head down and just do it

[Adam Goff] (1:56:38 - 1:56:58)

for a year this is where absolutely it's a great question because it demonstrates well my advice versus the real world where it's not always as black and white as I can put on a presentation I personally keep cracking on assuming you've got a bit of savings you've got a bit of a buffer yeah good cool I don't want to be sending you arrears notices in the email so

[Speaker 5] (1:56:59 - 1:57:01)

if you see me next month I'm alright

[Adam Goff] (1:57:01 - 1:57:08)

yeah as long as you're here should we get the mic we've got a couple more questions yes David good catch

[Speaker 6] (1:57:08 - 1:57:39)

thank you you mentioned the aim of the game is to take money off the table I just wondered if you've got any tips on doing that I'm assuming friction is a good thing property is great for that because it's very very illiquid but I have tried putting things in fund and share accounts but when you've got a big build on the goal or something like that it's fairly easy to sort of dip back into it obviously discipline is required any tips on that

[Adam Goff] (1:57:39 - 1:58:21)

yeah I think the concept of taking it off the table is so you don't get fat and lazy with having a lot of money on your balance sheet and in your bank account so that it's really nice especially if you've got a team you don't want to see that you've got 150 grand in the bank because everyone gets a bit lazy so I definitely think it's something about keeping it lean and if you've got a trading business live within your cash flow requirement don't just get lazy that's really why that's important in terms of taking it off the table and then lending it back to yourself yeah I mean of course you'd always want to be your own bank so I don't really think that's a problem

[Speaker 6] (1:58:21 - 1:58:21)

yeah

[Adam Goff] (1:58:22 - 1:58:34)

because you're in a nice position where you can fund your own development but then again it's like ok I'm going to fund it but if I this is the whole thing of losing your shirt isn't it if that goes wrong then I lose a lump of cash yeah it's taking it

[Speaker 6] (1:58:34 - 1:58:48)

out of the risk free pot if you like and putting it back into something risky you know you hope it's going to come back but it just feels bad when you're taking it out of what you felt was the safe place and putting it into something risky again

[Adam Goff] (1:58:48 - 1:58:49)

Josh you have some insight?

[Rachel Davis] (1:58:50 - 1:59:36)

On this I think one of the important things is just making sure that when you're looking at doing these development projects that your salary is not taken away so it's like if you've got a trading business I know you've got quite a lot of stuff going on you get paid £5 a month from that business that happens regardless that money for me shouldn't be put back into the business otherwise you'll always be putting that money back in the business so I think the development should be a separate thing raise the money for the investors do what you want but really as long as if you're taking £10 a month from your trading business and you're in need of £5 put the £5 surplus in but you just need to be careful that you're not just absolutely crippling yourself personally to fund a business investment because although it's one more project, one more project if you get into that habit it just goes on for a lifetime

[Speaker 6] (1:59:36 - 1:59:39)

So it's almost like very clear cost centres?

[Rachel Davis] (1:59:39 - 1:59:51)

Yeah 100% I never used to fund any of my projects with my own money, it was always other people's money other people's projects and then if I had surplus I'd put it in but the monthly cash flow was just my cash flow Understood, thank you.

[Adam Goff] (1:59:51 - 2:00:40)

Yeah if the question is about do I eat into my cash flow, no If the question is about do I bank with myself then that's personal preference I've decided I'd like to do it all under my own steam, Dan does it all under his own steam that's perfectly fine but I guess it's a personal choice about security Next question? I was just going to ask you if you've got multiple businesses where do you put your focus because you might have a business that's got high leveraging cash flow but then you've also got properties where you build an asset Great, session three is all about distribution of focus, so we'll cover that and if we haven't answered it Ian then we'll answer it later Yeah? You're a tempo, I didn't realise you were a tempo Good man

[Speaker 5] (2:00:41 - 2:01:15)

So my question is more around the cash flow side of things whilst reducing the overhead, so my business partner here Liam, we have a very good cash flow business and I guess the difficulty that we face is that since March has been rapid growth, so rapid growth where we've got a lot of clients, a lot of money coming in and even though we say our overheads are low they're increasing because we need the staff we need the systems, we need more things so how do you balance getting the cash flow right without going crazy and then without having too many, too high overheads as well?

[Adam Goff] (2:01:16 - 2:02:40)

Yeah, it's a great question, this is exactly the situation that I was in, so you're like a victim of your own success, it's hard to turn down business, it's hard to say no to new deals, whatever they are, clients rent to rent, I'm not sure what you're doing so this is where you need financial clarity on the business and we talk more about this over the winter and I'm going to talk about it a bit after lunch but basically every business has a sweet spot a commercial balance and it's not linear like okay I'm taking on more houses I just keep increasing my cost, you need to be clear about at what point the business makes the most money and if you're at this point now and now you're going to this next point you're going to be in this middle ground where you're not making any money, you've got more houses but you actually might be making less because you've just had to hire two new team members and take a bigger office so it's like you're burning what you're earning until you get to the next spot where that team is now fully loaded and now you're making money again and when we talk about business models and sweet spots you can get clear on actually where is that in my business and sometimes people shrink because they realise there's no point in having all these extra clients because actually they're making less money than they were back here so this is where the trap of more revenue isn't more profit so it's like I've just done that I've reduced size Can we get a mic for Ed because it's a very useful insight

[Speaker 9] (2:02:40 - 2:03:13)

Yeah so I got to a point I think we're on about 1300 managed rooms I'm in student property and I started to look at the numbers and the clients and I realised really I'm going to take the ballsy decision and I asked a couple of I gave a couple of clients notice so I actually got rid of 250 rooms which as a result meant less staff but it meant that my business could function more it was more automated, it had more flow there was less noise and whilst I was looking at the numbers like you're making more but actually by reducing it you've got a better way of life you've got more time to focus on the important things

[Adam Goff] (2:03:13 - 2:04:01)

Well done for you, that's a great example getting to the point where you can fire your customers the 80-20 rule every business takes on all these customers and at some point they want to get rid of the worst ones so you're in this growth phase which is fantastic but this is actually quite high risk this is where you can easily run out of cash flow, you can't pay people the business comes unstuck, you suddenly find yourself with a 100 grand tax but you didn't know you had to pay and this is kind of the madness of storm so what we need to do is get you clarity about where you're actually going that's what your headline strategy needs to be it's like clarity on where we're going you're not just doing it because it's coming in the door you're doing it because you know you're going to get somewhere so it's great but that comes with every level has another devil at the beginning you were desperate to get clients now you've got too many clients does that help?

so yeah, we'll get you there

[Speaker 6] (2:04:04 - 2:04:32)

so one of the things I'm sort of struggling with at the minute is in the asset category I have a certain amount of money it's alright but it's not massive so I'm trying to figure out what kind of deals to do, should I use my money but then there's only a certain level of deal I can do or other people's money and then how to decide that and then how to structure the deals so that it will really work well for both of us

[Adam Goff] (2:04:33 - 2:04:33)

hmm

[Speaker 6] (2:04:34 - 2:04:38)

so I'm kind of in that space and I'm sort of stuck a little bit

[Adam Goff] (2:04:38 - 2:06:07)

yeah, so if that's a really good question I'd say that at the moment what we want to do is set our strategy so if you're not doing anything at the moment but you know you want to get active again, that's why you've come on Property Entrepreneur you're like you know what, this isn't enough actually I need to kind of grow it but I don't want to lose whatever, you're kind of in that situation, right now all you've got to do is set a strategy and I'll talk about it more after lunch but you're in the form stage, you're in the early days the what's going to work what's my business model, who am I going to do it with basically all those questions you asked they're the sorts of things we figure out over winter and spring you don't have to figure them out now, I know you want an answer now but really what you've got to do is decide that you're going to try and start something you're going to kiss a lot of frogs, you're going to be in the form stage and then you're going to go on that journey of failing, having loads of wasted coffees, starting a deal and then stopping it and then you're going to go through that initial phase of a business which is a lot of unknown but just trying to establish what's my strategy what's my region, is it a JV model, is it Ravi on his own and that takes time to figure out so that's the form stage of a business your strategy right now is I'm going to start, I'm going to do something I just don't know what it is really, thank you yes loads of good questions fantastic, love it, we'll come to Gary next, we'll talk to one of the ladies how are you doing, good thank you very much nice jumper

[Speaker 8] (2:06:09 - 2:06:42)

one thing that I just keep wondering the more that I look at this stuff and think about it and review it for the cash flow section could you just have a job and use that as your cash flow and then be building your profit and going into assets or is that skipping a stage because I think I've got stuff in place to hit the cash flow target and replace that income, I'm kind of part time in my job job but actually it's just do I want this do I really want to take on rent to rent and manage someone else's property when I've got I can just go back to my job

[Adam Goff] (2:06:43 - 2:06:46)

and probably more doing something more interesting

[Speaker 11] (2:06:47 - 2:06:48)

what do we think

[Adam Goff] (2:06:49 - 2:07:44)

should she stay at her job, cash flow or should she start a cash flow business start a cash flow business who thinks she should start a cash flow business who thinks she should stay at her job cool I would say both are right it's really whatever you want to do there's lots of ways to wealth you can definitely become a wealthy millionaire with a high paying job so if you're happy and it's easy you're not starting you're not 18 you're not starting with a blank sheet of paper you're not Finn on advanced who's 21 and going to be a millionaire by 23 you're already going in something you're a doctor I don't have a problem with that at all I don't think there's a right or wrong answer I think if it covers your cash flow and you can do locum and whatever and make it work and still have enough time to do all the other things you want to do

[Speaker 8] (2:07:44 - 2:08:00)

yeah I think it's that because I've got the options to do all the part time stuff and scale up or down then I'm just like do I need to bother with this, which I have been but it's so slow and I kind of want to just get the good quality assets and the financial fortress yeah

[Adam Goff] (2:08:01 - 2:08:17)

everyone's path is different and like I said it's about your own lens and the same way Chris isn't going to just drop everything because Adam said he's got to start a rent to rent business I'd say be honest with yourself there's no right or wrong answer but I don't have a problem with that cool thanks very much

[Speaker 8] (2:08:20 - 2:08:34)

so for me when you said take money off the table I presume that first you have to get rid of your debts the urgent debts in my case the negative equity flats I've got is that

[Adam Goff] (2:08:34 - 2:09:19)

yes so Dan and I built the 10 layers of wealth I'm not sure we recommend it on the pod today but we'll definitely be able to win so there's a 10 layers of wealth podcast and the first layer is getting rid of expensive debt like people who've got credit cards things like that there's a really good guy called Dave Ramsey on Instagram and he talks a lot of the same language that we talk it's basically like get rid of your expensive debt first so lower your overheads get rid of your expensive debt, get a buffer you know once you've got a cash flow buffer then you can start and you kind of go up the layers of wealth so potentially I don't know your circumstance but listen to the podcast but yeah definitely things like that that are costing you a lot of money expensive debt which number is that?

[Speaker 8] (2:09:19 - 2:09:30)

it's not that it's expensive it's stressful because I need to repay them it's less expensive than a credit card right?

[Adam Goff] (2:09:31 - 2:09:49)

maybe let's talk about it at the break because if you want to get some actual insight or post it in the Facebook that's the sort of thing we need the context I can't just give you a I would hate to give you an answer and then it wasn't the right one so last question we're going to go to a break but hopefully getting value from these questions oh Gary no Gary go on

[Rachel Davis] (2:09:50 - 2:09:58)

I was just wondering for if if you have to have profit as lump sum or if it can be recurring income

[Adam Goff] (2:09:58 - 2:10:00)

yeah it can be both

[Rachel Davis] (2:10:00 - 2:10:08)

so for context I built my mortgage brokerage which made it operate essentially without me then decided to do the fun stuff of consultancy I've been doing that since 2019

[Speaker 9] (2:10:08 - 2:10:20)

that's now become my cash flow running events and training etc and now my profit is my brokerage so that's the money that I'm going to essentially use to buy assets and everything else but it's recurring

[Adam Goff] (2:10:20 - 2:10:34)

so it can be lumps but it's also just surplus cash so you know like capital living making whatever 40 grand a month I didn't need it it's surplus cash that's how I built my, I never had a real profit play apart from speaking on Property Entrepreneur you've done it

[Andy] (2:10:35 - 2:10:42)

absolutely not a question last month

[Adam Goff] (2:10:42 - 2:10:46)

not a question alright ladies and gents have a good session I need to get Rachel on stage now

[Andy] (2:10:47 - 2:11:44)

I've got the MADE wristband I've created but it's actually things that help from the group so basically it's all created with like wealth dynamic colours I've actually created 20 colours and different designs smaller ones for children bigger ones for bigger wrist people as well so it's actually 20 designs and knowing Neeraj doesn't like to wear it I've actually made keyrings for him as well thank you one free for everyone but if you want more then just contribute whatever it's worth to you in the box I'll put it all here so have a look the only thing that you looked at was the MADE but there's another message which is discipline or regret and there's an internal message as well so have a look and then you'll see what it is.

[Adam Goff] (2:11:44 - 2:11:48)

Thank you Andrew that's very kind let's give him a big hand and let's invite Rachel back on stage please

[Josh Keegan] (2:12:03 - 2:12:34)

right so a podcast for you is Rich, Bad, Wealthy, Good and this is podcast episode 24 so put that on your action list everybody we're nearly at the break now so don't worry we're getting there oh sorry podcast episode 24 so get that on your action list Rich, Bad, Wealthy, Good they're all in the back of the workbook thank you very much thank you I'll move do you want me to move through these Adam?

[Adam Goff] (2:12:35 - 2:12:58)

apologies yeah let me just these are three books that I think are pretty fundamental to building wealth maybe you've read some of them maybe you haven't they all have their own take on things but very high value so I'd recommend you get them on your Christmas list they're excellent books thank you for that Adam sorry do you want me to bring it back on?

[Josh Keegan] (2:13:01 - 2:14:48)

that's alright sorry about that no these are just recommendations for good reads did we enjoy that everyone? yeah was that good? yeah right so can I have a show of hands then who here is going to be doing a cash flow strategy next year?

hands up in the air if you think it's cash flow hands up in the air if you think it's profit you might not have decided yet hands in the air if you think it's assets ah marvellous yeah maybe you need to think about it a little bit more as well right just onto a few things that we need to do affirmation boards we have all been planning our year of's and our headline strategies and all of those things but this is your affirmation board this is what it's going to look like on it you will have your year of your professional and personal objectives looks lovely doesn't it you can have one of these this was my first one on property entrepreneur back in 2019 if you want one of these to be ready for you at the January workshop the deadline is the 10th of December yeah that's a Sunday yeah but if you want to have it ready for you to pick up so you can have it on your desk or on your wall when you start 2024 then that is the deadline to work for there is a QR code in the workbook that is a QR code to the order form and I think Bianca will probably post it in the WhatsApp group and she'll post it on the Facebook community as well it will give you a link to the order form sound good yeah anyone got any questions on the affirmation board are you all good that's the deadline for getting yourself ready to put them in stone to formalise them so you can put them yeah who's got a ah voice box

[Speaker 6] (2:14:50 - 2:14:53)

do we is someone designing it or do we design it ourselves

[Josh Keegan] (2:14:53 - 2:39:37)

no it's all done for you it's £32 plus VAT you just have to submit your picture yeah you need a picture cool thanks so you see on the front of this one we've got everyone chooses their own picture something that means something to you and that will be on the order form you'll be able to upload it alongside all of your objectives and your year off yeah great great question thank you for that I think some of you might have noticed on your tables you've got a handful of habits everyone's seen the little cards they're not written on yet they are ready for you to formalise yours so in the break I want you to formalise your handful of habits the ones you're going to focus on from December and for next year as well what we need you to do is put when you write them up we want you to put your name on the back you don't want to get the wrong handful of habits back Bianca and Lauren are going to laminate them for you yeah so they'll be back on your desk towards the end of the day you've tried and tested them it's now time to commit to them yeah so this is your next job in the break time so please do your laminate well we'll do the laminating you write out your handful of habits hand them to Bianca she'll get them laminated sound good? marvellous and this month we've done something differently with buddies we have pre allocated you a buddy this is the list don't worry if you can't see it on the screen your name Bianca and Lauren have got a list at the back and yeah it's also going on facebook it's also going into the whatsapp groups please have a look at the list in the break and at lunch time I've told you about this early door so you can find your buddy talk to them and decide how you're going to check in with each other do that during the break time during lunch time and catch up with them and talk to each other about how you're going to do it to catch up sound good?

great break time now so we've got till 12 it's run over a little bit it's got till 12 go get yourselves coffees and teas give everyone a huge round of applause let's finish 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 ladies and gents this is your two minute warning grab yourself a drink finish up your conversations we're going to be live on stage in two minutes time please take your seats this is your one minute warning ladies and gents this is your one minute warning we're live on stage in one minutes time take your seats 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 I need to take that home it is the best thing ever I absolutely love it how was break? brief but good yes I know brilliant who here knows what get up and give back is?

raise your hands if you know what it is 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 been an incredible it's an incredible opportunity to do some good as well as smash your business and personal objectives this year so this is the charity initiative for property entrepreneur and the aim of the game and the mission is to promote mental and physical well being 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 now I have a video next that can show you what the previous years have done and how they have raised the money together so if you've got handkerchiefs in your pockets please get them at the ready now we're going to show you how GUGB have done wow 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 and this gave 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 and 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 and they were amazing charitable organisations and 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 so 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 do I say bless you to that 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 three different levels to suit different levels of fitness and there was a body challenge a mind challenge and a soul challenge so three different levels of challenges for all fitnesses and 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 deliver 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 soul 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 three national peaks in under 24 hours, it was a phenomenal effort, and for the first time on property entrepreneur they did a grand finale this year, it was in June the super event it was 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 feet there and that's what everyone 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 today 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

[Speaker 7] (2:39:38 - 2:39:39)

the

[Josh Keegan] (2:39:39 - 2:43:24)

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 alright 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 lunch time 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 yeah well are your hands in the air anyone got more than ten things that are broken in their business yeah me, 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 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 needs, 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 smashing it all out getting it all done, smashing through the list and it makes you feel great right so 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 Yeah Right, you all good?

[Rachel Davis] (2:43:25 - 2:43:52)

Good day so far? Excited to go into winter? That's exciting that's exciting, 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

[Speaker 11] (2:43:52 - 2:43:55)

You realised that, you were by yourself last night, right okay

[Rachel Davis] (2:43:59 - 2:44:03)

It's the power of the supper club like you just come anticipating a supper club Yeah

[Speaker 6] (2:44:07 - 2:44:09)

We made our own supper club yesterday

[Rachel Davis] (2:44:09 - 2:55:28)

But come up with a problem leave with a solution, the whole idea of supper club is like we've noticed that people when you kind of 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 over subscribed we are full up for the entire year so you've all missed the boat but have you? Because I've had 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 we walk the talk I think my month, this month has been like this 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 2 year old on their back before?

you all have more than I was expecting do it with a 7 year old can I grunt? honestly, this for me has been the last 4 weeks since the 3 last I've found it really hard, 2 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 3 times a week I'm literally, our family I feel like is in survival mode at the moment so I'm literally 3 times a week, 20 minutes and 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 4 weeks because you're busy, you've got loads of stuff going on everybody here can manage 20 minutes 3 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 and she doesn't want them, but you have to do 15 press-ups for every mouthful you take so if you guys are really struggling to like 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 and I was like yeah I have but no it's been really good, we've done it on the board 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 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 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 her room and 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 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 an impact on your life right got some unfortunate news, we're going to move into winter now so we've all been enjoying autumn you know, it's like strategy it's big picture thinking it's just sitting down in the cave, getting a coffee getting out of journals, 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 you 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? 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 is 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 is driving on his way to work all of a sudden his engine starts spluttering and the car starts to break down 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 his mechanic called Eddie he says, can you fix my car and Eddie goes, yeah of course I can fix your car that's what I do, when will it be ready? tomorrow, cool, he comes back in the next day the heart surgeon walks in and he says how's the car looking, and he goes yeah, it's fixed, he says how much is that and he says, 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, how come you do the same thing, okay the heart, 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 spend 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 and put it back together again and create an easier job for ourselves, there's one big project in winter what is it?

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 so 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 so 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 know, 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 so take winter seriously because this is actually laying the foundations, it's actually putting the bricks together and building your business so we're going to start with ship 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 but in all seriousness on the board we have, it's called don't come without it done and if you haven't done your homework on the board you have to sit out in session one it's cool, you haven't done it, just go sit in the bar and finish it in session one 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 holiday thinking ok well no one's going to do anything with that and all of a sudden the team started posting in it I was like 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 so if you've not done it, get this set up as soon as you've 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 are team members getting frustrated with what are the things that are broken in the business and we want to understand not only from your perspective of what's not working but also from your team members, your business partners and everybody which is in the business you can fix you can't fix the roof when it's raining but you can see where the cracks are so 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 and it's actually going to destroy the business if you don't fix it now you should not be fixing anything unless it's going to be half summer you're going to see stuff coming off, I'll just do that now no, we don't do that now, we wait until winter because when it's summer time 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 to have a new policy on what people wear to the office all the way down to we used to have a problem with the letting agency it's like people would always ask what other rooms have you got and it would take people ages to copy and paste all the links put them all in a message so 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 departmentalise so 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 or sometimes people post the symptoms like our communication with tenants chasing debt and actually we just need a property management system so you can consolidate that down into one and then departmentalise which department is it going to go in where does it actually sit within the business so which area is that going to work in it's going to make it easier to understand and 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 and 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

[Andy] (2:55:29 - 2:55:35)

March is the deadline for the winter hit list for doing things in the winter

[Rachel Davis] (2:55:35 - 2:55:53)

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 so all of the work really needs to be done by that point where's this catch box

[Speaker 9] (2:55:57 - 2:56:21)

so 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 so obviously I will introduce it when it calms down and when you create the whatsapp group is it just for the team members just to list everything that they see as potential improvement areas and do you invite the whole team to that or would you be quite selective of who you invite

[Rachel Davis] (2:56:21 - 2:57:16)

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 and like 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 she literally like and this is kind of funny as well she basically this big long one came in I was like what's this and 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 right so you've had a tough day haven't you but how good is that it's like 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 and your job is

[Speaker 9] (2:57:16 - 2:57:22)

not to solve these things so just don't just get them to list encourage it oh that's a really good one

[Rachel Davis] (2:57:22 - 2:57:28)

thank you yeah it's not time to solve it no cool thank you it's like a face to drop and go yes Adam

[Adam Goff] (2:57:28 - 2:57:40)

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

[Rachel Davis] (2:57:40 - 3:22:48)

yeah that's a good point so these are the five areas so product marketing sales operations and finance these are like your five departments in your business and what this is going to help you do is really work out kind of where all these different ones fit to help you organise the winter list so you want to put all of those together now we are going to give you this which is going to be a template can you sort the slides out for me please they seem to have frozen er yeah we're going to be giving you a template it's going to be shared in the winter in the profits from their programme facebook group and in a moment I should be able to show you 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 photos guys because you're going to get this template and I'm going to give you a demo you put it on your wall 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 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 yes? coming back to even more basic how do you think we decide what's the most important value value impact yeah all those kind of things very simple so what's urgent and what's 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 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 and 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 to be really really useful to have I'd love to see all these things I'd love to see XYZ 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 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 you're underachieving and you're really struggling with the winter season top tip quick wins 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 absolute monsters I keep using the example of creating a brand new website sorting all your forecasting out and I've got some examples of something that's really big they need to do we were very lucky client reporting a brand new client reporting system 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 quick wins are things that maybe aren't 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 it's going to take 10-15 minutes but you're going to feel organised for the rest of the year clean up my desk I actually cleaned up my desk last week it's like I feel like a new human I come and sit down at the desk and I'm like it's so much more productive it energises it's absolutely amazing these are quick wins so use them as well and mix them in so you're going to see it's 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 prioritise things another way to prioritise 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 product 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 5 star service well then 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 and think about aligning your priorities in your win tip 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 prioritised 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 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 be in that place the more we can have that in our heads delegate to elevate so not only are you able to delegate 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, so they'll elevate the quality of their work like 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 like if you put ten 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 so it'll 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 go out it doesn't quite meet their standard, their expectations 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 ten of your team members at 80% of the standard that you want and then you can put, you can do the final touches at the end, the final 20% and manage them to that level with winter it's about getting as much done as we possibly, possibly can so where we can use our team accept the fact that it may not be the level you want but utilise 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 summer time 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 the 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 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 winter, 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 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 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 chat to your VTs 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 and I wrote a few bits, put it to chatGPT and I had it in two minutes and just sent it out it's amazing, it's awesome innit, yeah so use chatGPT, chatGPT 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 chatGPT, I mean that could be if you're a 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 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've given all the tools for them to actually deliver on this effectively so this is going to be what the winter hit 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 and then work out which platforms are going to post them on at which day and which time, don't do that, just get oversubscribed, this is what they do, this is their business, this is what they specialise in, so where you can find 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 all winter to build a very average website, find a website person that you can pay 3 or 4 grand to and they'll 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 3 or 4 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, 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 is 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 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 this is a bit of like a shift and some of you that have got VAs, PAs managing team members, I started shifting this probably a couple of years ago where they said right, I'll get this done and then I used to say, I'll need it by Thursday please and they go yeah, no problem and it just wouldn't really happen, but now I say when would that be done by? And they say, 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 on 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 I'll 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 and say 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 so 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 3 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 so your Sunday Sanity, your top 10 tasks, 30% of that so I do 3 tasks on my Sunday Sanity will be win tick list related so every week checking on the schedule saying well what did we say we're going to have done right I said this week we're 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 etc just have those 3 things and that's how you're going to build this and encourage your teams to do this too there are 2 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 Dan, like 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 but there are 2 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 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 and you can start to see 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 so 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, so it's really careful that we set ourselves up massively for success, then we're going to execute, so I'm going to show you now some kind of 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 sugar coat this for you this is hard, this is really difficult, this work is not enjoyable, like 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, so it's not fun but you can try to make it fun where possible so do things like 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, so make it fun make it enjoyable while 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, so 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 and it's like 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 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, so 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, so 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'll do some more on prime time next month but prime time is basically quiet time and the art of getting things done so 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, like 60 minutes you'll probably be like, I need a bit more time, 90 minutes, you'll be about done so 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 and then your triple A game we're going to be setting you a 28 day challenge which is going to help you with this but 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 like 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 heard a phone there's some sort of noise going on is it sparking? is it on fire?

no you're right, you've covered the lights 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 right, so you want to be on the triple A 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, what are those beautiful chocolates, those Lindt chocolates they're really cold when you bite into them the Lindor chocolates but if you're eating them every night, like 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. And eyes on the prize this is what we're getting to, New Year's Eve party so 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 and 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 and 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 so the New Year's Eve so it will be like the New Year's Eve of the financial year which