**PPN Session one 7.02.2024\_Transcription**

[Rachel Davies] (0:03 - 0:53)

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, this is your two minute warning.

Grab yourselves a drink, finish your conversations. We're going to be live on stage to kick off workshop five in two minutes time. Please take your seats.

[Speaker 17] (1:30 - 1:30)

Ladies and gents, we're going to be live on stage in two and a half minutes time. Please take your seats.

[Rachel Davies] (1:40 - 2:11)

This is your one minute warning, ladies and gents, your one minute warning. We are live on stage in one minute's time. Take your seats.

Ladies and gents, this is your 30 second warning. Get ready to put your hands together. We'll be live on stage in 30 seconds.

[Speaker 11] (2:41 - 2:56)

Ladies and gentlemen, property entrepreneurs, please clap your hands and give a huge round of applause and welcome to the stage. Rachel Davis.

[Rachel Davies] (3:06 - 13:06)

Property entrepreneurs, welcome back. Are we good? I said, are we good?

Fabulous. Great to hear. Did you have a good month?

Yes. Excellent news. Are you guys all still on a high from strategy day or are you now starting to think, actually, I've got absolutely loads of work to do now, haven't I, to get this stuff done?

I can't swear on the stage. You guys have been a fantastic year group. Your performance in the Facebook community, your presentations from strategy day, they were all absolutely next level.

Do you want to be the best year group property entrepreneurs ever had? Do you? Yes.

Absolutely. Well, now it's all about execution. We now need to pull the trigger and make all our commitments come true this year.

Are we going to do it? Yes. Absolutely.

Nice to hear you all fired up. You know the drill, no phones, switch them off, put them on vibrate. There's a 20 pound fine to get up and give back.

If we hear your phone go off, it's time to focus on some very high value content. You know what it's like on Property Entrepreneur? We like to walk the talk with you.

We go on the journey. If you're feeling like you've got a lot of pressure on your shoulders and that you're overwhelmed right now, well, I'm in exactly the same boat as you. I'm going to talk to you about some of my highlights.

One of the things on my personal objectives this year was to have a default diary. This is my default diary. You'll notice it's from a couple of weeks time.

My virtual assistants absolutely hate it because they can't book anything in my diary. It's just how I like it. It's fantastic.

You'll notice here, the value in doing this is in strategizing your week in advance of it. Thinking about what your life is like and understanding when is the best time to do your high value activities, your low value activities, your exercise, and for me, your mum duties. When we were doing the toggle time tracking challenge, I toggled everything.

It was very clear to me from the data that I spend half my time being a mum and half my time being an entrepreneur. That doesn't leave me a lot of time to do high level value work. The way I'm making prime time work for me is it's between 5 and 7 a.m. in the morning. That's when I get up and that's when I hit my winter hit list. That's how I'm doing it. That works for me.

For you, there's some night owls in here. Who's a night owl? There's a few of you.

You might want to do this in the evening. I'm not telling you to copy my default diary, but have a think. The value is in the strategizing ahead of time.

If there's a curve ball, we talked about this last night on supper club. If there's curve balls, then move things around and adjust. That's how you do a default diary.

As you can see, my objectives for the year, one of mine is to swim a mile without stopping. It's in my default diary two times a week on a Tuesday and a Thursday. It's non-negotiable.

It happens. I've also created myself a swim scorecard. Whose is that?

£20 fine. I can hear a phone going off. Adam's going to talk to you about scorecards later on today.

As soon as I created it, it made me want to go swimming. It made me want to improve my stats. It's a great motivator.

In black and white, my results are laid bare. I cannot get away from it. I already know that I haven't done enough sessions in January and I need to up my game, don't I, for February.

The pressure's on. That's going to help me stay on track. Two is good, six is getting bad.

The reason I do that is because of my physio. I need to understand where I need to pull myself back, get into physio and get myself sorted. How's everyone getting on with their winter hit lists?

Hands in the air if you're absolutely nailing it and you've done over 33%. A few of you in the room, look at Josh at the back, honestly. It was a slow one, Adam.

Right, well done to you. You're on track. That's absolutely brilliant.

Who's on 20% of their winter hit list? Yeah, a few of you. Who's on 10% of their hit list?

A few more. I know, look, you're all really scared to put your hands up. The only one you're cheating is yourselves here, be honest.

If you're behind, you need to pick up some momentum on your winter hit list. You need to push pedal to the metal and you need to start building some great momentum in February. Get yourselves going.

Do not try and do all of your winter hit list in March. It's going to kill you. Start moving forward and focusing on that.

You need to be at 60% by the end of February to give you an idea to focus your mind. This is mine. We as a team and my HMOs are on 41%.

We're steaming ahead. It's going really well. I have had to push my team in the right direction, though.

One thing, if you're working with a team on a winter hit list, they're not used to using this spreadsheet, so they might forget to fill it in. You need to motivate them forward. I've had a lot of that, Grant.

I agree. I've had to keep going back to them and making sure they're filling it in, so don't forget to keep checking in with your teams on a weekly basis. Now it's time to mark your homework.

Let me tell you how this is going to work. In a minute, Declan's going to put some music on for me and I'm going to give you three minutes. What I want you to do is, in the first minute, I want you to turn to page four in your workbooks.

In your new workbooks, you'll find this. On page four is the homework from last month. In that first minute, I want you to mark your homework and give yourself a percentage score out of 100.

Don't do it yet. In the second minute, I want you to turn to your partner and I want you to share any game changes, key experiences, challenges you've had doing the winter hit list, any big things that you want to share with them and share that in the second minute. Then in the third minute, please don't forget to swap over.

Blazes, can you stop talking? I've heard you all in the video. Go second.

That's a really good idea. I like that. Make sure you swap over and share your game changes and experiences with each other.

Sound all right? Does everyone understand what to do? Fabulous.

Declan, can you put some music on? Three, two, one, off you go. Talk to your partners.

Time to talk to your partners. Sorry, I'll say that again. If you've marked your homework, talk to your partner.

It's all a bit quiet. Time to swap over if you can. Right, guys, have we shared?

Has everyone shared? Right, everyone, can we settle down, please? Can I have your attention?

Can we have your attention, please? Have we all shared? I need the opportunity for someone to share their experiences.

Can everyone quieten down now? Thank you, Declan. Can everyone quieten down for a second?

I know it's great to talk, and it's good that you're all curiously sharing each other's experiences. That's fantastic. Does anyone want to share?

I want two volunteers to share their experiences. Katie? Natalie?

Is that all right? Shall I?

[Speaker 7] (13:09 - 13:44)

I'm a box virgin. Just a challenge for me that we talked about last night was Curveball. We're doing two renovations at the minute, so as much as I've booked in prime time over the past month, I have let that slip when people have been on the phone.

After chatting last night, I'm not going to do that anymore, and the phone calls will wait. That's been a challenge for me this month.

[Rachel Davies] (13:45 - 14:02)

Did everyone hear that? Natalie's talking about Curveballs, or if somebody rings you and you're in the middle of prime time, what do you do? The correct answer, of course, is to not take the phone call.

The best thing to do is not have your phone in the room. Thank you for that, Natalie. It's really honest, and I totally agree.

Give Natalie a round of applause.

[Speaker 3] (14:07 - 14:59)

Katie? I've been using the Toggle app pretty consistently and loving it. When I started timing, I would just turn it on, track how long everything was taking me, and I was like, this is taking quite a while to do simple tasks because I get distracted by a fly that comes in the room.

I started using the Pomodoro timer, and I realized for myself that 90-minute slots, to me, are too big. If I know that I've got 90 minutes, the work's getting done in the last 20 minutes, so I use the 25-minute timer, and I set it in front of me, and I set a very specific amount that I want to do, and then I have a five-minute break, and then I go straight into another 25-minute round, and that is working a lot better than a bigger chunk of time for me. I could sit there and do five of those rounds, and I'm completely fine, but if you put an hour and a half in front of me, I have no idea what I'm doing, so I break it down.

[Rachel Davies] (15:00 - 15:10)

That's brilliant. Katie's found a way to make the prime time work for her, and I think that's what you've got to do. You've got to adapt this to the way that you work.

She's using Pomodoro. You got off Toggle, did you?

[Speaker 3] (15:10 - 15:23)

You can challenge yourself as well. You're racing against yourself, whereas if you have a full hour and a half, you don't have that challenge as much to get it done quicker, whereas 25 minutes is not a lot of time.

[Rachel Davies] (15:24 - 20:00)

If that works for you, that's an option, so can we give Katie a round of applause? Brilliant. Thank you for that.

Your 28-day challenge this month was time tracking. We've just talked about it. Who tuned into Tony Rigby's session?

Any of you tuned into that? Excellent. I think it was on Clockify?

Yeah, so that gave you a good indication of how to use Clockify. Hopefully, you got some really good tips from that. Hands in the air if you've toggled 28 days straight then.

Who's done it? It's Clockify as well. Well done to those who have.

Who's done it 50% of the time and then forgot the other 50? Keep going. The whole idea is that you have the habit.

This is my toggle from last week, so I'm doing it too. We're all doing it with you. I just wanted to say something on your 70-20-10.

Some people who've been posting in the Facebook community have shown their excellent 70-20-10 is absolutely perfect and it's on exactly where it should be. For some of you, you might not be experiencing that. Your 70-20-10 might be all over the place.

This is what mine is like at the minute. It is absolutely way off and there's a reason for that. That's to do with the fact that I'm working very hard on my HMO delivery at the minute, trying to systemize myself out of the business.

Sometimes there's a reason for your 70-20-10 not to be perfect right at the beginning, but over time, you will get to where you need to be. If any of you are feeling a little bit disheartened by that, don't be. Are you ready for workshop five?

Are you ready for workshop five? Excellent. This is going to be an outstanding workshop and it's going to help you absolutely level up.

We want you to be working on it, not in it. We want you to be able to systemize yourself out of the day-to-day of your business. This is fundamental to raising your rate and creating very successful businesses.

Sound good? Excellent. Where are we in the seasons?

We're going deep into winter now. It's cold. It's dark.

The winter season is slowing down. Your businesses should be slowing down. This is why in winter, we focus internally on your businesses and work on systems and finance and fixing things ready for growth in spring.

Where are we in the methodology? We're at workshop five. We're here already.

There is one session of winter left before we go into spring. You should be feeling the pressure now to get those winter hit lists done. Look how far we've come already.

We've gone through strategy. We've gone into cruise control, worked out the track that we want to race on. We're now in the pit stop, fixing the car, building the business that we want to race around the track.

In the spring, we test drive that new business. In the summer, we open the taps and start on the championship season. The next part of call is the AGM.

The new business year starts in April, doesn't it? This is where you're going to want to launch your formal business plans to your team. A lot of you have already done your strategy day sessions with your teams, which is excellent.

Adam's going to be talking to you more about this in session one, about the blueprint event. Sorry, not the blueprint, the AGM event that he's got for one day at the Belfry on the 4th of April. There'll be more coming from him on that.

It's very difficult, isn't it, when you've got the busy noise in the business, to step away from it and build a business plan. Adam's going to give you a great opportunity to do that. Workshop five is called Work On It, Not In It.

Session one, ladies and gentlemen, everyone wants to work less in their business, do less, earn more, but how do we successfully step away whilst maintaining world-class performance? Well, that's the million-dollar question, isn't it? If you want to work on your business and not in it, there are three key tools you're going to need to succeed.

Session one, ladies and gentlemen, is called Business Map, M-A-P. Session two, everyone needs it, but nobody wants to do it, but to be a successful business entrepreneur, we need to be fluent in finance. Lots of you had this on your strategy day presentations, and today we're going to walk you through how to build a world-class finance function using our unique proven methodology.

Session two, ladies and gents, is on world-class finance function. Session three, AI is the new big system in town, and we have got a really great guest speaker for you today, and he's going to show you how to supercharge your winter hit lists, create more value in less time using this powerful new tool. Session three, ladies and gentlemen, is on the art of AI.

Sound good?

[Speaker 16] (20:01 - 20:01)

Yeah.

[Rachel Davies] (20:01 - 22:05)

Yeah, we all excited? Yeah. Yes, brilliant.

Who can remember from the blueprint what M-A-P stands for? Anyone? Shout it out.

Process. That's one. Access.

That's two. Process. Process, and then people.

It stands for methodologies, assets, processes, and people. Absolutely. Well done, everybody.

What's it like for most entrepreneurs? Well, most entrepreneurs, they are running on a treadmill in a never-ending cycle. They are desperate to do less in their businesses, but when they hire, they hire into a mess.

Everything's in the entrepreneur's head. It's not on paper. The new hires don't know what to do.

In the end, the entrepreneur thinks, I'll just do it myself, and then the cycle repeats itself again and again. That's not where we want you to be. We want you to be able to create world-class methodologies, assets, and processes so that you can hire anyone into the business and that they can do the work for you, leaving you free to work less and earn more on different parts of your business and doing the high-value work that's important.

Now, to do this right, you create the systems, and then the people you hire into the business run the systems for you. This is a quote by Michael E. Gerber from the E-myth, and never a true word was spoken.

I run my HMO business using high-level systems. My virtual assistants run it for me, and they set me free to do other things. This is the power of how this works.

I'm about to hire a property manager, but I only need to hire them by the hour. I don't need someone full-time because my business is so highly systemized that my virtual assistants can do it for me. Who wants to create world-class maps?

Do you want to? Say yes. Excellent.

So, ladies and gentlemen, please put your hands together while I welcome to the stage your head trainer, Mr. Adam Gore.

[Adam Goff] (22:17 - 42:53)

Thank you. Good morning. How are we doing?

Are we good? Nice to see everyone back here, looking a lot more relaxed than last week. Yeah, looking a lot more relaxed.

Well done again to Natalie, taking home the gold. Give Natalie a big round of applause. She absolutely killed it, didn't she?

Have you stopped tearing up yet, or is it about to happen again? Oh, I shouldn't have asked. Okay, let's move on.

I'm moving swiftly. I always get myself in trouble up here. Who gave me the mic, anyway?

So, what's been going on with me behind the scenes? Well, far too much traveling. I was just sharing with Pat just now.

Way too much flying around these last six weeks. I know. It's like first world problems.

Literally, I'm sick of it. I'm honestly just, I spend way too much time on a plane. Yeah.

Yeah. I need to have a conversation with one of my assistants about that. That was weird.

But, well over 70 hours on flights recently. I'm just done with it. Anyway, what's been going on with me behind the scenes?

So, obviously, you had your fantastic day on Wednesday, but something I'm really proud of and something we encourage you all to do is celebrate your clients. The best type of marketing is to actually celebrate your client and put them at the forefront, and you'll see the businesses that do it. They put their clients, and they actually sense of everything they're doing.

For me, it's my mastermind group, because when we did the advanced strategy day, four of the six finalists were from my mastermind, and we had first and second place from the mastermind as well. So, I'm just super proud of Craig and Valerie. It was unbelievable, amazing.

Craig is a real high performer, but you ask him to speak at supper club, he gets nervous. He doesn't want to do it. Same with Valerie.

She literally said it's the worst day of her year. She wants to hide. Give them a bit of coaching, a bit of support, a bit of mentoring, and seeing what happened just lit me up, to be honest.

So, that was fantastic, and we are all going away to Bali. So, I've arranged a Bali retreat for seven days for my mastermind in September at the end of the year. Work by reward was the tagline on the brochure.

Now, everyone's gunning for it, working hard, and we're going to spend seven days together in Bali, which is going to be super cool. Oh, dear, he's in trouble, isn't he, now? He hasn't had the sign off.

Uh-oh. I say all of us. Fourteen will be going, and Anthony will be staying at home.

Who saw this video? For those of you that shared it, thank you very much. I'm hiring.

We're hiring someone at four positions at the moment. We've got head of marketing, we've got head of finance assistant, we're recruiting in our ops team, I need a new PA. So, yeah, we're really going for it, and we're doing it now so that we can get up.

Our championship season starts quite early, so we're trying to get ahead of the game, and we really need them to start before spring so they can bed in. If you think about our blueprint, we want people to join and bed in in spring and then be ready for the summer. Our first blueprint event's going to be end of May, early June, so we need to be up and running already.

There really is no time. The clock is constantly ticking, and hopefully lots of you feel like that now, like a bit of pressure. You saw my video in the group.

You should be a little bit stressed. You really probably should be, because you're trying to change things. You're trying to step up, because this is actually what you came for.

This is where the rubber hits the road, and what I call separator season. Who likes that? This literally is where the people that are going to do it will start to pull away from the people that don't.

I don't mean necessarily in this room, because everyone in this room is going to do it. I mean you and your competition. Literally, this is the difference between just spinning your wheels and every year for five years getting similar results and just feeling a bit stuck to actually having that step change and that level up, which is what you want to do.

Winter is all about systems. That is what it's about, and when I think about how every entrepreneur I know has gotten out of their business, it really comes down to they've mapped it with systems. This really is the fundamental, and there's people at all levels.

There's eight-figure entrepreneurs who I'm telling you now have not systemised their business to a proper extent. Some key member of team leaves, or perhaps a couple of them leave, and they're back checking invoices in the weeds. There's people literally worth eight figures that could be literally stepping back into the office, into the trenches, because they haven't systemised the business enough to be able to quickly delegate it.

When team members leave, knowledge leaves with them, and then they're there to plug the gap. That's not where we want to be. It doesn't matter if you're running three HMOs or you're running 3,000 HMOs.

This is what you need to get yourself out of the business. Hopefully, I've expressed how important this is and why we must apply ourselves to this. Who here wants to build a business that they can either scale or at some point sell?

Let's have a show of hands. Everybody. This is how we create a business that doesn't rely on you.

This is how we create a business versus a job. There's hundreds of people running around out there saying, I'm an entrepreneur, and I've got a business. They actually just have a job.

They don't know it, because they don't know what they don't know. They are just an overworked, underpaid employee for the worst boss in the world. Josh.

No, I mean, themselves. Exactly, Christine. It's absolutely true, isn't it?

Some of you would have experienced that, and some of you will know people like that. This is the trap we don't want you to get into. Like I said, most people have this job that they've created, this millstone around their neck.

They can't get out. Their mental health suffers. It's really rough.

It's rough being an entrepreneur. We all know that. It's seriously tough.

They just can't get out from under. If you apply this blueprint, and what we do on Property Entrepreneur is we give you this time in winter to start mapping out and systemizing the key processes and tasks that you can then start to get off your desk. It doesn't happen in one winter.

To be honest, the task is never done, because if you're constantly evolving and growing your business, then you will constantly have new systems. As you want to increase your hourly rate, things that you were happy doing, you'll then have to delegate. This is just the circle of life.

This is what gets us from doing the viewings in our properties to having an eight-figure financial fortress, and we're living off the steam. That step comes from creating processes, hiring the right people to run them, managing them correctly with scorecards, checking it all works, and then next year going up another level. That's literally what we do.

That's why it takes so long to become a successful entrepreneur, because this stuff isn't easy. We say Rome wasn't built in a day. That's absolutely true, but they were laying bricks in Rome every day.

That's the way you need to think about it. Every time you do something like this, it's another brick in towards your masterpiece. By the end of winter, you will have some key things off your desk, and your life will already be better.

Then you'll go around the track, and then you'll do it again. That's kind of how it works. That's what the most successful businesses in the world actually do, is they just have a fantastic system for delivering a warm pizza within 30 minutes to your front door.

It's not that the pizza necessarily is the best pizza, but they've nailed it so they can do 100,000 pizzas a night across 60 locations, because they have fantastic systems. That's the key thing. That's what we want to get you to.

For those people that are thinking that they can duck out of this, or everything would be fine in their business if they just had better team members, or it's their partner's fault because they're lazy, or whatever it is, I would say that every time you point the finger, and it's like public speaking training number one, don't point the finger at your audience, which I've just realised I'm doing. Every time you point the finger, there's four fingers, or three fingers, pointed back at you. There's three fingers.

I need to change my quote. There's three fingers and a thumb pointed back at you. The point is, is that before we are so quick to criticise and blame, we need to actually, what real leaders do, is they take responsibility.

Who's seen the crazy guy, is it Willick, the military guy, extreme ownership? Who's seen any YouTube videos of the guy? I forget his name now.

Jock. Jock American, of course it's Jock. Jock Willick, or Jocko.

Jocko is something or other. He basically has this book called Extreme Ownership, which is just taking ownership of absolutely everything. His whole thing is, if something breaks, he says, good.

If we don't have enough money for new boots, good. The operation that we've been training for for six months got pulled, good. Gives us time to train for the next one.

It's just taking responsibility for the problems and just running with them. For all of you who've got businesses and you ask the room to be painted in white and it turns in magnolia, or you told them to do a viewing and they did it on the wrong house. It's very easy to blame the person, but actually what you need to do is take responsibility and blame the system.

Things aren't a people deficiency. Problems in your business are normally a systems deficiency, because you haven't delegated in the right way and there's not a system to make sure it absolutely works. It's these assets that we're going to build that are going to give you this blueprint, operations manual, resources, systems, so anyone can run this business.

It doesn't take you being an entrepreneurial genius to do it. Anyone can do it. That's the whole point.

We're going to go through this session now. First and foremost, number one, we need to prioritize what we're going to do first, because there are many battles to be fought. We've got to choose our battles wisely, because we're not going to solve all of this in the next eight to 10 weeks.

Key concept, we live by this in advanced, which is execution is everything. We can all talk a good game, and you've probably heard me say this before, but it's very easy to sit there and convince yourself you're doing a good job and actually achieve very little in winter, because we're so busy. What I need everyone to do is make the winter hit list a massive priority and come out of winter with some successes.

That's what execution really is. It means getting your head down, getting it done, whatever time of day works for you, without a doubt, no excuses, nothing. You are going to get something done.

Let's take that into this next session. Prioritize. What do we do?

How do we figure out what we need to do? The reason that I've asked you to time track, and I introduced you to it at the last event, is because time tracking now gives you some data to see where all the noisy tasks are, where your tasks are going. You should have your categories.

You should be doing a weekly review. Judging from the hands, some people are doing that religiously, some people are still off and on, and some people, frankly, probably haven't got it going yet. This is why time tracking is so valuable, because you don't know, for example, if you can't see where your time's gone, what the noisy parts of the business are.

You think you know, but you don't really know. You wonder why you're not losing weight, and it's because you're not tracking what you eat or your exercise. You think you're doing everything right, but for some reason you're not losing weight.

Unless you've got something medical going on, it's probably to do with the fact you're not tracking the key metrics. In business, our key metric is where is our time going? What is taking our time?

Even Rachel shared on the group, didn't she, about how surprised she was, how much being a mum time took. Did everyone see that in the group? She's obviously an experienced entrepreneur.

She's been with us for five years. She's time tracked before. You think you know how much time it takes, but then you measure and you go, whoa, okay, there's like two to three hours here a day that I didn't necessarily account for.

Instantly, she's able to make changes. She's setting up her diary. She's not going to lose the battle to her responsibilities and the life distractions that are coming in.

She's going to get on the front foot, and she's going to solve it by doing what you saw. That's taking responsibility, to be honest. That's what that is.

She's an absolutely world-class example of that. You need to be looking at your toggle, and you need to be thinking about, what do I need to actually fix? What keeps coming up?

I'll talk about it more in a second, actually, because I'm going to do a little exercise on that. Obviously, the obvious things are to prioritise these low-value tasks, the booking of the train tickets, collecting posts from the central part of the serviced office. Whatever you're doing that is just completely low-value, that's on your time tracker, that can easily go to somebody else, hopefully.

Also, things that happen a lot. What's happening a lot? For example, posting on social media happens a lot, doesn't it?

You should be doing that three to five times a week. That's very high volume. It's probably pretty low-value as well.

Paying invoices, making payments, checking invoices. You think, I'll just do the payments, it takes me two minutes. It might take you two minutes, and you do five, three times a week.

It's just distracting you from higher-value work. These are the sorts of things we want to be getting off our desks straight away. A bit of a mindset thing when it comes to systemising when you're looking at work is, this is something which is like a little mantra we have, you want to create a job.

In other words, you look at all these tasks that are doing, and a job is a bit like a system. For example, you might look at ten things and go, okay, actually, there's enough to hire a VA here for some of this. It might be personal assistant, it might be business assistant, it might be executive assistant.

You go, actually, there might be a job here. Now I've got all these things together. Now I've got a job.

You basically create the job, which you're currently doing, and then replace yourself. That's where the replacer job comes in. I need to actually just replace myself for these key roles.

Now I can systemise them and go and hire for it. Then I've created a little job and put a bow on it, and then I can replace myself, and I'm out. That's the process of getting out.

A good example of where I've used time tracking to really increase efficiency was when I was a younger blooded entrepreneur. That is me, just with the elf hat on. Not all my jokes are funny.

That is me looking very ginger. When I was a younger entrepreneur, I thought that every time I had a problem, what I needed to do was hire a new person. I was getting all excited, and we got a second office space that we didn't need, because bigger was better, and growth, and all that sort of stuff.

That's probably why I almost went bust, frankly, because I didn't have a clue about finance, which Josh is going to share with you in a second. I took a team of 11 people based in London and two offices down to this little dream team of five. I did it by having them all time track over Windsor, and seeing what they're all doing, and then starting to use this process I'm going to show you with map, which I'm not going to give away now.

This is how I reduced time, because I had loads of people doing nothing, generally. I was able to focus it through time tracking. Some examples of low volume tasks, definitely email.

Email is low value. There's no value in email. There's no value in you checking email.

There are some things in there you need to do, which might be high value, but email is not where you do them. You do them somewhere else, and then you send the email. You need to get out of the post room, which is what email is.

You wouldn't hang around in the post room back in the day, in the office, sorting out all the mail, hoping for a good one to come through. You shouldn't be in your inbox. That's a really good example of something you could delegate.

Something that I remember, which I only found out from time tracking with my team, was signing tenancy agreements for capital living. My head of operations, who I was paying 60 grand a year to, plus bonus, every day, first thing he did for half an hour was go in and sign all the tenancy agreements. I was like, why are you doing that?

Anyone could do that. He was like, well, it's just what I always do. He was like, wow, okay, so your hourly rate is probably 30 pound an hour, 40 pound an hour.

We can have someone doing that for 10 pounds an hour. Sometimes, unless you time track, you don't always know what you can delegate. Systems and winter is what it's all about.

I'm going to ask Dex to put some music on. What I want you to do now, you can review your toggle if you want, or you can just think, is why don't you pick from those lists of things I just gave you, low value, high volume, things like that. Pick three to five things that you want to get off your desk.

That's all you've got to do right now. Just pick some things right now. Maybe they're already on your winter hit list, which is fine, but just go for that now.

I'm going to put some music on. Thanks, Dex. Feel free to write more if you're in the flow.

High volume, low value, or just generally irritating. Okay, we'll stop it there. Hopefully, you guys have got a nice little list.

Yeah, I'll share with you something in a second. Actually, I've just had a ... Josh has a good example, so I'll share it with you in a second.

What we want to do now, the next phase is we use something called EAD. The E stands for eliminate. What we're going to do is we're going to look at all these tasks that we've got in our toggle every week, and that's part of our weekly review.

We're going to look at our tasks we've just written down now that are the things that are irritating us. We're going to apply this EAD model to them. The first one is E-eliminate, which means what can I stop doing?

What am I doing that really is adding no value at all, and I really need to stop doing it? Dan always used to use the example with me of his second haircut. He was like, for some reason, every two weeks he'd get a haircut.

When he started tackling this, he was like, why am I going for this haircut? I don't need to do it every two weeks, so he just stopped. It's not a business example, but what I found when I was growing my business was I was doing some things that a year ago were important, and now they're not important anymore, but I still found myself doing them out of habit.

It might be that it's checking social media. That might be one, because once you get your EA to post for you, you have no reason to be on the feed. You have a reason to check the group, the Facebook group, because obviously you're getting value from that, but you don't need to be scrolling Instagram or Facebook or TikTok or whatever it is.

What's changed? What can you stop? What can you eliminate?

The second one, the A, we'll go for a question. Yes, Gareth, if we can get a question. Yes.

[Speaker 4] (42:55 - 43:30)

In regards to the toddler or time tracking in general, you mentioned that using that second haircut or social media scrolling as an example. I noticed most people show an example where you track their work time. Just a little bit of guidance on, does anybody track not just work time, because it's a good way to work out where are you working, where are you spending your tasks, but then things like that, exercise, family time, I find that difficult to track that well, because it's hard enough to keep logging those bits.

[Adam Goff] (43:34 - 49:47)

That's a great point, actually, and I probably should clarify. I don't actually advocate for tracking anything other than work time. I think it muddies the water, and it's too onerous.

For me, it's a game, and I want to track my hours when I'm working. That's the game. It's like, I'm on an hourly rate.

Every year, on Advance, we'll show you, you track your hourly rate, and you want it to go up, unless there's something wrong with you. For me, the clock's on, and now the game is, how can I increase my hourly rate over a year? It's on and it's off, and that's my game with time tracking.

Yes, you probably wouldn't be time tracking if you were scrolling, but equally, you might be distracting yourself while you're at work. If you're honest in your time tracker, actually, I am spending a couple of hours a day on social at my desk, and you're honest, then you could eliminate those things. Yes, I wouldn't advocate personal.

The only thing I would track is if I was, for example, driving to Property Entrepreneur, and I wasn't able to work. I would be tracking that as part of being here, because that has a cost. That time has a cost, and you're not actually getting anything back for it.

This is why lots of us get drivers, taxis, and trains, because we realize that now we can be productive on the way. Even though it seems like a lot to pay 170 quid to go from Heathrow to here for me in a taxi, it does seem like a lot. Even me, the bill was 210 yesterday, and I was like, but my hourly rate is hundreds of pounds.

I save an hour and a half, and I can work in the car, so that's the game you play with it. That's why you should track your hours. Good point, well clarified.

When it comes to eliminating, it might be in your toggle, and it might not, but what can you stop doing? I just found in my business, because I would often tell my team or myself, I need to do this, and you come up with all these new ideas, and then six months later, the thing that you thought was important is actually no longer important, and that's where eliminate comes from. There are some things you can probably stop.

Things you can't stop, what can you automate? For example, a good one here is if you are doing your own bookkeeping, which I don't advocate, which Josh is going to talk you out of doing later, if you're doing things manually in Xero, you can have Xero rules set up. I don't know if anyone knows that.

You can have a Xero rule system where it recognizes the rent from the tenant every month, and it knows what it is, and it automatically categorizes it. Basically, we can use software to automate a lot of our work. We just need to set up the software.

This would be something which we could automate. If you can't eliminate it, basically what you do is you look at your list, you can't eliminate it, you automate it, and if you can't automate it, what do you think you do? Delegate it.

You delegate everything else. Do nothing, delegate everything. That's one of our hashtags.

If you have to sign the hello sign or the docu sign, fine, but why don't you give it to someone else who, with a set of parameters, will just sign based on your instructions? That's how this works. Bless you.

My advice with this stuff is take it slowly. Sloan said he wins the race is the next point. Take it slowly, because some of us, dynos, will go careering into this, and every single week, they'll try and delegate every single task they've done that last week.

This is easy. In six weeks, I'll be retired. It doesn't work like that, because you've got to go through this map process.

You've got to train someone, potentially hire someone. You've got to manage them. You've got to check they're doing it okay.

For me, this is a slow and steady wins the race process. You want to catch things early when it comes to these problems, these things that are taking up lots of time, issues, and when you're delegating, because what you don't want to do is get everything off your desk and think you're home free, and actually, you've created a lot more issues than you've solved. This is why being slow, meticulous, taking your time, giving the employee, the team member the support they need, wrapping your arm around them, doing the SCS, making sure they've got it a hundred times, because that's then off your desk.

If you delegate something and it's not done like that, it will come back on your desk, and it could come back in an even worse state than when you gave it, and then that's when you convince yourself that you're the only one that can do anything, and team members are a joke, and you're just going to go back to a one-man band. That's the cycle that people do. A good example of automation, when you voted last month for the speakers, back in the day, we were getting people to write on bits of paper, so decide who you voted for, the table captain would put it in a cup, and then we'd go and we'd count them at the back of the room, and it's like, wow, why don't we just do the QR code in the Google form?

It's such a great idea, and it just made the whole thing super slick. Otter, otter.ai, for those people on Supper Club, Lauren doesn't have to sit there, thank God for that, she'd probably hate it, sat there all night with us, yapping away, but it's recorded, if we say the word Lauren and there's a reference or a book, all she's got to do is go through the transcripts, search for the Laurens, ignore any ones that are talking badly about her, and pick out the references, and you must see some stuff in those minutes, Lauren. Thank God she's sworn to secrecy, you know what I mean?

It's there, isn't it? It's super simple, super easy, it's automated, like a piece of cake. Otter.ai, I think it's spelt O-T-T-E-R, don't ask me, I'm dyslexic. Can we get a mic for Jamie, where's the catch box? Let's get the catch box. What do you think of this, guys, eh?

You like this, eh? Who's noticed this? It's a winter hit list item.

Let's get a picture of Jamie with the branded property entrepreneur mic. Come on, Bobby, chomp, chomp.

[Speaker 6] (49:48 - 50:22)

I think it's really good, especially delegating slowly, it's a big mistake I've made in the past, where it's just, I've hired you, I pay you loads, you should be competent, and that mindset. So I've got a lot better at that. Do you have any frameworks or approaches to help people maintain high quality?

So I think we all get sort of like a wicked process in place, and then because I've now done it a hundred times, you end up actually getting worse at things, because you stopped doing what worked before. So I didn't know if you've got any advice on that, especially when delegating with managers.

[Adam Goff] (50:22 - 50:39)

I absolutely do. Part of this is going to be around performance, that's part of this. And then two workshops time, we do management in a lot of detail, which is basically setting the bar and holding them to the expectation.

So I think you'll get the answer. Can I share on this and then we can circle back if you need to?

[Speaker 16] (50:39 - 50:39)

Yeah, absolutely.

[Adam Goff] (50:39 - 1:28:51)

Absolutely. I mean, this is the whole game. First of all, what Jamie's saying is right, you don't abdicate, you delegate.

That's one of our lines. It's like you don't just go, there you go. Equally, you've got to hold the wire tight and make sure people are, we need to monitor their performance.

We've disappeared off into the sunset to Bali, but how do we know they're actually doing it? Because if no one's checking, I think that's what you're saying, right? If no one's checking, eventually people just stop doing it, because they just stop getting checked.

So right, now I'm going to put some music on. I would like you to look at your list and think about, is there anything on there you could eliminate? Use the EAD process.

What on there could you eliminate? What on there could you potentially automate or explore automating? And or, what's left do you have to delegate?

Off you go. Good. Okay, when you've done that, put your pens down.

You can just put an E, A, or D next to it. Cool. So we're getting our list.

We're starting to work through it, and we're starting to make this happen. The dream is there. Wow, I don't have to do this anymore.

So the next step, and this is where I start to talk through map now. So the first step is the methodology. So what a methodology is, is basically what are we going to achieve through this process?

What needs to be done? Now, before I do that, I just want to revisit this quote, which Rachel so aptly put in her top, okay? Because the value of your business is in the process, not the product.

The value of your business is in the process, not the product. McDonald's do not make the best burgers. Newsflash, okay?

Domino's Pizza do not make the best pizzas. Ryanair for sure do not have the best airplane seats. But these businesses are the most successful businesses.

Uber definitely doesn't have the nicest cars, does it? Some of those cars in London are filthy. They're disgusting, all right?

But why do I use it? Because it's quick. It's easy.

It works. The process is so fantastic. I can see where the driver is.

Gone are the days where I'm standing outside a nightclub at 3 in the morning in the middle of London in the rain, and I'm speaking to Addis and Lee, and they're like, the taxi's just around the corner. Half an hour later, sir, the taxi is just around the corner. Does everyone remember that?

That's what it, maybe not the 3 a.m. nightclub stuff, right? But this is what it used to be. We were just completely in the dark, and it was whenever the cabbie, basically they're just feeding us complete nonsense to get the booking.

Now Uber is there. I can track him. I can speak to him.

Tips are done. No cash. The value is in the process.

That is why that business is so, part of the reason why that business is so successful. And same with McDonald's. They can do 70,000 burgers a day because they have a fantastic process that is run by spotty teenagers.

How is one of the most successful businesses in the world ran, certainly on an operational level day-to-day, by people under the age of 21? Because their systems are so fantastic. And this is why we can, if we invest in our systems, we can actually hire people probably at a lower hourly rate, because all they've got to do is run the systems.

So the value of business is in the process, not the product. You don't buy McDonald's because you love a Big Mac. You buy McDonald's because it can do 70,000 Big Macs a day in its sleep.

Yeah, day in, day out, without even worrying. So we need to think of our businesses as machines. Right now, most of us, we are the machine.

We are the cogs. We are the grease. We are the chain.

We are everything that goes with it. We are the bike. Remember that analogy I gave about the bike?

You are the bike, and really what you want to do is build a bike that is your business, and then you just ride the bike. You're in the driving seat as opposed to you being part of the cogs. So methodology.

So methodology means, by the way, how do we do things around here? What are we trying to do? What is this process for?

Is it to sell a room? Is it to sell a deal? Is it to source a deal?

Is it to sell a business? Is it to hire someone? What does this methodology do?

And one of the best ways to figure out when you're building a process is actually to get back in the trenches, and if you're not doing it yourself now, remind yourself what it takes to actually do that job. Now you can have interviews and conversations with your team that are doing it to get their insight, or you can just jump back in the trench yourself and just really just establish, roll your sleeves up, get in there and figure out what needs to be done. So that is one of the examples.

I have heard of recently VA companies who do this for you. They will speak, they will talk to you, and they'll actually get the information out of you, and they'll document it for you, which kind of helps. Or potentially if you've got an assistant right now, they'll talk to them, they'll document it for you.

But for the most part in our businesses, we need to get in the trenches for the most part, and we need to figure out what's going on. Now once we've sort of figured out what's going on, and we've sort of looked at it all, you know, we're the magician, we're the entrepreneur, we can start to brainstorm options about how it might best be solved, how the solution to get this thing done. This is our job as the entrepreneur.

We are the magician, the mechanic, putting it all together. Think of us being like an engineer, and we're designing this rocket that is our business, and it's our job to figure everything out and where it goes. So at that point, we brainstorm options, we go into prime time, we think about all the different ways we could solve this problem.

We're like, actually, how do we let a room without having a full-time member of the team in the local area? How do I solve that? Okay, well, that's down to me to brainstorm.

When it comes to everything to do with today, with mapping, your biggest challenge is going to be to keep this simple. We are very good at making it complicated. You know, 52 steps to letting a room.

It's like, cool, well, that might be true, and yes, it should be prescriptive, but your job really is to try and keep this as simple as possible. So try and remember this mantra of keep it simple, stupid, which might mean that you start off with a 50-step guide because you've written it all down, but then you might be able to condense it because you start off with everything. Like, for example, when we did cave time in autumn, who had a journal full of stuff, loads of ideas?

Well, I know lots of you did because you posted them on the Facebook group. It was like, here's my 20 ideas for what my strategy could be, Adam. What do you think?

It's like, cool, well, you've got 20. That's the brainstorming phase. What you need to do is shortlist those down to like three to five or ideally two, and the process is loads and then minimizing.

So that's kind of how we go when we're trying to build our business. And yeah, ideally, it's an independent, stand-alone process. It's not something that requires input maybe from other things.

Like, obviously, sometimes processes need other people involved, and that's fine. They can be part of the process, but you want to build this thing as a stand-alone, simple process. That's the goal.

You could train someone on what they could do. Yes, other people might need to be involved or add things, and I'll show an example of that later, but it should just be you don't want a huge, basically, mind map with loads of things going on and it all links together. No, you want to try and itemize them as much as you can.

And when I put unique and proven, that's the words we use for our blueprint. Everything we're teaching you is unique and proven. It's unique because we came up with it, and it's proven because we've proven that it works.

You are creating your own unique and proven blueprint for your business. That's what you're doing right now. You're mapping your business so that when someone says to you, I want to buy your business, what's it worth, you can say, well, I've got this unique and proven blueprint for how we deliver deal sourcing, how we generate half a million pounds in revenue every year with a 40% margin.

The reason we're able to do that and everyone else isn't is because we've got this unique and proven blueprint. So you're creating your own blueprint for your own business. This is very high-level work, your own intellectual property.

An example of a methodology. So Supper Club, obviously, we did that last night. So we have a document that basically outlines what the methodology is for Supper Club.

So what is Supper Club? Well, it's a little bit small, but the event name is The Supper Club, obviously. Come with a problem, leave with a solution.

You join a mentor. You spend a night with them discussing your problems, laying it all out on the table, and hopefully leaving with a solution and feeling more upbeat or positive and problem solved. The times, who's going to host it, what's included, how many people, 12 people, the events team, and what ops have to do.

It's like this sort of part of it is the methodology. Basically, if you didn't know what Supper Club was and you read that in less than a page, you would know exactly what it is. Cool.

So anyone can do that. That's now our methodology. So that's an example.

Another example is, for example, I've just taken this out of my assistant blueprint. It's just my air travel. Adam travels to and from the UK every month around Property Entrepreneur.

He needs to get in the day before the event. This is where he goes. This is just kind of like, this is outlying what happens for my air travel.

I'm going to talk more about assets and student training behind it, but this is the high level, this is what happens. It's like the description of, we need to get Adam from Bali to Birmingham every month, basically. I'm going to put some music on now.

What I want you to do is pick one of those tasks that you were going to delegate, and just write now a very quick headline methodology about how this process needs to work. It could just be a series of steps or just a brief little summary. This is what it is.

It's like, this is how I left a room. This is how I do whatever. This is how I do a viewing.

Just take a couple minutes now to do a quick summary headline methodology for how one of those processes works. Nice and simple. Keep it simple.

Keep it bullet point. Keep it super simple, guys. Super headline.

Do this, do that, do this. Okay, cool. We'll wrap it up there.

Already, the reason I'm asking you to do this in the room is because you're already seeing, actually, how easy this can be. This big thing that is actually scary, systemising my business, it's like actually, I say it's not easy. If you pick a really hard task, now it's going to be difficult.

If you pick something manageable, small, which is, remember, what we're trying to do initially is low value, high volume, small stuff, you're not going to be able to delegate quoting right now. That's complicated. But you will be able to get some of the low value stuff off your desk.

This stuff isn't that hard. The goal of trying to get you to do this today is to get you started so that you don't put it off. When you come and advance with us, we spend a lot of time just doing stuff in the room because once you break the back and break the seal of it, you realise it's not as scary as you thought and you're more likely to execute.

I am moving through at a pace, but I really wanted you to do this in the room so that you actually go away and start systemising. What we do next is we put assets behind the methodology. Assets are the things that are going to back up how we do it.

Now, a system, a piece of software, is an asset. A methodology is like we need to do bookkeeping, we need to produce profit and losses. That's a methodology.

The asset is like putting things in zero. My biggest advice when it comes to software is only use off-the-shelf solutions. Do not build your own software.

You're not a software developer, you're a property entrepreneur, so pick systems that you can build off the shelf. Even if they're not perfect, build your business around those systems. Do not, please, start building your own systems.

I'll talk to you more about that in a second. Another type of asset, and your job is to create frameworks and tools. A framework could be like a spreadsheet, for example, like a deal stacker.

It's like you build the deal stacker, now someone can go and do the viewing, input all the numbers, and you can see if the deal stacks. They can see if the deal stacks because you've created the asset, which is the spreadsheet. That's kind of a good framework.

Tools, I don't know, budgets, anything that's going to help them achieve the methodology. For example, Supper Club, you want a brief for them. They know exactly what to say to introduce everyone, to make sure it runs to time, all those things.

These are like tools you're going to give that person to actually execute the task probably better than you could. You create frameworks and tools. You also create training resources, which is things like Loom videos, step-by-step guides, that help them add the context to the content.

The content is like this is what you need to do. The context is talking someone through it, giving them a demonstration, maybe asking them to do a demo back. This is how we actually train people in things because it's not just okay to write it down.

You've actually got to train them whether they need a checklist, any type of resource basically to get them to be able to do the thing you want to do. As with keeping it simple, less is definitely more. With this, you don't really want to write an essay.

It'd be much better to have some paragraphs and some supporting Loom videos because if it's this huge document of words, let's be honest, we wouldn't even read it and it's our business. You need to think like this poor employee, they don't need to be overwhelmed with 5,000 words. It'd be much better if they had 15 bullet points and a supporting Loom video to help them through it.

When it comes to looking for software, probably my biggest advice is there are so many softwares out there. My biggest piece of advice would be if you don't know a software that can help you with a certain problem, ask the community. You've got 65 people in this room who are all in the same boat as you and some of them in here will have answers to problems you didn't even know you've got.

When you're asking around or you're thinking about whether I should use Asana or Monday.com or whatever, ask us. Ask us as trainers. Ask the community.

Leverage the 65 brains in here plus Graham to actually find out what's best. You've got everybody here to help you and there's some really good steals in the room and people will have different perspectives. Ask the community.

How do I automate this? What can I do? Let's get the conversation going in the group.

Let's all share and we'll help you. We've got years of experience but no doubt there'll be people in this room that are doing specialist things that others could benefit from. Yes, just a little story about why you shouldn't build your own software.

When I was young, naive and whatever, I thought it'd be a really good idea to build a house sharing software because there wasn't really one that existed back in 2008, 2009 when I started my rent-to-rent co-living company. I built my own. It seemed like a good idea at the time.

It was really great. I could customise it, do whatever I want. I went through a few different developers.

I had this amazing dashboard. This is banging, isn't it? It was like how much revenue we did that month, how many empty nights we had in a month.

This probably stuff is all done now by Arthur, I can imagine. How long we'd keep houses for, our house renewal, everything. Everything you wanted.

Absolutely great. Fantastic. Took me eight years to build.

Cost me, I think, £350,000. Within three months of starting the business, they've binned it. So that was a mistake.

That was a £350,000 lesson. Let that be a lesson to all of you bright sparks who are sat there going, I'm still going to do mine. No, he's wrong.

I've got my own and I love it. You might be £10,000 in, you might be £20,000 in, you might be £200,000 in. But I'm telling you now, probably more than likely, the time now is to stop and actually just get on to something that is off the shelf because you've got the hosting, you've got all the risk.

Code changes, it breaks. If you're in software, you probably already know that. So don't get tempted by building your own software.

That is my message to you. That is my gift. And this is another asset.

So this actually is our workshop today. So we designed the workshops. Obviously, we're always improving them.

But then the team, there's six, seven, eight people involved in today. They need to know what's happening. So how do we communicate that?

Well, we have an asset called, I'm not sure what it's called, but it's a spreadsheet. And it has every single session with who's doing what, how long it is, the briefs, tick boxes for people to do things, what the midweek mentoring is going to be, the 28-day challenge, the book club. The whole event is mapped.

It's mapped. It's in an asset. And then there'll be a loom video to support this for context and for training.

And this is what we do. And this is why we're able to deliver a world-class event, all being based all in different locations all over the world. It's actually very complicated, but we've made it as simple as we can.

We also have something called My House. This is another asset. So once we know the delivery of the workshop, we also have deadlines.

So My House, everyone keeps their house in order. Their house is their deadline. So we have, for example, for the slides and content, we have literally who does what, by what date, week one, two, three, four.

And it's ticked off as we go. And it's very, very clear. And this allows lots of us to be involved in the same process.

And I have a My House document for my assistant. And we all use My House, with all our teams. It's just basically an accountability piece.

So Jamie's sort of answering a little bit of your question already, which is like, half of management is setting clear expectations. The other half is holding them to it. Well, how else can you set a clear expectation if you don't have a deadline list like My House?

If it's very clear that the rents have to be collected by the 28th of the month and the P&L has to be delivered by the 8th and et cetera, et cetera, et cetera, then you can hold people to account to the deadline. But if you don't write the deadlines down, then you can't hold them to account. It's much harder to hold them to account.

So this is how we collaborate and we talk about this. I get, again, a lot on Advanced. And there's an operations manual for everything.

How to set up the room. How we lay the pens and the glasses out. And everything that you see when you come in is meticulously detailed and the same every single time.

Have you noticed? And it's world class. Would you agree?

Oh, thank you. I have no part in it. It's all Bianca.

That's why she's smiling. She's like, you bastard. But she's blueprinted that process and to the point where someone with some training and some guidance can execute that exactly how we want it.

And that's where you need to get to in your business. That's the level of attention to detail you need to create during winter so you can delegate something properly. So just very quickly now, I just wanted to put some music on again.

Think about what assets you might need to build to support that methodology which you just wrote. Is it deadlines? Is it a spreadsheet?

A checklist? What is it? What are you gonna need to create, do you think, for that person to do that without you?

Off you go. First thing that comes into your head, just jot some ideas down. We'll come back to this later.

Cool, we'll move on because we do have quite a lot to get through. So people. So moving on to people.

So now we've built the process. Now we need people to run the process. You with me?

We've built the process. This is all us. We've collaborated with our team.

Now we've gotta get people. Now, as I've said before, well, I've alluded to it before. I like this quote, overheads walk on two legs.

What does it mean? Well, it's something my granddad used to say to me. And it basically means that people are very expensive.

So the more people you have, the more overhead, the less profitable your business is. So we wanna try and minimize, we don't want a team of 11 like I have with Capital Living. We want a team of five.

Because straight away, it's like 150 grand back on the bottom line. What did I do? Well, I just mapped my business and hired perhaps better people to do less work, okay?

So that's what we need to think about is that we don't wanna just be hiring people to solve the problem. We wanna be building processes and then hiring spotty teenagers. That's what we want, okay?

That's the goal, okay? So when it comes to people, let's just talk about people. There are two types of people.

There are high performers and there are workers. Now, the high performers, you cannot treat these two people the same. Both have a place, both have their value.

But if you try and put a high performer in a worker-style role, they're gonna get bored and leave. If you try and get someone who just wants to do the job and leave because they've got other things going on or whatever, that's just their goals, that's fine. If you try and put them in a high performance, high performer growth trajectory, you're gonna be running the business one day, Nick.

They'll just leave. They don't want that. That's not what they signed up for.

So your job is to roughly put people in these two camps and then tailor what you give them for that person because people want different things out of work. So that's really important to acknowledge. As I've said already, you want the value to be in the process so you've got a really high-level, nailed process and therefore you don't have to have as expensive people running it.

I'm not saying, by the way, that everyone in your business needs to be a sporty teenager. Please. We are the best of the best.

But there are times where you can actually pay less. Like, for example, a good example is outsourcing overseas to the Philippines, for example. If you have a really good process, then Rachel, as she does, she's got a team of Filipinos who are actually nailing it.

It's not that they're less intelligent than us, of course not. They're very bright people. They've got MBAs.

But they come at a lower hourly rate and they're in a different continent and culture. And the only reason they're able to execute is because she's written such a great process. They don't have all the inherent knowledge like we do because they just don't get it.

They're not from the same culture. But with a great process and a great hourly rate, they can absolutely nail it for Rachel. So she's doing that really well.

You want to think about how you distribute your workload to your people. So you've got these processes and you really want to think who is the right person for this job? Someone in my team.

Do they have capacity? Is this a full-time job? Is it a part-time job?

Do I pay them per job? Is it hourly? Is it performance related?

Who are they? Which profile are they? You need to be thinking once you've written this process, who actually, take a step back, is the best person to do this job?

Workload is a really important thing because if they've got loads of urgent things going on and then you give them something important, they won't find the time to do it. So you've really got to think about who you get to actually do this process. And then as I've made really clear, you've got to onboard these people properly.

You've got to, you know, we're onboarding someone at the moment. Bianca's writing an onboarding plan for the first month. She'll do daily check-ins with them.

There'll be step-by-step learning. They'll get given one task. They'll nail it.

Then they get given another task. They'll nail that. And we want to support them all the way through their onboarding.

We don't just hire them, give them the ops manual and say, there you go, there's a Loom video. It's like we want to be there to help support and onboard. And that's what you must do with your team to avoid that ripple effect I talked about earlier.

And lastly is this thing called the levels of empowerment, which I'll put on the screen because it's probably easier to describe. You might want to take a photo of it or Google it later on your action list. So you need to decide and be very clear with your team what level of empowerment you're going to give them.

And as they go up the spectrum of professional and well-paid and high performer, they'll get higher up this hierarchy. So level one is look into it for me, report back, and I'll decide. So in other words, really you're my helper and I'm just directing you.

You might be doing some of the grunt work. Right down to you do it and I don't even need to know because they've got that level of empowerment. And there's all the levels in between.

And depending on what level they are and depending on how long they've been with you and this is kind of what, again, Jamie sort of answering your question. It's like if you're clear with them about what you want them to do, like if you say to your assistant, you know, I want you to research me this plane journey, you know, I'm going to fly back to Bali. And they just, they research it and they book you the plane and they go, cool, I booked it.

And you go, whoa, I didn't want you to book it. I wanted you to just look into it, report back, and I'll decide. But they went straight to kind of this and they told you, right?

So you need to be just clear with your team about what level of empowerment you're giving them. I think that's really important and that can change as they work with you for longer. So lastly is the scorecard.

Okay, so the scorecard is the key thing. This is one of the things that Jamie was alluding to earlier. So once we've got the right people, then we need to actually manage them and we do that with a scorecard.

So the reason we put scorecards in our business is because we want to drive by the data, not by the pedals. We are not Fred Flintstone running around in our car, yabba-dabba-doo, driving the business. That's what lots of us are doing right now.

We are the engine. We want to have a dashboard like I did for that piece of software that I showed you, which tells you how you're doing. It's not emotional.

You don't have to be in the business to feel how it's doing. You've got data to show you what your conversion rate is, what your profitability is, what your average time to reply to an email is. All those sorts of things.

There's data which we can track. So you don't need to have a feel. You can have a specific number.

Everybody needs a number. Everyone needs a KPI. Even the receptionist needs a KPI, which is how many rings that it takes to answer the phone.

If you're an assistant, you need a KPI of your hours tracked. Everyone needs a KPI no more than three. People need to have a measurement of their success.

And again, this is how you would start to really make sure everyone owns their thing with that big KPI that really can judge their success. Scorecards need to be third-party populated. There's no good getting a blaze to fill in their own scorecard.

How many sales did you do this week? Because even I over-egg it. I'm just blazing.

I'm optimistic. I'm like, yeah, six, but he was going to do it and she's probably going to do it, so I'll put eight. It's like, no, it's actually six.

But you need someone else to actually populate the scorecard because people shouldn't be populating their own scorecards. You need to decide off when you're going to release them. Is it best that these are released on an annual basis, on a quarterly basis, on a monthly basis, on a weekly basis?

I would suggest weekly is very, very powerful. Weekly keeps people focused. You're doing a weekly SCS.

I like weekly. I think it works really well. And you want to have the, obviously you need them to be visible, so they need to go out to the team either on WhatsApp or email.

Everyone needs to see them, so they need to be really visible. And you want to use a nice red, amber, green system to let people know if they're doing good, so-so, or bad. Red, amber, green.

We all understand what red, amber, green means, don't we? Absolutely. Because it's going to work.

Because we all know about this, don't we? What's this? Sunday Sanity Scorecard.

The moment you track it, the moment you make it public, the KPI does increase, doesn't it? Performance increases because it's visible, it's green, or it's red. I'm not going to name names.

I was, but I'm not going to because it's a bit harsh. No, because one person on there actually approached me and was saying they did do it. So, yeah.

So, look, for the most part, we're all absolutely nailing it. Those three people, I mean, come and talk to me afterwards, you know? So, this is what it's all about.

This is the game. This is a game. And if you gamify it, you increase engagement, you increase results, and to be honest, you have fun doing it, right?

Because this makes it more fun. So, this absolutely is what it's all about for accountability, and this, Jamie, is how you would get your high performers to thrive. When you give them a game like this on a scorecard, they've got to complete and then get a green, green, green, green, green.

It's like Rachel with her swimming. As soon as she starts creating her own scorecard, she's like, I want to go swimming because we're high performers. It motivates us.

You know, we want to win, don't we? We want to complete it. So, have a think about, put on your action list, have a think about the KPI that you would need for that process you just wrote out, all those processes.

Have a think about what KPI you would need to actually, you're sat in Bali with me on the retreat, and you want to know how your business is performing, that thing you delegated. What KPI would you need to know? That's a little bit of homework for you.

So, some top tips, then we're going to talk about the AGM and then we're going to go to the break. So, top tip number one, nobody's going to build your business for you. Going back to what I said at the start, everything is your responsibility.

Yes, there are some companies that can help you document some processes, but ultimately, you have to lead this and the way you do it is with the Winter Hit List. This is your tool for overseeing the mapping of your business. This is why we create it and you can get your team to do a lot of the legwork, but you are masterminding, you are building your unique and proven blueprint.

You must keep it simple, like that one-page Supper Club document. How easy is that to read? Really easy.

You want a one-pager where you can. You want all the data in one place, like my house, like our schedule on an Excel spreadsheet. We don't have hundreds of WhatsApps and emails and all sorts of conversations.

It's in the spreadsheet. It's like everything to do with the event is in that spreadsheet. If it isn't in the spreadsheet, it doesn't happen, so it's like one data point, really, really useful.

Definitely do not spend 350 grand building your own house sharing software. It is a waste of money, even if you do get good tax write-offs. Don't build your own systems.

Luckily, we've got to the stage now where AI and systems and tech are doing so well. I don't think anyone is that way inclined, but if you are, come talk to me afterwards and I'll talk you out of it. You can't manage what you don't measure.

The importance of having KPIs, you might get some resistance from your team, but if you do it in the right way and they're motivated on the success with things like bonuses and incentives, then it can be a very rewarding and powerful management tool because it's a win-win, isn't it? It's like if you get what you want, then they can get what they want. You might be happy to bonus them or give them more responsibility or autonomy or more levels of empowerment if they smash this.

You want that for them. You don't want to be doing it anymore. You want them to succeed.

You want them to step up. Give them something to track and measure their performance using a scorecard and then reward them for doing such an amazing job. Remember this whole thing of create a job, replace a job.

You, right now, are wearing lots of different hats and you need to get yourself out of your business. Realistically, the only way you're going to do that is by creating lots of these little jobs and then going through the map process and delegating them one brick at a time, one brick at a time. Ladies and gents, before we just wrap up and we have time for any questions, this is my final sentiment.

Hard winter, easy summer. If you work really hard this winter and you graft, your summer will be much easier. You'll notice a step change.

You'll get the results you want that you set out in strategy day. Summer will become much easier. If you cruise, you put it off, you don't do anything on the business in winter, your summer is going to be much more challenging because it's going to rely on you to do all of it.

You're not using any leverage. You're just doing what you did before, just working a little bit harder. Really, ladies and gents, the choice is yours.

You can have 12 weeks of really hard graft and stress to level up or you can have the next 12 months of chasing your tail and going round and round about and exactly where you ended up. It's really up to you. I would suggest pick the hard winter every time.

Rachel is going to be doing a session on the 14th of Feb sharing Asana, which is a great piece of software and system to use in your business. I've used it for years. It's not for everyone and there's an argument to say it's a bit overcomplicated, but a task delegation management software like that is very, very important for things like VAs and stuff.

Why not hear from someone who's been nailing it for years? There's Rachel. Get that on your action list.

She'll run you through how she uses it. You can ask her any questions and then you can decide from there whether it's something that you want to use. Any questions, ladies and gents?

Any questions? Yes. Get a mic at the back, please.

[Speaker 4] (1:28:51 - 1:29:21)

Just in regards to the weekly red, amber, green system, obviously we use that for Sunday sanity. I think the people that are all in this room react probably well to the personality types that they are. Maybe in the office, when you've got those two distinct different type of characters, would you suggest doing that in an open forum on a weekly basis?

Or would you do that more on a one-to-one because you might?

[Adam Goff] (1:29:23 - 1:31:23)

I think half of the problems we create in our own businesses is we're not scared to manage people's performance. If the bar is set and it's manageable and achievable and they've agreed they've got everything they need to do it, then management is actually kind of binary. It's either you did it or you didn't.

Either the room was ready today when everyone arrived or it wasn't. It's not that I don't like Bianca on a personal level, but if there's only three tables out and four pads, it's not to the required standard, is it? At some point, you have to just be a little bit, this is where management hits the road, but you have to make sure that they have everything they need to succeed.

You're not trying to set them up for failure. It's something that you can bring in slowly once you've processed, mapped, got them on board, set realistic targets, and perhaps from April when you launch your new business plan, then the targets could come in because they've agreed them ahead of time. They're on board with it.

Maybe they've got an incentive around hitting them, so it becomes a positive thing. It's like, no, I really want to do that 10 sales calls a week, and I'm on board for that. I've signed up to it, and it's like, cool, what we're going to do is we're going to start tracking sales calls in the sales team.

You watch. When you start doing that, it has to be grouped because if you've got three sales people, they want to win, or the person that doesn't want to win is really obvious from the beginning, and then you know you've got a bad egg. So it's hard to give general advice, but generally, your reluctance to do it is the exact reason why you should because we don't like holding people to account, do we?

So ponder on that. Any other questions? Great question, man.

Two good questions from you today. You've obviously had your Weetabix. Any other questions?

Good. Yes. It took you a while, but go for it.

No, it's all right. It's all right. No problem.

We'll get Liam and Mike. Thank you. All good.

You were thinking, weren't you? I've given you a lot. I've given you a lot this morning.

[Speaker 12] (1:31:24 - 1:31:34)

All in, it's me. So in our business, it's very WhatsApp orientated, like extremely bad. Like to the point if you took WhatsApp away, probably closed the business really.

[Adam Goff] (1:31:34 - 1:31:34)

Yeah, yeah.

[Speaker 12] (1:31:35 - 1:31:39)

And we hate it. So how do we get back? Great question.

Great question.

[Adam Goff] (1:31:41 - 1:34:04)

So if you join my mastermind, I'll tell you. No, I'm joking. I'm joking.

So this is a great question. And we had this problem as well. This is what we've done.

I'll just tell you what we've done. We have a series of documents now for different things. So for example, Bianca and I, we'll have an SCS document.

And unless it's urgent, it goes on that document and we have regular touch points in the week. You know, like we'll meet every week, but we also pick up the phone and we're available. So this comes down to management really, but we've got a place where people can put things and they know they're going to get their question answered.

WhatsApp then is only for urgent things. Urgent only. Like I need this.

Can you help? It's like I just need a quick answer. It's not for things that need thought, care, or time.

So your system right now is WhatsApp. You need to create systems like documents, processes, things that people can refer to. Remember I put all the data in one place.

Your job is to think what can I do to get us out of WhatsApp and so we're actually working off this spreadsheet or this document or this checklist rather than doing it all in WhatsApp. Like for us, organizing the event, can you imagine there's so many changes, everything goes in the schedule and people go, look, I've just updated the schedule. And in the WhatsApp they might say I've updated the schedule.

They don't put what they've updated the schedule in WhatsApp. Your goal is to create these assets around in a framework so they don't need, there's an anxiety with an employee where they just need the answer and they feel like if they don't ask it they're not gonna get it and so they put it on WhatsApp. It becomes urgent.

Actually, if you created like a regular meeting with that person and a document where they could sit and put things on an agenda and twice a week they're gonna have a quick 15, 20 minute phone call with you to go through the agenda points, you lessen all that noise. You just do one 20 minute phone call versus 200 WhatsApps every morning. Do you see what I mean?

It's your job to funnel it away from that and give people the framework so they feel they're gonna get the answer, the questions answered and then they just use WhatsApp for urgent. That's a very good, that's a really, really good question because lots of us will be in that situation. Wow, loads more questions.

Okay, cool. Let's go. We've got time for a few more.

So yeah, mics. Can we get some mics? Let's get some mics to the middle table.

Yeah, go for it.

[Speaker 8] (1:34:04 - 1:34:26)

Just off the back of that question, in terms of documents, we tend to seem to have spreadsheets that manages the spreadsheet that manages another spreadsheet. We get kind of document overwhelmed almost. So would you recommend that way or have you found a software that easily does the SCS to be able to track that?

[Adam Goff] (1:34:27 - 1:35:30)

Well, SCS should just be like a list of agenda points and stuff you're discussing and like key actions. Josh is gonna talk about spreadsheets in a minute because he did a podcast with Seng called I've Got a Spreadsheet for That. We could definitely get in that trap.

This is where it comes down to keep it simple and in winter, you would review all those spreadsheets and try and think, this is what I mean about getting in the trenches because it might be that you and Jamie get in the trenches and go, look, we've got five spreadsheets. Do we need all of these? What can we do to streamline this?

This is winters when you do that review. So you just need to take a, you want to keep it simple and if it's not simple right now, there might be a better way and it might be a piece of software. This is when you brainstorm options, looking for other options, ask the community.

You're gonna have to just get really strategic on it because you've already got something and it works but it might be a bit laborious or it might be, it's kind of grown its own. It's got like five heads now. It started off as a good idea but that's kind of normal.

I need to move on. So we've got time for one more question. Go for it.

And then catch me in the break or yeah.

[Speaker 5] (1:35:31 - 1:36:19)

Thanks. So I just wanted to go back to something that was just bothering me. You said the value of your business is in the process, not the product and you gave the example of Uber and I absolutely get that.

I'm just wondering how I as a knowledge product business apply that because the value of my, the value that I provide is in the advice that I give. So I can put processes in place but perhaps others in the room, you could be an accountant and so the advice that you're giving is the value and not a physical product or perhaps you're a property coach or mentor. It's just how I can just get my head around that a bit more.

[Adam Goff] (1:36:22 - 1:44:24)

So you delivering one-to-one coaching is very self-employed landlord level but if you wanted to scale that business you would need, like the live, like me speaking on stage is what you're doing but there's a whole load of systems around me to allow me to just speak. That's a business. So like booking the calls, the marketing, follow-ups, like all of that needs systems, doesn't it?

What you're doing when you do the one-to-one call is the high value, unique, bespoke content but everything that sits around that is a business. How you get customers, how you invoice, how you credit control, how you hire, how you follow up. You see what I mean?

So your job is to build a business around you or your trainer and you could almost blueprint the way you even give, you give advice and then you could teach another trainer to do it, essentially. Have I answered your question? It is a very good question.

It made me think for a minute. Yeah, good. Okay, right.

We're going to just finish with the AGMs. We've got an opportunity for you now before we go to a break so stay with me. So this is the next port of call for you. Strategy Day was the first one.

This is the next one. Now, this is basically the next accountability spike. This is how we get things done on Property Entrepreneur and you're going to walk away from this.

The AGM is a meeting that you hold, just so everyone knows, at the beginning of the business year, at the end of March, beginning of April and it marks the start of a new quarter and it's called the AGM. It stands for Annual General Meeting. Now, when we think about this and we think about our AGM, because we're going to hold them with our teams and we're going to have an event here which I'm going to talk about now.

Who got a lot of value from Strategy Day, from actually putting a presentation together and actually delivering it? Raise your hand if you thought you had your strategy nailed but then it was only when you came to write the presentation that you realised you didn't really have it as nailed as you thought and actually you had a load more work to do. So we all think we know what we're doing but until we actually have to put together a polished presentation or in this case a published business plan, we don't really have it.

We think we got it but we haven't really got it and we definitely don't have anything we can show people and that's where the AGM is. So we hold AGMs in our companies but we also put on a special event called the AGM which we say is the highest, the most valuable 24 hours you'll spend on your business this year. Now, when it comes to writing a business plan, most people think that they're like boring, like long, difficult, you write it, you never use it.

Is that fair? Yeah, like business plan for me is like urgh, literally I start falling asleep when I think about it but for us, it's a really simple, easy to understand document that is literally no bigger than this that anyone could read, an investor, a spouse, a friend, your mum, your dad, your team members, your Philippines VA, whoever. It's simple, it's easy to understand and that's what we think as a business plan.

It's like a workable document that we can use. Now the other biggest problem with communicating what you're doing is actually getting it done. So first of all, people don't know how to write business plans, they've never done it before and second of all, they're too busy to actually get it done which is why we put on this event because it will solve both of those problems.

So I'm going to take you through what the event is now and there's going to be an opportunity to sign up like I shared with you last time. So what do you get on this day? This is going to be a day that we do after the programme in April.

The cost of the training is £750 and you will write your business plan in a day. You'll write it in a day. So we'll have the day from 8.30 till 6 o'clock. We'll do the training till 4 and then people will have time to finish their business plan actually in the room. Obviously you've got your normal PE day, we've got refreshments in the morning, throughout the day, lunch, etc. I will take you through our blueprint of how to write a business plan.

I'll train you on how to write a business plan. We have a blueprint for it. We have like an asset, a document.

I'll take you through step by step and you will fill it in through the day. You'll go through the different sections through the day. I'll do some training and then you'll work on it.

Me and my team will help you and then we'll have a break and we'll come to the next section and you'll literally write it in the room in the day. Basically it's a massive accountability piece. It's like the end of the January presentations, you've got them done because you knew you had to present in front of people.

This will mean that you walk away with one of these, a printed business plan. That's the guarantee that you'll get from doing the day. You'll also get exclusive access to our property entrepreneur business plan which I'll talk about more in a second.

If you want to come for the day, it's the day after the programme, be a nice day, another full day of training and you'll walk away with a business plan. If you want to come overnight because you want to stay on after for the programme, we're not going to go home and come back. We're going to do what's called the AGM experience where after the workshop we'll do a walk and talk.

Maybe we'll do a gym club for those people that are super keen beans. We'll do some networking in the bar. We'll go for dinner together in the Ryder Grill.

A bit like we did on the Blueprint. It'll be a good chance to spend time in the community, get to know people, have a bit more of a social and get to know people on a deeper level because I think a lot of the relationships are actually formed in those kind of moments. It's quite hard to really get to know people when you're sat listening to a workshop.

If you want to do the overnight, the overnight's obviously a bit more, it's £1,000. As I said, probably the best bit about it is if you sign an NDA on the day, we will show you the Property Entrepreneur Business Plan. This is the one we wrote last year.

Obviously, I'll be writing the one for this year. This alone, if I was going to show this to someone, I would charge someone £500 to see this. You won't be able to take it away, but you'll be able to use it during the day, read it, and use it for inspiration.

We've had some fantastic testimonials about SAGM, literally one of the best days on PE. We've got all of the incubators coming. We've got the board coming.

We've got the mastermind coming. You're going to be in a room with the highest performers in our community because they all understand that they need to do this. Even though lots of them know how to write it, they still need to be locked in a room to actually get the bloody thing done because we're all too busy to get this stuff done.

Definitely one of the highest value days on PE. I want you all to do it because I know the importance of this. What I've done for you guys as first years is if you want to come for the day, then you can have a £250 discount.

The day will cost you £500. £500 for a day of training to walk away with a business plan to get access to our business plan that I plan to have myself and the other trainers help you. It should be an absolute no-brainer.

If you want to sign up for the day, it's £500 if you use the discount code AGM24VIP. AGM24VIP. You can scan the QR code there or there's also a QR code in the workbook.

There's also one in the workbook. If you want to come overnight and you want to spend the evening with us, have dinner, have some fun, relax, turn up, ready to go. We'll organise the dinner and then people can have breakfast the next day and we'll be ready to start training at 8.30. The discount is £350 off the £1,000. We've literally done it at a complete cost price. It's £650 if you want to do the day and the night. You can come up on the Wednesday, spend the night, and come join us in the morning.

Guaranteed results, ladies and gents. You'll literally walk away with the business plan done. Has anyone got any questions about this?

Okay, Grant's got a question. Go for it. Andy's got a question.

You've got a mic? Where's the mic? Who's eaten the mic?

Ah, nice. Thanks, Andy.

[Speaker 9] (1:44:25 - 1:44:39)

Probably quite a simple one. I think Bianca already answered it, but I just want to double check. For me and Kay, we'll share a room.

So do we book one of the 1,000 and one of the 750? Well, I was thinking about getting her a separate room.

[Adam Goff] (1:44:39 - 1:44:40)

Well, it is valentine's day.

[Speaker 9] (1:44:40 - 1:44:47)

I mean, it's supposed to be a good valentine's day present, I reckon. Keep it alive and all that. Do we book one of each?

Good question.

[Speaker 10] (1:44:48 - 1:44:53)

Yeah, so you would book one of each. So it doesn't matter who. One, the experience.

[Speaker 9] (1:44:53 - 1:44:54)

One, do the accommodation.

[Speaker 10] (1:44:55 - 1:45:01)

And then there is just a tiny little bit of extra charge for the double occupancy, which I then...

[Adam Goff] (1:45:01 - 1:45:04)

I'll work it out with you, then. There's a small supplement for double occupancy.

[Speaker 9] (1:45:04 - 1:45:05)

Yeah, yeah, yeah. That's fine.

[Speaker 10] (1:45:05 - 1:45:07)

Yeah, for the extra breakfast or whatever.

[Adam Goff] (1:45:07 - 1:45:09)

I think it's breakfast, yeah. Fine.

[Speaker 10] (1:45:09 - 1:45:15)

So one of each, if you want to share, and then I'll... Let me know you're sharing, and then I'll contact you.

[Adam Goff] (1:45:16 - 1:45:25)

Cool. Good question. Sweet.

Someone else? Andy, did you have a question? Andy?

Gabby? Do you want to chuck it to Andy? You know Andy, yeah?

Mm-hmm.

[Speaker 15] (1:45:28 - 1:45:36)

Can you do it virtually? Yes. I love to do it, but I will be over in Japan.

[Adam Goff] (1:45:37 - 1:45:56)

Japan, nice. Yeah, good. Yeah, absolutely.

Yeah, absolutely. I'm not sure what the price is, but we will absolutely do a virtual, yeah, because there's a board member who needs to do virtual as well. So if you genuinely can't make it, obviously we want you to be in the room, but yeah, we can absolutely sort that out for you.

So if you want to speak to Bianca afterwards or later, we'll sort that out 100%. Yeah, we did a couple virtual last year. It worked really well.

[Speaker 14] (1:45:56 - 1:46:06)

Yeah. Gabby? Yeah, technical question.

I've already booked the night, but I want to do the experience. So do I unbook it? Okay.

No.

[Adam Goff] (1:46:07 - 1:51:27)

It makes no difference. The only thing is, have you booked dinner included? So you can talk to Bianca about that maybe, but yeah.

No, I haven't booked dinner. We'll sort it out. Yeah.

All right, in the meantime, I do want to book. Good man. Cool.

So I'll get Dex to put some music on now. So look, the point is is that I'm going to be opening sales for this to Advanced on Friday, okay? So what I've done is I've given you the opportunity to do it first.

You've never had the opportunity before. Last time. No hard sell, all right?

But last year, it did sell out, okay? And there are people on my mastermind now, for example, who didn't get on it. They had to do it in the bar here because they were here anyway, and they messed up.

So if you do want to come and you're in a position to do it, I'm going to give you a couple minutes now to do it, to secure it. But ultimately, you'll have until about this time on Friday when I announce it to Advanced where I would have thought they'll take the remaining spots, okay? So if you've got a question, I'll come around.

We'll put the music on. If anyone's got a question, put their hand up, and yeah, I look forward to working with you on it, guys. Judy.

Okay, ladies and gents, finish off doing that, please. Good. So yeah, feel free to come and talk to me.

If you'd like genuine questions, I'll help you, Rachel or Josh, all through the day. Just come speak to us. Like you said, you've got until probably about this time on Friday before I open it up.

So you've got off, you know, first dibs on it, and Judy asked a good question. You know, it's like, is it relevant for me now that it's early stage in the business? Like honestly, we had people come out last year with no business, and like Bobby's saying yes.

Bobby, you came last, didn't you? So, you know, Bobby and our partner John came, and it's like you don't know what you don't know. So like maybe speak to Bobby afterwards for an honest opinion, but it's like you need to be asking yourself these questions, even if you can't fill it in.

Like you might not have the answer, but if you don't ask the question, you don't know what you're missing, and then next year when you come around to do it, you're going to have more context. You'll just, you'll become a, it's part of becoming a more successful entrepreneur. This is one of those things you need, so you might as well learn.

Unless you're at the stage where you literally have no business idea, no business, I'd say it's not for you. If you're just in like this year, I want to figure out what I'm going to do, it's probably not for you. If you're like I've got an idea, and I want to build it into a business, it's for you, and everyone above that, it's for you, okay?

And you show your investors, you show your team, you show your spouse, you show, it's like, this is a tangible thing that I've done. This is what we are doing, and everyone's like, whoa, okay, this person needs business, basically. Good, right, I've, I'm done.

Did you have a good session? Systemizing our business doesn't need to be difficult, okay? It shouldn't be as scary or as hard as we often make it in our minds.

I've given you a really simple blueprint to follow. Take it into winter, get some things off your desk, and let's give Rachel Davis a massive round of applause, please. Thank you.

[Rachel Davies] (1:51:30 - 1:52:49)

Thank you. Thank you for that. Thank you very much.

That was good? Yeah. I know.

I've got to say, it's my favorite session of the year, the systemization bit, because it absolutely changed my life. And the best advice I can give you, having been through this process, is to slow down to speed up. So you will be really tempted to massively rush this, but don't.

Because I want you to do it carefully and think it through when you're building your systems, just pick the ones that are causing you pain right now. You don't have to do everything. And one of the things I want to leave you with is what Adam said about Loom being for context and documents being for content, because I think that's really, really important.

The perfect package should have a training guide, a Loom video to show people the context on where to find the information, and then a document to go with it as well. Now, if you're feeling overwhelmed right now, that's not unusual. So if you want to use Loom, it's a great tool.

If you pay for it, it has a transcriber service on it as well, so you could turn that into the document. So it's an easy, quick way. If you feel like you haven't got a lot of time to create a system, then please look into Loom.

It's really great. Okay?

[Speaker 13] (1:52:49 - 1:52:52)

Quickly on that, if you have questions, you can feel free to ask.

[Rachel Davies] (1:52:52 - 1:52:56)

Yeah. Oh, where's the mic? Where's the box?

Mic box. There you go.

[Speaker 13] (1:52:58 - 1:53:05)

If you use ChatGPT, you can actually copy that, paste it in, and ask it to create the SOP for you.

[Speaker 9] (1:53:05 - 1:53:06)

With Otter AI.

[Speaker 13] (1:53:06 - 1:53:07)

It does it all for you.

[Rachel Davies] (1:53:08 - 1:55:59)

So there's always a shortcut. So there's Otter AI, there's Loom, and there's using ChatGPT to help you. So there's more on that later.

How I got started, I took the most repeatable things in my business and turned them into major processes. I started with a checklist though, so you don't have to do all of this in one go. I started with a checklist, and then later on, I built my virtual assistants helped me build a process in Asana.

So that's how I did it. And this is one of my repeatable processes that I use in Asana right now. So I think evolution, not revolution.

You can evolve your system over time so that it gets slicker and slicker year after year. And another point about spending time versus investing. If you're doing these things and you're in the middle of doing it, why not invest your time wisely and create the process there and then?

So do the Loom video, write the step-by-step guide whilst you're doing it, and then that's an investment in an asset. So try to spend less time doing and more time investing and creating these assets as you do the work. And I'll be showing you, as Adam said, I'll be doing the systems toolbox session on Asana showing you how to build processes in Asana.

And some of those can be management processes for your teams. Okay? So tune in with me to do that.

And then before we go to the break, just a quick reminder. There's a few affirmation boards left at the back. So some of you ordered in January.

Yours are here. Go see Bianca. They're just behind Bobby.

You can pick them up from there. And remember, these are for a constant reminder of what goals you've set yourself for the coming year. So put it on your desk.

Put it on your wall near your desk. It's going to be a constant reminder for you. So don't forget to pick those up.

And then it's International Women's Day, isn't it? On the 8th of March. Woo-hoo!

Yes, it is. It is. And in celebration for all our female proxy entrepreneurs, we are going to host our celebration breakfast.

It's going to be hosted by yours truly. And we're going to have a fantastic time. So there's going to be more details to follow from me and Bianca.

So watch out for them in the Facebook community. But we want to celebrate International Women's Day with all you amazing ladies in the room. And that's what we're going to do.

And we've also got Susie Carter here. Susie, give a wave. She's at the back.

Susie Carter is absolutely amazing. She's here today and she's going to kick off the celebration. She's going to be talking to Josh in the next session about what it's like being a female entrepreneur and being on the board.

And now it's break time. So who enjoyed that session? Yeah?

Great. We've learned how to systemize ourselves out of our businesses now so that you can work on them and not in them. So please put your hands together we're going to come back from the break about 10 past...

back from the break about 10 past 12. Yeah? So can we finish on a huge round of applause?

Yay!