**PPN Session One 1.05.2024**

[Speaker 15] (9:27:24 - 9:27:35)

Hey, don't make a sound 2 a.m. Love gotta keep it down. Don't wait around for a signal now. Give me some I am talking now.

You want a ride in the six? You want a down in the six?

[Speaker 4] (9:27:36 - 9:28:52)

When I lean for the kiss, you said I'll probably send you some bits and I'm not Been waiting too long Hell no, I want that cool love Hell no, been waiting too long Hell no, I want that cool love This is your two-minute warning grab yourselves a drink finish your conversations We're live on stage for a workshop aid in two minutes time Please take your seat I Think I never got the memo.

[Speaker 15] (9:28:53 - 9:28:54)

Did you never have fun while you're in the limo?

[Speaker 4] (9:28:55 - 9:28:59)

This is your one-minute warning. Ladies and gents. This is your one-minute warning.

[Speaker 11] (9:28:59 - 9:29:22)

We're live on stage one minute Please take your seat I've been waiting too long Hell no, I want that cool love Hell no, I've been waiting too long Hell no, I want that cool love Ladies and gents, this is your 30-second warning.

[Speaker 16] (9:29:23 - 9:29:25)

Please get ready to put your hands together.

[Speaker 7] (9:29:25 - 9:30:26)

We're live on stage in 30 seconds I Ladies and gentlemen property entrepreneurs Please clap your hands and give a huge round of applause and welcome to the stage Rachel Davis Oh Property entrepreneurs Welcome back Whoa, does it feel good to be back in the room?

[Speaker 2] (9:30:27 - 9:34:20)

Does it feel like you were just here yesterday? Yes, it does. We were just talking about that.

Right? So have you had a good month? Have you had a good month?

Has it been it's all right if it's not don't worry and it hasn't been productive That's really really good to hear so when we finish the workshop I went on Easter break holidays who else here went away with the kids anyone just a few of us I went to Wales and it rained It really I'm not kidding. I know what a surprise but what was a surprise it rained for six days out of seven Right. It's not normal.

I have a caravan I come and caravan a lot and it literally peed with rain my plan Was to climb penny fan get really fit and healthy take the kids with me It poured down so heavily that all of that was out of the window. We played card games in the pub for six days So am I ready for Snowden? No, I am not So hopefully you all had a good Easter break as well.

Awesome. Did some of you get on holiday over Easter? Yeah, I know Carol was telling me about her great holiday Some of you did some of you didn't so the rest of you working hard being productive productive.

Sorry, that's excellent, right? You should be recruiting now who here hands in the air who feels like they're nailing recruitment this month anyone Look, that's some good some hands up there and who feels like they're making good progress They've got started making good progress. Excellent.

And who hasn't started yet? Who's brave enough to tell us? Adams clocking you guys by the way He's clocking you guys.

So watch out right good. That's good to know It's good to get a sense of what's happening in the room, right? We know the drill on phones no mobile phones, please switch them off ideally for the 90-minute sessions Remember we want to do as the board do keep those phones switched off only if you're having a baby Can you put it on vibrate?

Yeah, so we need to focus on the content, right? It's now time to mark your homework from last month. This is all about accountability folks So I'm just going to tell you how this works.

You know the drill we've been here before So in the first minute I want you to turn to page four and tell me how you've done Give yourself a score out of a hundred tick what you've done Put across in the things that you haven't done and then I want you to listen for the duck quack once that's over you can then turn to your partner ideally not your business partner and Talk to them about any successes any challenges any game changes you've had this month and when the duck quacks again I want you to swap over so you're listening out for two or three duck quacks. Yeah, so that's how we're gonna get started Are we ready?

Does everyone know what they need to do? Look heads down all busy, right? So let's get the timer on for the first minute Mark your homework.

Look you're all so studious On page four There's the first timer now turn to your partner ideally not your business partner and Tell them how you've got on this month's given your score out of a hundred Talk to them about your successes your challenges go

[Speaker 16] (9:35:21 - 9:35:25)

Right now it's time to swap over and let your partner do the talking

[Speaker 2] (9:36:33 - 9:37:01)

Can we shush Finish up your conversation That is so effective, how does that work and me yelling not?

Is this because we've got shushes babies that we all just quiet and down it's amazing I've got to use that more at home Doesn't work with teenagers though. I've noticed Right, who is a brave soul who wants to share one of their experiences this month? Looking for someone.

Oh, look. There we go. Right?

[Speaker 9] (9:37:01 - 9:37:48)

Oh Bianca's got the Tell us how your week your month is gone And yes Yeah, absolutely, I think that's fantastic you've you know, you it went wrong at the beginning didn't it?

[Speaker 2] (9:37:48 - 9:48:30)

What happened was you hired someone then they left and then you had to start all over again And and and you've learned some good lessons from that and you've now Handing everything over to your virtual assistant. I would say that I don't think that's spot-on right? Yeah bang on.

Well done. Well, well done Right. Let me move on right.

It's now a time to talk about buddy up You are you have all been allocated a buddy you should know who that is if you don't speak to Bianca I want you to sort this out by the break time. So all or at least by the end of lunch Yeah What once you have done is checked in with them had a conversation Decided how you're going to check in with each other over the month to get that done and by the end of lunch So I'll be checking up on you later on if you've got any problems contacting you if they're not here today You can still text them So, let me give you an update on where I've been or what I've been up to over the last and the last month Well after straight after the the last event I went straight into the AGM and Adam was a complete task master He made me get my head down get my business plan put together This is Paul who I've talked about a few times. That was me him putting together our new plans for our business Now we have clarity.

Unfortunately, the business plan has still hasn't arrived yet, but it's here in print Yeah, so I'm really pleased about that And remember most entrepreneurs don't have this kind of clarity and now, you know We're starting from scratch with something new and we've got a bliss business plan and that's absolutely excellent And 28-day challenge for me. How did it go? Well, my three targets were Eating vegetarian.

It was doing over 12,000 steps a day and also I'm doing my swimming two swims a week. I've actually hit my personal best now I'm on 76 lengths without stopping. So I've only got to get to about 84 and I'm done.

Yeah So let's hope Snowden doesn't get in the way because it's how that's the next one to do So and then also with my steps, I'm on about 14,000 a day. That's what I'm currently averaging Yeah, and I've been eating vegetarian. It's been really hard work for someone like me I was a right meat eater, but I've been I'm really enjoying it.

So it's been going really well What about you guys? How did you get on? I want to give a shout out to some people who've been doing brilliantly on this challenge Sian gave up sugar for 28 days and she has really struggled with it But she's stuck with it and she's done an absolutely amazing job.

So let's give Sian a round of applause Don't think she's here today And then also David Bailey your three runs your gym and your eating clean. Well done You've kept that up consistently all month and also well done to Natalie. Natalie.

Where have you gone? I just lost you. There you are right in front of me You've been meditating You've been your protein target and you've also been checking in with your Sunday sanity and doing 80% a week Haven't you so well done for you guys and well done to everyone who took part in that challenge Right.

So, where are we in the seasons? We are we are in spring right in the middle of spring and we're heading towards the summer equinox already So that's what is the summer equinox is the summer solstice. It's been celebrated for hundreds of years It's the lightest day of the year and when we get there It's the 21st of June that and after that the lights start to pull in So we've got to really make the most of this high energy high energy Period and you should be feeling that there's a lot more energy of you There's a lot more time isn't there to get out there and work and enjoy the light nights.

So that's what we've got to do Workshop eight is called lead from the back Today's workshop is all about how to create High performance teams. Yeah in workshop seven. We focused on hiring now We're going to lean into that content and go deep on management and leadership We want you to be shouting your teams on from the sidelines and they do the trailblazing for you while you sit back and shout Them on that's what this is all about this workshop high performance management And where are we in the methodology?

We are at lead from the back. We're in the middle of spring You have gone so far on the track already Property entrepreneurs, you should be very proud of yourselves You you've gone through autumn thinking about strategy You've gone into the pit stop and started building the business of your dreams You are now in the middle of spring test diving test Test driving those processes and systems and people that you're now putting into place Ready for the summer season, which is the championship season for all of us Okay, and you're gonna smash your business goals out of the park during that summer period and where are we headed? The next part of call is the QGM So this is your quarterly general meeting with your team You want to be checking in with them before the start of the summer season? Yeah Get them fired up get them ready to rock to start hitting the targets that you want them to hit for the summer period You know, we're going to give you some set-and-forget frameworks just like this one Which mean that management becomes a pleasure and not a pain One to add to your action list.

So make sure you put that down on your action list And where are we headed? What's the ultimate goal the end goal of this year is the championship season and I just wanted to reiterate here That the championship season looks different for everyone So if you're sat here thinking I'm not going to be doing a lot of selling this this summer I'm going to spend time with my children If that's your goal If that's your life by design this year to spend more time with your children when they're on holiday Then that's your goal If your goal is growth and you're it's sales sales sales and it's selling your new products and services Then that's what you'll be doing this summer. If your goal is like me to do nothing and delegate everything I don't want to be involved in my summer sales period for my HMOs. I want someone else to be doing that for me You know if I'm sat Sipping sipping drinks on a beach.

That's exactly how I want it to be or I'm just not involved that probably the reality is I'll be working on my new business, but that's what exactly where I want to be this summer So wherever your destination is if it's sales if it's growth if it's do nothing delegate every everything if it's spending time with your kids That's absolutely if that's your life by design That's your championship season and I just wanted to say that because sometimes especially some of us with families here It's summer is all about our children, isn't it?

And we did and I know it's not that it's not like that for everyone here But I just wanted to point out that your goal is whatever it looks like for you Whatever you decided in your strategy day was your life by design this year. That's what you want to start achieving in the summer Does that make sense? Yeah good.

So what have we got in store for you today? Right session one. We all pride ourselves in being leaders But there's a huge difference isn't there between being a high performer and creating a team of high performers It's a misunderstood fact that leaders don't get results managers do so session one is on the management model In session two most employees drag themselves out of bed They can't wait to finish the day, but we want your team to come in early finish late and love what they do There's a huge difference between a team who love what they do and a team who don't in terms of getting results So session two is all on culture club Session three it's a life-changing session. We want you we are more than just the sum of our businesses We want you to level up and become a better person if you put this framework into practice It will fundamentally change the way you live your life and I guarantee it will make you happier Session three ladies and gentlemen is on karma credits That's the lineup for today. Are we looking forward to workshop eight?

Are we looking forward to workshop eight? Absolutely, so am I it's gonna be an absolute banger, but before we get into Session one. I want to talk to you about introducing this concept of Management model right who here hands in the air finds management difficult.

It's difficult. Sometimes I do definitely yeah, management can be really really difficult and What's it that's for us? We're property entrepreneurs.

You're on this course learning all about hiring and managing world-class teams But what's it like for most entrepreneurs who aren't on this course? Well, it's hell really they're chasing they're chasing people for work They're not getting things delivered the way they want it. They're frustrated.

They're micromanaging They everything's there's no structure. No one really knows what they're doing You know that it's just based on the entrepreneurs mood and that's where you get stuck at landlord level But where we want to get you to is a place where everyone knows what's expected of them You've got good processes. Everybody knows what to do.

It's not all in the entrepreneurs head It's all written down somewhere and that you ask for something once and it gets delivered Yeah, or you don't ask at all because you've got it on a my house spreadsheet and it just gets done for you It's just gets done and dusted and that's the place we want you to get to this is investor level This is where your your teams perform. They and they stay in the business and they enjoy what they do That's the ultimate goal. You want a team of high performers and this is relevant for one person in your team or for ten What about me I've been hiring Victoria she is my ultimate goal and I was gonna say goalkeeper that She's my ultimate gatekeeper I Hired her in the last last week last month.

We talked about hiring and world-class job adverts I did that I found her and on advance we do something called personal development plans You'll learn all about that next year and I've put her personal development plan in place. I hired her She's going through induction period right now. I created a training manual I've created a world-class induction program for her all of these frameworks are part of the things that Adam's just about to talk He's going to talk to you about and it's you know, I know this was a false smile, but she is really happy We're getting on brilliantly.

I promise I am gonna get her I'm gonna get a photo of a smiling naturally. I promise you promise the phrase it's going really really well She's been an absolute banger and then and if you're sat here thinking well, there's only me and my partner and one other person Well, it doesn't matter. You can still lead from the back even with one team member.

I now went from landlord level I've got three people working in my HMO business. I've got all of these assets. I've got accountability charts Organizational charts.

I've got SES where people and Understand how to check in with me on a weekly monthly quarterly basis I've got everything written in Asana for their quarterly reviews I've got scorecards all of this stuff that Adam's just about to talk to you about helps you build a high performance team So let's put our hands together now and welcome to the stage your head trainer. Mr. Adam She doing well, eh That is world-class all these things, isn't it?

[Speaker 1] (9:48:30 - 10:04:01)

Who wants some of that? Yeah, that's what good just David Who wants some of that? Yeah, that's what we're here for.

Okay, this is supper club last night We had a few of the it's a regular theme, you know regular theme. This person's not doing this. I can't leave the holiday I'm dragged into emails It's a very very normal state of affairs and lots of people just accept it So this is actually what being an entrepreneur is it's like well There are systems and ways to actually get out of your business, you know, I always like to use proxy entrepreneur as a good example This is probably the hardest business in the world to get out of would you agree like a training company if you're done? And you start a training company How are we able to deliver this while Dan is sat in his cave in Sheffield, you know coming up with content.

It's like Do our blueprints, right? So it is possible to have a business run better without you, but you need these systems and processes So there's no better proof in the pudding and the fact that I'm delivering this we get consistent tens out of tens for our NPS scores Thank you very much. And and Dan isn't here.

So it's like it's literally like it is possible. You can do it It's not going to happen in a month, but it will happen when you start layering these things on year on year. So Very excited to be sharing this with you a little bit about me behind the scenes.

So I Literally feel like I had to ask Bianca a couple of questions this week because my brain is so full of stuff I had thought I hadn't been here for three months. That's how busy I am I was like when was the last time we came here was it January because I was like, I literally can't remember So there's so much going on in my life right now But it's all part of the plan like does anyone else feel like that there's a tremendous amount going on Let's get a show of hands This is amazing this is like we're making huge progress and as we get towards the end of the year these things start to happen like you start to Lose weight or get a bit more time or hire that VA or you know Restructure the company and you know you start to hear people like landing these planes and like things things start to happen and you're like Yes success and failure really pitiful this stuff works and for me It's just been one of those months where I've been like, wow, my life by design is it's just really happening Like since since strategy day and doing all this work over winter So obviously I had the whole month in Bali was just just just so good to be like really settling in there I've got myself a new villa.

This is a this is a view from my office I got myself a new motorbike so people can take the Mickey out of me now for having another motorbike Well, I my whole thing was leaning in right putting roots down and now like I've got these things that years ago I didn't want things like things that tied me down You know and now and now it's just all coming together These are the plans for my villas that I'm gonna build on my plot of land in the south of Bali So that's coming together and that's what really motivates me and gets me excited So on a personal level, I'm like, wow, my life is literally from strategy day to now. It's completely different It's completely different like like I said yesterday Bella's signed the lease with me and stuff like that.

So yeah, that's really cool work wise Again, it's huge step change like we've got Rach talks about PDPs. I've got Bianca in a new PDP. We've got Josh on a new PDP.

We've hired Yolanda We've hired Sophie. I'm sat there having zoom meetings with like Yolanda and Sophie I'm like, wow six months six weeks ago. Neither of these people even in the business now, they're like running our whole marketing campaign Like it's it's genuinely changing and it has changed super quick.

So this is really exciting and Also, we've put together all our packages for 2025 for all the for the all the advanced offerings And I'm super excited. You guys are gonna be the first to hear about it at the end of this session So you guys no one else has heard about it. You're gonna hear about it today So I'm also really excited that was a lot of work and Bianca said it's added at least five years to her life Taken five years off her life.

I can't remember which one and probably the latter And it's the same for my mastermind group, you know, these ladies and gents that are in my in my like mastermind I'm seeing them You know start work on their dream home raising finance. One of them did a huge deal and then took a couple of months off Traveling like one of them's hired their first EA they're like taking big ballsy decisions like like sacking site managers that have been annoying them for the last three years and Hiring new people and I'm like, yes, you know like yes, so I I really encourage you to all share your successes and triumphs But unlike Rachel did plug a few out there from the clean lean and full of steam because this is what really motivates us Like this is why we do it and this is why we want these small high-value communities So, please do share your successes or also your challenges because we love it and it really keeps us going so so let's let's move away from that and let's talk about management, so Who here loves? Being a manager.

In fact, they were born to be a manager anyone here Grant it's not a trick question Like some people I know the way I pitched it was kind of a bit negative But you're born to be a manager where your age love it. Love it. Love bossing people about Grant Carol Christine's is scratching her hair.

She's like no. Yeah, maybe It's not our natural. I mean, it's not normal for us to like conflict challenging conversations Holding people to account it just feel a little bit Uncomfortable, is that fair?

It's not fair. Yeah. Yeah, it's it's not our natural state of being Unless you're like a prefect at school, you know, one of those real geeks who just absolutely loved it But actually I'm just saying that was me.

So anyway The point is is that this is not as hard as it seems and most people here will maybe started a business on the premise That they were never going to be a manager That was the one rule they had I'm never going to employ anyone. I'm never going to be a manager It's like cool But the problem is if you want to work with world-class people whether you employ them whether you don't employ them You need to not squander their talent because if they are world-class and you don't know how to direct Decide delegate and manage then they just won't want to work with you because they're high performers, too so the danger is we put all this energy into recruiting great people and Then we don't have any kind of follow-through or structure and they just see us as a bit of a mess a joke We're inconsistent. We're maybe like up and down emotionally or we change our mind in a fast They cut like well, they can never get hold of us. And so they just they just don't want to work with us All right, so we've wasted all that energy hiring people Versus having like a system and a process which we've proven over the last 10-15 years that work So everyone knows where they stand everyone's got what they need and now you won't get it perfect first time But you'll refine it as you go and that's what these Frameworks are for we talk about blueprints and frameworks a lot And the idea is that you can just drop this framework into your business You don't need to come up with some crazy system You can just do what Rachel did what what all of our advanced entrepreneurs do and just copy what we do Word for word stick it in you stick it in your business literally implement it in your business and you'll have a system to stop Going wrong. So it's called this High performance management blueprint and it's a set and forget framework Like don't reinvent the wheel this works You will tweak it depending on the role in the job But this the whole point this is you can just and actually the first two sessions today are both these frameworks We're literally going to give you how we manage and how we develop culture and you can just drop them into your businesses It's super super simple. We ready for this Good stuff So let's just define the difference between culture and management because they are different and this first sessions on management And the second session is on culture.

So culture is as this says soft and fluid, you know, it's nice It's caring it gives you a hug Tickles you on the bum. Maybe not that in the workplace, but you know, it's like this is like this is the nice part This is like the personality of the business It's the human side of the business it really is What's a good way of summing this up? Would you say in a business context?

What does it represent the personality? The values so it's like your your culture is your values, you know, if your values is High-performance and you know, then that's gonna translate to your personality if your values are laid-back Family business, you know, no stress kind of thing. You're gonna have a very chill business And it's gonna be quite laps a day, you know You know kind of it's gonna be that vibe and if you've got a cold cooling hard core selling Foxton style back in the day Operation where everyone's wearing pointy shoes and sharp seats and you have to stand up to talk on the phone You're gonna have that, you know that that's your culture.

That's your culture Management isn't that management is black and white. Is it done? Isn't it done?

There's no light Well, I like Bianca, but you know, there was only three seats out when everyone came to sit down It's like she's gonna get an X on the scorecard All right, it doesn't matter how much I like or how how long we've worked it goes like it's very simple It's black and white. It's pass or fail. That is management and that's the difference.

So we have to actually be able to do both So for those people that are scared about being seen as mean or like nasty it's like no no no Culture we can lead and we can inspire but everybody needs to be held accountable. Is that clear? Is that clear?

Okay So these are the six steps of this. So we're gonna run you through Basically, we need to create a structure in our business for this to work, which is what Rachel showed you We need to ideally before people join we need to do some setup. We need to schedule like a training plan We need to be very clear with them about what success is.

I'm gonna then take you through SCS And then we're going to talk about accountability spikes so Structure of the company now this you will hear You will hear us talk about this every single year You're on property entrepreneur because we all need to hear it and this a bit like the last slide These are like real good fundamentals guys and girls for learning about leadership and management and The sooner you learn these mantras honestly like the better and easier so you've got culture and management like we just talked about High performance management is where? clear expectations meet challenging conversations It's where clear expectations meet challenging conversations And the reason I'm holding my hands up like this is because you must set clear expectations and Then when those expectations aren't met you must be able to have Challenging conversations to make sure that you're there matching your clear expectations and we have blueprints for all of this We even have a blueprint on how to have a challenging conversation. So don't worry This is all very doable if approached in the right way and people will still like you and want to invite you to their house For dinner.

All right, you're not gonna upset especially not high performers. Anyway, okay, so it's easier than you think So when we structure the business, like I said, this thing I've just drilled home is like number one It's all the reason we do all this work is so that you can set clear expectations now what's clear to you? Won't be clear to them.

So you have to write it down You have to tell them you have to ask them to tell you back you have to put it in their contract You have to tell them again, you know, this is the reality of management leadership It's quite slow and it takes time, but your job is to set clear, but everybody needs Clear expectations and what you want to do from a company level is figure out who does what now? People who came on the AGM would have already had a bit of an inkling in this But this is where you basically divide up who's in the company what roles there are and who does what? So you have to define every single role and responsibility within your business It's no good saying well, it's me Louie and it's Mark and Claire and it's like we're in this together It's like no no there might be ten jobs that are being done between Louie Mark Claire and I and You know Louie might be doing a Mark's doing one and Claire and I are sharing half each It's like we need to clearly define what those jobs are what the responsibilities are So that it's written down and define.

This is quite hard when you're in a young group Business or a start-up and you haven't got these defined lines of reporting or responsibility Because then you want to know who reports to who like who who is Actually this person's boss or even if they're not their boss. Who do they go to for accountability? Who are they having SCS is with who do they go to for help support mentorship?

So what are the reporting lines and For each role. What are the key performance? Indicators KPIs we're gonna use that word a lot.

It's really important that people understand what KPI KPI means it's the way in which we manage people using facts. These are numbers It's not Emotional it's very management based. It's black and white.

It's like, you know, it's not flexible. It's not bendy It's just it is what it is And like I said for those people that did come on the AGM You'll know that this is what we call an organizational chart. I don't see one of these before Okay, it's pretty classic pretty standard.

This is You know, this this is our version and this is how I mean these two terms. This would be You know the ideas person normally the founder. This is the MD, you know in our business for example, this is Dan This is me and that's that's a that's a nice way to split that roll up and then obviously you've got Management sales operations finance that's kind of typically how a company is set up for those people that have never seen one before most of you will have seen this but most of you won't have seen this and this to give the the distance is basically the Organization chart just with a few differences.

You've got roles and responsibilities here KPIs one to three and possibly even their profile now for those people with a good memory I did take it out because it is an old example on the blueprint. I showed you Recently but like my capital living in fact last month. I'm pretty sure I showed you Yeah, the capital living one, you know with and it was this I mean it was literally this obviously we blueprinted it now so rather than just say You know head of lettings it's like head of lettings and it's the roles and responsibilities of the head of lettings their KPI Let's conversion rate Appointments things like that and then the profile blaze This takes that organization chart to a whole nother level now This is this is actually a lot easier to do than you think it just takes a bit of a bit of prime time If you've got this and you can show this to your team Weed things out It'll stop things falling between the cracks and if you can show this to someone when you're on boarding them They know where to go for what and who reports to who?

Which might take them literally if you didn't have this a year to figure out But literally it could take them a tremendous amount of time To figure out Katie. Yes Just a quick one.

[Speaker 10] (10:04:01 - 10:04:11)

Can you double up on so like me Josh and Jacob we would All have like multiple roles. Do you just feel like loads of boxes in with different bases?

[Speaker 1] (10:04:11 - 10:04:53)

Yeah, great question Yeah, so really good distinction between people and roles So when you're a one-person business one man band as we like to say then, you know, this could be Katie This could be Katie. This could be Katie. Yeah, you're doing all these different jobs.

You're wearing different hats You ever heard that saying? So so yes I would encourage you if even if you're just a smaller company as most of most of us are in this room You would just write the role out and then just put the person that just happens to be filling that seat now Yeah, it's really good exercise And I'm out in thinking then So if case is in 15 different job titles The roles and responsibilities are for that role.

[Speaker 17] (10:04:53 - 10:04:58)

But then as she then employs people It's just the name that's changing for that role. Exactly.

[Speaker 1] (10:04:58 - 10:16:46)

Remember the thing I said about create a job replace a job. It's kind of this It's giving you that clarity over actually what's going on in your business and we really use this a lot in that strategy or Winter phase because like when we're trying to like we that's what we do it with the business plan like when we're restructuring our business I'll get out this, you know, it's like well who does what I mean? Like we're organizing who does what for the blueprints right now?

And I've literally got this spreadsheet with everyone's role as a leader. You want that kind of zoomed out? Approach to things and then there's literally nowhere to write clear expectations This is very very clear, isn't it where to go and what to do and this is what we call the accountability chart There's a whole session on this in our vault, which I'll talk to you about more later Obviously another way of doing clear expectations is through the my house So we sort of touched on that a bit recently It is something we go into loads of detail on advance But this my house this clear very very clear what has to happen by when has it been ticked?

This is just another example of like a layer down from the accountability chart where that role then has this in more detail So we just go to tremendous efforts in our businesses. We must to make sure this stuff is clear because otherwise it is just in people's heads and it's very hard to have a challenging conversation and Hold people to account when it isn't written down So we've got to make it clear and then there's nowhere to hide There's nowhere to go and chances are two things have happened. They're a high performer and they drop the ball Or they're not a high performer and they've got a go and so it like it really really Your responsibility is to create things like this.

Their responsibility is to then do it So if you don't do this first, you'll never be able to see if it's you that's messing up or if it's them Hope that's time to sort of come together so Yeah, this is this is this is a huge topic I do love it so I need to I Need to explain to you that you can't skip the gears. So Like everything in life Unfortunately things take time and actually did someone did share on supper club yesterday that that things did take time and they were slow and it's like unfortunately that is the nature of the beast like Building a business is not this get-rich-quick thing and getting yourself out of it doesn't happen overnight It does take time and you do have to go from first to second to third and you just have to be patient You have to be patient. You have to be supportive.

You have to be encouraging So you can't just expect someone to show up on day one and just hit the ground running and having done this for You know since I was 16 Which is 24 years now I'll be the first to admit that even with Sophie joining us this this month the last month I've still tried to skip gears, you know, I was still trying to push her more than she wanted I was like, come on. Come on. Come on.

Come on and you know, we had it We had a conversation two weeks ago I was like, you know what? I actually think I've asked you to do too much and we had this, you know We had this kind of good feedback session and it's natural like it's always gonna happen But you need to you need to hold yourself back and you need to understand that you've got to go through what I'm about to tell you now When they're gonna join you've got to do some setup before you start ideally now some of you will already have team members So you're kind of you know behind the eight ball on this is something you could you know, perhaps do over the next Few months or wait until next winter to have these chats with people But when people are coming on board you need to create a formalized Onboarding plan, you know, you need to have a plan About what they are going to do over the first period of time in in in the role You should have written this as part of the job just part of the job adverts You should have a detailed job description in there which reminds them of what the job they signed up for was You want to be able to introduce them to key systems? tools and People they're gonna meet you didn't you know people would be through the accountability chart Systems and tools they're gonna need we use zoom we use drive we use this we use that but this is what you need these are your logins and obviously, you're gonna have to introduce them to their targets and How often those targets are going to be published if their target is, you know NPS scores like what we use for proxy entrepreneur for our workshops They're obviously going to be published every single month if it's sales for lettings It's gonna be every single week. It might even be every single day You know, you need to tell them they need to know so they understand when they're getting this report about how they're doing And you just need to set up their management framework.

So We are gonna have meetings on and this is what I'm gonna talk to you about in a second You know on this day on that day every month every quarter every year like this is how it works You know, we review pay in winter and we'll have it signed off by the 31st of March You know those sort of conversations if you have them at the beginning You can you can just reduce a lot of noise So what I'd suggest you do is if you are onboarding someone this month or soon or the next time you are is Book in some cave time sessions prime time cave time sessions with yourself and make sure You write all these things down You need to like this is heavy on the business lifting like even with a VA by the way You need to use this Okay, if you're not using an agency an agency will probably get you to do this, but I know Val Vauvoon do But if you're bringing on a VA Then David, you know, this is this is it.

You know, is this the reason that person left? I mean probably unlikely if you left after a couple of days, but This ensures success. So you want to you want to make sure you stick it on your action list You actually go away and you have time to to put this all together.

So let's so that's pre So pre joining the setup if you like, but they do also need a structured training plan. Yeah Yeah, I mean so I've reused one if I had it previously for the role But in reality like with Sophie we hired her and then we you know We wrote the onboarding plan sort of week before she came and then typical. I mean, it's like it's just the way is I guess it depends how organized you are and your profile So what we want ladies and gents for all our team members I said whether they're VA's or you know, the new housekeeper or the new MD of our business they need like a like a training plan, okay and Going back to what I said about setting your team up for success you want to You want to have thought about this So that you are introducing them to the easy things first and then layering the learning now And the reason we've got this picture of these beautiful Camels with the different color sands has everyone seen those lovely vials they do with the beautiful sands, you know This is how we want our team to look after they've been in the job for six months It's like layers and layers of perfectly laid sand and it all fits together.

It looks beautiful not What the reality is for most of us which is just a complete mesh of multicolor Everything's all over the place and and you know, they actually still still don't really know what they're doing They're running around chasing their tail. So in order to set our team up for success. We need this this on this sort of training schedule, so Again, once we've got their onboarding documents together, which had all those things in I just said we want to also have a structured training plan Schedule which allows for progression.

So yes, it's gonna start basic in the Marines on the first day They teach you how to wash yourself in the shower They give you a bar of soap and they give you a lesson on how to wash yourself Okay, and it's because they teach you from the ground up, you know, they never have to teach you that again but if you're in the jungle, you're not gonna get like Fungi under your nails or whatever because they've taught you how to shower So it's like in order for you to be an elite soldier You've got first got to learn how to like, you know wash yourself and it's the same with our team We just can't assume anything.

Some people have joined PPM before I've never used email Never used email because they were part of the council and council about some internal mails So you just you cannot make any assumptions pretty quite good to ask that interview. We do ask that interview process now You know So This this obviously the structured plan is gonna rely quite heavily on your your map You know your operations manual if you've got one because you've been building that or maybe you suddenly prioritize building those systems So you've got something to show them When they join and it's not all just in your head and loom loom videos and things like that Like you want it written down you want everything there?

You want to you what you want to try and do is create task based learning. I've talked about layered learning quite a bit It needs to be layered. It needs to be basic, but it also needs to be task based Now what most entrepreneurs do is they sit down and they maybe even have an operations manual and they book in a day a day or two days It's the first two days and they sit there and they take their employees do everything their employee needs to know everything they need to know okay, let's just book a day get it done and The entrepreneur tells them everything they're supposed to do and then you know walks away and expects that person to have actually remembered everything like 10 Years experience distilled into one day and then just absolutely smash it and the entrepreneur goes that was hard, but I'm glad I did it And the employees like I've literally learned 5% of what you've said, okay sound familiar Yeah, because we all want it off our desk. Don't worry.

We don't want to do it Let's be honest. Nobody wants to do it, but that is not setting your team up for success That is a surefire way of them failing and then you're gonna get frustrated because you're don't remember I told you this Don't remember I told you this I showed you this in the yeah, it starts to get a little bit like that So what you actually want to do is give them a plan over a period of weeks or months and then you can do some checkpoints and give them time to learn on a job whilst learning yet whilst learning as they go and Then use this model train them then test them. Sorry train them then have them do it Try that and then test them You know and let's just say they want to learn something chunky like for example Bianca wants to learn how to set up the room It's a first month and it's like how do you set up the room? Okay, cool.

Well, I'm gonna train you on it I'm gonna show you this month and Then next month you're gonna do it and I'm gonna sort of watch Whatever give you feedback and then there may be the third month. I'm not gonna do it I'm gonna come in at the end and I'm gonna mark your homework, right? That'd be a good example.

And so that means we need patience and we need to be more committed than just a you know Sort of puking it onto them, but you see how they're much more likely to succeed And Take this up a level and I'll take the question I don't go into this too much now because there is too much but as Rachel shared like as Part of a training program if they're a real high performer We use these things called phased contracts, which is basically like right? You've got a six-month probation then we're gonna go on to this then we're gonna go on to that and so they can see a Runway of progression or we use a PDP you wouldn't normally use a PDP when they start PDP is like you talk about it during winter when you've set strategy like right Okay, so you want to run you want to run the show or you know? You want to be standing where I am?

Well, this is how you become a Speaker of property entrepreneur, you know, there's this phase there's that phase there's this phase and you hit these targets and you'll end up here And it might be a 12 24 36 month plan that that high performer is working to and they can see that in 36 months, you know They could be on stage talking, you know right now They're shining shoes and doing it and hoovering the carpets But they know that if they do everything they're gonna get there and that that's what a PDP is And this is where you might introduce things like like that. Did you have a question?

[Speaker 13] (10:16:49 - 10:17:05)

Mikey Mikey Mike Mike Do you have time frames over what onboarding would take place is it dependent on the different, you know a management level would be X period of time as X staff would be why period of time Jeff set time frames.

[Speaker 1] (10:17:06 - 10:24:54)

I Wouldn't say they're set. I'd say that this is this is a science But it's as much as much of an art because you get that it's a human, you know They they're not robots So you don't really know how I'd say like it's a bit like you have a plan but really the plan never goes to plan being honest So Yeah, so with Sophie What I did do is really outline the first four weeks So everyone on VPN has a six-month probation. That's the most you're allowed legally So in my head, why wouldn't you go for the most because you've got six months of them wanting to reach the standard So always six months probation.

So effectively that's kind of your training That's kind of like my zone and like when I had this chat, you know with Sophie I said look, you know, don't worry like it's not it's not your fault, you know, like I'm not blaming you We've got six months to get this right. We're in this together. It's cool.

You know, don't worry about it Like I probably I probably asked you to do too much actually It's probably on me and it's fine, you know, we've got six months and she's thinking. Oh, yeah six months, right? Okay, cool, you know and it's not like you've got four weeks or you're out So, yeah, so we had a we had a very clear Four week plan.

The first week was sort of basically Sam. It kind of goes like this You'll do daily, you know daily daily check-ins daily briefs and as they start to progress this training trial testing You go to every other day and then three to twice a week and then a week and then you know And you start to it starts to just it starts to naturally take its own It's own shape. So yeah, this was you know, the welcome aboard.

I Share this with Mark on mid-month mentoring actually I kind of went behind the scenes a little bit into what we just taught the advanced and this is the sort of Document that you would build out for someone they get this on their first day. They feel like They've got this as a point of reference. They know what they're doing.

This is where you guys want to be You know, this is a world-class star. This is a world-class first day this this says to me These guys are serious that I've made the right decision, you know, I've really joined a company It might just be Mina and Mark but crikey that you know, they've got a plan for me You know like These these guys are serious. I better go and sell their houses, you know, so so yeah, this is this is what it is You're you're you're giving them a point of reference and you're you're spelling it out for them Okay, good loving this it's good it's good, isn't it?

I really enjoy it It's definitely not this thing that people need to avoid like I really just I really I really want this all for you because this is what's in your way of It all relying on you and you're the stressed out one to actually Giving ownership to someone else and you being able to like lead from the back as Rachel said at the beginning So another key component of this is they must know what success is for them They really must be very very very clear about how they are successful in your company And it is of course easier to hit your goals when you can see your targets There is absolutely no point in blinding fold folding me and giving me a bow and arrow and asking me to hit the target I haven't got a hope in hell, but actually So many of us bring people into our teams and they really actually don't know how they can be successful There's some things like sales.

It's kind of easier But in lots of cases they are basing their happiness on whether you're happy with them Like is he smiling at me today Like has she like is she as she making a cup of tea like is she in a grump like is it me? Well, I done. Oh my god.

I'm gonna lose my job This actually is sometimes the cultures in our business because they're taking signals off us You know because because that's their only reference But if you make it very clear to them what success is Then they'll they'll work really hard to go and make that happen and they don't and yeah So you're gonna create this this very very clear expectation of what they need to do That's the most important thing and that's why we only really want to give someone one main KPI and three maximum Because yes, there's probably 20 things you might track that they do But there needs to be one thing that becomes above all else and then that's how they know to prioritize their work That's how they understand that's how they can make those decisions those for you. So yeah, really just Elaborating on what I just said. It's like What does success look like?

Is it sales? Is it leads? Is it?

School cards that you've made is it a customer ratings? Is it Google reviews? Is it time to reply?

Is it the amount of feedback you give them what is it what is success and like I said, this is just where you explicitly Communicate what it is and Yes, there's the KPIs, but there's also things like culture if you ever have an employee handbook Which if you use it like an HR even an outsourced HR company They could make one for you for not a lot of money It could be even part of their service fee their subscription fee.

You might have an employee handbook which talks about being to zoom meetings on time, you know wearing Wearing a top, you know, like like not turning up in you know in your bathing suit, you know it's like like these kind of Explicitly clear things that you put in something like an employee handbook or an onboarding schedule And then you never have to have that conversation, you know, you're not you're not like thinking Oh, wow, well, they turned up with a sombrero on it's like Well, I never said they couldn't you know, so it's like real basic stuff, but I just think this stuff should be covered When they start you set the bar from the beginning Obviously I've talked about this these KPIs they they need to be defined and they need to be understood So you talk them through what the KPI is. It's explicitly clear how it's tracked how it's monitored And how it's reported.

So you've got to make these things visible. There's absolutely no good in saying yeah, you know your main KPI is a customer experience ratings and you just Collect those scores through the year You never bring it up again and at their annual review you go Right. So sit down sit down So your scores for the year then You know, they've never seen them like you sort of pull them out and they're like what you know So it's like the day you remember I told you a year ago You're gonna be based on because for the like it's an ambush, you know, it's like you want this to be Every week in your SCS red amber green.

Are you doing good green? Are you teetering orange or are you in the red zone and you could just have red and green as well? There's a lot of arguments.

Sometimes we KPIs. So what does orange mean? Well, it depends on you So you want to make it visible?

It's got to be regular. It's got to be something they can see. It's not a surprise It'll kick them up the bum, you know It's their accountability to get it done and they need to know how often it's gonna happen So this this is all stuff you've got to communicate at the start we're gonna there's a weekly scorecard and it's published by You know Yolanda in South Africa So you can't bribe her and and like and it's gonna come out and it comes out regardless and you know Those scores go to the whole team, you know And like so everyone can see your performance like it's it's there and that's what happens at property entrepreneur And it's just just part of the game And if the scores go down, it's right.

Let's let's pick it up And if the scores do well, everyone's high-fiving and you know, well done and you know an excellent and obviously We've got this high performance culture and it's I'd say without exception always excellent But it's just like degrees of excellence, you know, it might drop a little bit. Of course, but something we pick it up So everyone knows what to expect when to expect it what it is There is no ambiguity there Cool.

[Speaker 3] (10:24:57 - 10:25:56)

Thank you so my question is We're now in the phase of where we're setting KPIs for the team members and what we've chosen so far is to look at it On a monthly basis, so we're gonna have one-to-ones on a monthly basis and then I'm well quarterly performance reviews as well now One of the difficulties that I'm facing or that we're facing sorry is in regards to the KPIs Obviously, we've got progressions managers.

We've got Sales managers, we've got people that do customer service. We've got people that do lettings I've tried to set out the KPIs to be individually based and then the quarterly performance reviews to be business based But what I'm finding is that some of them are beginning to clash So when I say so whenever beginning to clash, for example, we may target a sales manager to do mortgage referrals But then you would have the progressions manager that basically does the actual work when it comes to the mortgage referral and I think well Why am I not getting paid for the initial referral in how would you best manager?

[Speaker 1] (10:25:56 - 10:27:49)

Yeah, so you asked a similar question last month can you so much yeah so much yeah, so I so I'd say so sometimes it's sometimes it is easy and sometimes it isn't and Part of your the value that you add as the owner is going to be figuring out What you want them to focus on so only really you can answer that question Obviously, this is contentious because it's to do with bonuses because this doesn't have to always be to do with bonuses And I'd say there is an answer there.

You just might not get it in year one It might take you you know, there's iterations, so I can't really Unfortunately, I can't just give you the answer But generally as a rule, it is very it's not ideal to Bonus or scorecard people for things that aren't in their control right But at some point they have to take responsibility. Okay, so if we have a supplier let us down It might not be someone in my team's fault, but the supplier let let them down And so ultimately they're gonna get a lower score like it's not it's not like I understand why it happened And it wasn't fully in their control, but ultimately it is Have the ball has been dropped so you want People if especially if they're going to be bonus ideally it's in their control. That's that's kind of the rule It's not in their control.

Then what why is it on their scorecard? And if you have got a situation where there's overlap then you want to create a team bonus And like you have a boat team bonus pot and some people have like individual bonuses and then a team bonus like for us Everyone has their individual bonuses, but then if we if we're oversubscribed in every program, there's a there's a there's a team bonus that everyone So everyone is also motivated By every sale and renewal and you know, so you'd have to try and you have to try and work that out

[Speaker 3] (10:27:50 - 10:28:09)

Another question, that's okay So another follow-up that I've got then is So now we've had a conversation about commissions bonuses and whatnot and it's like a question for everyone as well Is there any recommended systems that people can use to track bonuses and commissions so staff can submit it online? It can be viewed and stuff like that or is it mainly Excel at the moment?

[Speaker 1] (10:28:10 - 10:30:54)

Yeah, so the rule with scorecards is no one ever completes their own scorecard ever especially not salespeople Because even I will think I've done ten sales and they've only done six because I'm just a blaze. I'm optimistic It's like before people said they were gonna do it. Yeah, but they didn't actually pay.

Well, they're gonna haven't yet. So like I My advice would be have you have someone external or like a steel who's like your EA or someone They have access to the source data They create the scorecard and then people are bonus based off that scorecard So as part of their contract or whatever you give them it links keep it simple Like the hardest thing is to keep it simple. So it's like if it is on a conversion rate or a gross sales it's just it's black and white the EA gets the gross sales from zero and it's like look you did 96 grand you're entitled to 5% like But that's kind of thing from what I know.

There is no system that I know of anyway Does anyone else know another you know? You just need to get a really simple system that someone else can verify and it's black and white Okay. Yeah, if you want to dive deeper in it Let's book a session on the mid month mentoring and we'll walk you through it because this is kind of thing We can really get in some detail on Good.

So that's what success looks like top of top of the onboarding schedule successes Target deadline like top of the tree just to let you know You've got to do this many sales by this day so that you know, that is it there is no That is literally page one top of the tree done Yeah, another way to set, you know clear clear expectations is through you know through these your map your this is another version of a my House, it's just simple written out It's written out. It's like explicit. It's super clear.

This would just be a one-pager You know In the document like I said, you just can't really if it's written out like this It's very very clear and you can refer back to it. This is an example of our scorecard So these are our scores for this year, right? So this is just to show people what it looks like So we've got what we got the program mastermind just two of our programs, you know, it's there It's every single month that comes out.

We just done workshop seven. So, you know, yeah We're in the nines is varying levels of like I said excellence mastermind You know, I must've had a bad day last month or something 9.8. We're not quite good enough, you know but it's super clear like it's super clear it comes out and Yeah, it lets everyone know very quickly how I'm doing how we're doing Etc. Any questions on these?

[Speaker 8] (10:30:55 - 10:31:07)

Yeah Yeah, Mike for Neeraj Adam have you got a couple of good examples for KPIs for EA's?

[Speaker 1] (10:31:08 - 10:31:11)

Yeah, you know EA's is actually quite a hard one.

[Speaker 8] (10:31:11 - 10:31:11)

That's why I asked.

[Speaker 1] (10:31:12 - 10:32:35)

Yeah so so what do I use for mine, so I So, I mean ours is obvious Ours worked and then if they're linked to a my house You could do a percentage of my house deadlines completed on time You know if you've got the my house that like we like this version of a my house Have I gone past it already that I just seen past it. No, I think I must have So if you've got a my house where it's like a tick list like we have for the events every month we have that Routine there as you know like every month We do this we do that we do this and it's ticked and at the end of the month Bianca will score Lauren say on how many ticks, you know, if there's if there's any missed ticks, so That would be another way I Also just give my EA's feedback, you know, so they just get feedback either every week or every month and so it's not a score but I guess it's more qualitative feedback quantitative is numbers qualitative is is Actual like soft feedback. Yeah, I think that's So it could be like missed deadlines my house and hours.

[Speaker 8] (10:32:35 - 10:33:13)

That's kind of the best I've got about it's nice Yeah It's a star the structure that I've set up is at the start of the week. We have a 15 minute kickoff meeting Because You Yeah, perfect and the other way to do it would be

[Speaker 1] (10:33:14 - 10:33:34)

Like if she had like a dashboard she was filling in You know and it had like a dead like against me my house but say she was feeling like a dashboard from you like all my rents in for my houses and Then like, you know You would review it Say on the fifth of the month and you would see if it's all completed or that is again It's just that's what we've really got.

[Speaker 8] (10:33:34 - 10:33:59)

Yes, and so so what I'm hearing is quantitative for recurring tasks and Yes, yes, but I like your style beginning of the week that's what let's talk about now Is it burning or can we come back to the end I come back to the end Okay, he's got you've got even got the mic.

[Speaker 1] (10:33:59 - 10:56:51)

All right, come on Like you just pulled it out I didn't even know you had it it's just like but I've already got the mic Go Jamie. Are you good? We don't Normally share it.

Do we we do share it. It's just we normally share on advance. I doubt in principle No, I don't have a problem with it.

I just need to talk to Bianca about it. Yeah It's something that on advance we will take you through in a lot of detail But I mean, okay. Cool.

Yeah, let me leave that with me. Okay. Can you make a note, please?

Cool. So let's just the reason I'm because I really want to talk about SES because this is this is ultimately The most one of the most powerful Business tools that we use and you know, Neeraj is already doing it With his EA start and end of the week our fans doing it every month, which I'm not a fan of to be honest I found but I think it should be more than that, but we'll see and The reason we want regular check-ins and for example, not monthly is because the aim of the game is To spot problems before they become emergencies The aim of the game is to identify problems before they become emergencies so for me monthly Sounds good Sounds good, and it's great to be entrepreneurs like less meetings. Everyone's a winner, but I think it's too Infrequent and If you want to set people up for success You want to make sure that?

Certainly in their first few months or years with you that they know exactly what they're doing when they're doing it and you can help Guide them because it's one it's one conversation saying. Oh, look, you've just missed that. Remember this this week That's one type of conversation versus actually you missed these eight things this month Like they're two different One is encouraging and supporting and remember you've got this thing coming up and the other one is Well, it's been a month since we met and actually there's 15 things you've missed So this is why I think it's quite nice to have a regular cadence daily.

It could be daily. It could be weekly It could be monthly. It's really up to you My suggestion would be weekly daily when they start moving to weekly So the most important thing about SCS is that you are creating a rhythm to your management So it has to be frequent and it has to be predictable This is where the tempos get into their rhythm, you know tempos all about rhythm.

They're all about routine This is when you've got a business that has these regular meetings Now you've got a business that has a nice cadence to it You're not in the storm phase anymore and everyone makes the meetings every week bless you Okay, you want these meetings to be so reliable that you never miss them I'm talking like booking holidays around them Like this is the last thing that moves because this is how you're making a priority for them. You're communicating. It's important They need to have a structure these meetings are absolutely not sitting down and saying oh So, how's it going then?

Good That is not how you do a meeting. I'm sitting down a lot today, aren't I? You know that That's how most of us do our meetings But that is absolutely not how you should do an SCS meeting an SCS meeting should have an agenda.

It's been predefined It's designed. It's got all that you've got you run through agenda points so that you don't miss anything. It's it's a management meeting It's like you're not there to chit-chat You might do a little bit of rapport at the start, but ultimately you are going through accountabilities.

You're solving problems You're whistling through it. You'll be looking at the scorecard. You'll be looking at upcoming projects You'll be looking at things that have got signed off from last week or last month.

It is business Three steps to an SCS the setup This is where you'll do most the talking because you are communicating to them what you need done So you will go into detail You can also obviously do this via loom ahead of the meeting if they if that's how you like to work You can give them a detailed setup and you can send it to them They've got a record of it either in the meeting That they've saved or you sent it to them before or you sent it up to them as a follow-up like minutes You are going you know, we've agreed. Let's see that you're gonna do these five things Then let's just say you're working weekly Ideally what you want to do is let them get on with it And then they know they can come back to you if your setups on a Monday say on a Wednesday And they know they've got either a meeting booked in with you like the buddy up you know a half an hour slot walk and talk just to have a catch-up or They know you're gonna answer whatsapp or there's a document online that you're gonna comment on or something So they know that they've only got to wait 36 hours 48 hours before they get some feedback and that prevents them unless it's an emergency Constantly hammering your whatsapp and ringing you because they can just if it's less it's an emergency They know they're gonna get all their questions answered on Wednesday You also can get on with your work happy days Everyone's a winner you check in at lunchtime on a Wednesday either a call like I said Whatsapp or Asana or document you give them what they need You pick up the phone if you need to and then they can then go on to the next phase Does that make sense? This is why it's so effective because it it sets them up and then everyone can go away and do their thing and then everyone Can knows when they're regrouping So they don't get this anxiety of when they're gonna be able to get hold of you and then sign off So like Neeraj is doing at the end of the week.

He's having like an end-of-week meeting that works really well equally I found to be honest that I will I'll I'll say certain things at the setup or the check-in like you need to tell me when this is done Please this has to be done by Friday say tell me please whatsapp me when it's done or put it on our document Otherwise, I'll just sign off work at the start of the next setup meeting So not everything needs to be signed off, especially when you've been working with someone for a while You'll find your rhythm, you know, obviously if this is really important, look I need you to let me know it's done Otherwise you go through the week's work There's a check-in and then the next Monday or whenever you do your SCS is The first part of the meeting is actually scorecard and then last week's, you know current tasks I don't like doing setups on a Monday For whatever reason I just find it. I just find Monday's not a good day They're quite busy. I don't know for me I don't I used to do them all on a Monday and think they're all done great But then Monday's became quite stressful.

It's personal preference Any questions on this? Okay, this is whether you're doing this daily like this could be literally when they're a new joiner you're doing this daily, right? 9 a.m. Meeting let me know how you doing at lunchtime right end of day before you go home Yeah, or it could be weekly Monday Wednesday Friday could be monthly the first the 15th You know the first or the 31st. It's really up to you. I Can't stress enough how important these diary meetings are between for example this one Sophie and myself We've got our goop We've got our doc like our working task list and we've got our zoom link and it's a repeating meeting It's in the diary every single week as is Tony's as is Bianca's as is Mary L's They're in the diary they do not move I plan my life around them I never miss a meeting. It's it's I would never miss a meeting and it would be very rare if I rearrange it That's just how important these meetings are SCS agendas, so I do mine either in Asana or just on a working word document Like I said Mary L for example my new EA this is her SCS agenda that we run through She prepares it before the meeting she puts things in there I put things in there and we just run through it in Asana Same with Tony we do exactly the same with Tony.

We just have a checklist happy days And like I said with Sophie, it's just a word document with all my guys at P It's just a word document. This is what we're working on and it's it's nothing more elaborate than that Okay, accountability spikes and then we'll do some top tips so Clear expectations the hub this whole part has been so far about clear expectations When you start getting into the SCS and the scorecards and the checking This is where you start to get into the challenging conversations This is the accountability piece and bottom line is is that if you don't check your job is to check if you don't check Why would someone bother eventually?

Someone is gonna stop doing the thing you told them to do even people in this room If I said to you do your Sunday sanity every Sunday everyone listen, yeah, do your Sunday sanity every Sunday this Sunday I'm not gonna name any names, but most of you would do it. Okay Next Sunday most of you would do it in six months Half of you would be doing it in a year 10% of you would be doing it in five years 1% of you would be doing it That's the bottom line, isn't it? Probably Okay, so we need to check it's just like it's how it works.

It's human nature So you need to be the checker for your team. So you need to add formal reviews You need to be telling people when you're going to be holding them accountable now So when are you gonna have these reviews? When are you gonna have these accountability spikes?

Now you've got different options I'd suggest you have an annual one an annual review. This could be done around strategy It's over winter and you know probably after strategy and this is when you're You know, you've got the business, you know, you've got the idea for the strategy for the business. You're talking about their position their package You know where the business is going you want them to step up it's a win-win for everyone you're gonna give them a PDP That's an annual conversation.

You don't be having those conversations every month. You're having them once a year and they're done Quarterly is obviously a more zoomed out quarterly QGM. I would normally do this as a team At the QGM unless they've specifically got a PDP where they've got quarterly objectives Monthly this is the important one.

So this is what our fans doing now. He's doing a monthly meeting I would say that everyone needs a monthly review Where you're Focusing more generally on their career their progression how they're doing against their quarterly targets Their annual targets and that should be quite a zoomed out meeting. I quite like those meetings.

It's a chance to get out of the weeds but The weekly meeting is so important because this is the detail This is like what's going on this week? What's going on next week? How can I help you?

Let's talk about it This SCS on a weekly level is very much in the weeds. It's the detail. It's very leveraged from your side You're doing a half an hour for some people or an hour If you're extremely busy and they've got a lot on it might run into 90 minutes And this is where you're really leading from the back because you're telling them what to do You're giving them the coaching and then they can go and deliver it for the rest of the week This is how you lead from the back You have to have it you have to have a Meeting in the changing rooms for your team to better go out and deliver it on the pitch You have to have the meeting in the changing rooms FM, you know You can't There has to be a brief You can't just expect your team to go out there and score goals and you didn't show up You know to the pre to pre-match meeting.

That's my view Monthly you can zoom out a little bit and you get a chance to maybe talk a bit more about Feedback and how things are going and so everyone needs a monthly review. Everyone needs a weekly SCS in my opinion Yes, I would do these at the same time I know someone's going to ask me I would do my weekly monthly review I would do it at the same time as my weekly SCS on the fourth week Okay, so we'd do the monthly stuff first then we go through any other detail. All right So this is what we want This is these are all the different accountability spikes for them for them hitting their targets and then up in their game and if you needed a good example of Accountability spikes, it's The Ofsted school inspection process, right?

How often do Ofsted do this? Two years is it now? Huh?

Seven years. Well Wales, they're cutting back in Wales, aren't they? Yes, I think it's In fact Chelsea told me.

Is no one a teacher here, been a teacher? Wow Depends on the performance does it? Nice.

Claire's a woman in the know, she knows Okay, so have you guys seen this before performance and time? Yeah, so it's like Normal school sort of lessons no lesson plan teachers a couple minutes late Etc, etc. This is kind of maybe your typical school performance here all of a sudden They get a 40 hour 48 hour like notice that there's an Ofsted inspection coming.

What happens? Yeah, exactly like the grass is mown. There's a lesson plan Teachers wearing clothes for the first time It's like and boom and all of a sudden like boom, you know, like everything starts to happen.

They're nice to you Yeah, there's you know, there's snacks is they really lay it on thick don't they and like they were smiling they're happy And this is the this is the you know, the effects of an accountability spike But then like you said four years or two years if they do a bad job, you know Gradually things just slip back. I mean it might it might drop back and it's ridiculous But hopefully then the teachers think you know what? No, this is actually I should be doing lesson plans and you know, they sort of keep them going but eventually they just because no one's checking they just they just revert back to zero and then The baseline and then they're cruising along until the next offset inspection happens.

And this is just fact. Yes. This is just fact This is human nature We want to create more spikes than Sonic the Hedgehog, you know We want a spike here a spike here daily weekly monthly quarterly annual so that we do this And if we did doing this then our average level of performance from our team is that not that this is what this comes down to This is why You need the more than a monthly and this is it's fine You can have the monthly but you'll only get less out of them and you're paying them the same And this is why you need to put these things in the diary It needs to be clearly communicated from the beginning so they know right? Well, there's nowhere to hide here Like it is not just a case of like working hard that week of my review or that month of my annual review So I keep everyone sweet. It's actually this is like This is the standard and I'm going to be held to account Talking about being held to account Who remembers this little game?

Who remembers this? this Okay, so this is what I said we play this game on advanced every month, this is a bit of an advanced accountability so if you Don't have it. If you didn't have a VA last month.

Can you please stand up? And if you're thinking of not standing up I have photos So if you're on there, you can you can stand up. That's good.

That's good That's good. That's good How we feeling how we feeling Good. Well, you know, I'm gonna be nice to you.

We call this the sit-down of shame. Okay, just sit. No, don't sit down yet If you didn't hire a VA sit down sit down of shame Congratulations ladies and gents these people who did let's give them all round of applause.

Thank you. Well done excellent work Yes Excellent work. So I did that a nice way.

Sometimes we do it the horrible way I'm just gonna warn you goes both ways those people that just sat down it works, doesn't it? That works. Well done And I couldn't believe you didn't have a VA.

Honestly, I was I was surprised, you know You've gone quite far on your business journey. No VA. So I'm really happy for you It's a game-changer really really happy.

Well done ladies and gents I think Neeraj sort of summed it up best in the in the Facebook group It was like there was no way I wanted to be held accountable and not not do it for this month So I absolutely had to make it work in it He sent me a message you put it in the face It just made me smile because it it's all a game and this is how things work now in the same way that That probably pushed some of you to do it and those people that haven't done it yet You are gonna do it right? So I'm gonna ask you next month.

So It pushes you More than you would have pushed yourself and that's what we've got to do as managers and leaders We could do it a nice way. We do it a smile on our face You know, it's a game but this is how we get the best out of our people And actually this is what people want. They want to be managed So my tips is that my top tip number one is that people actually want to be managed Do you think you're gonna be mean you're being harsh?

You're nervous about holding them accountable, but actually that they want it like they want to be pushed. They want to be held to account Scorecards are fun. If you do it in the right way, it's fun.

Okay, it's fun They know how to win and they might drop the ball and they might be embarrassed They might say, you know what hold my hand up. I didn't do it like I was too busy But I'll fix it for next month and that's okay, you know that that's okay as long as doesn't happen all the time That's okay. So that's that's my top tip.

Number one is don't be Don't be scared of it. My second tip is that leaders leaders go first All right There is no good in you expecting your your team member to be you know, the Arnold Schwarzenegger of EA's If you are a joke If you don't turn up to meetings if you're scruffy if you're late if you can't type of what's that message properly? like if you know if you're a joke then They're gonna be it's gonna be hard for them to follow you We had a saying in the army, which was like I wouldn't even follow you out of curiosity boss You know, it's like if you're a joke you I am NOT following you into battle.

You must be joking It's like you've got to get your stuff together bless you So this is why we drilled so hard Sunday sanity and you get in the grip and things like this like this is about you Setting an example for your leader. So it's a really good chance and some of us will thrive in these environments We'll actually do better when we have teams because it will make us up our game, you know We might put a shirt on and yeah little things like this. They're actually quite important.

So yeah, so Sunday sanity time tracking it's all been for a reason because you're already better than you were six months ago And and you'll continue to improve and you'll continue to inspire your team You'll be there early for the zoom call organized with an agenda all that type of stuff Huge tip these are really good top tips Make it clear Clear expectations make it clear and how do you make it clear? There are two parts that I've come to learn about making it clear. One is the content For example the word document In the onboarding schedule the map like the thing that is like the content like the basically the words Yeah, the thing that you want to explain and then the context is the explanation of those words So I'm a blaze and I need to be talked through everything even if it's like a word document or a loom video I want to talk about the loom video, you know So I would say that when you're delivering things obviously that's what SCS is for its context it's talking So however, you decide to deliver things always think I'm going to write it down and I'm going to talk them through it because actually That's what is required for people to understand Rachel.

We do it all the time between us absolutely required, isn't it? Number four is just you've got to make it visible. The more visible these things are the more people will Work to to live to your standard if we never talked about Sunday sanity, we didn't we didn't bring it up every single month It just wouldn't be important to you.

You wouldn't the message we're sending you is that it's not that important So yeah, make it visible use red amber green and make it frequent More spikes than Sonic the Hedgehog, you know You really in my mind Need to invest the time to have more check-ins a weekly set up a weekly check-in a monthly review You know, you really can't go wrong with that when they're new a daily, you know daily like, you know Hold their hand like, you know mother them a little bit like help them out, you know, it's not it's not a test You know, it's like you're in it with them. You've hired them.

You're gonna back them Your job is to give them everything they need to succeed and then if they continue to fail and you've done everything you can then You know, it's them but more often than not. It's you trust me. It's you Yeah, good We like that That's good.

I've dated those. I really like those. I'm quite happy to raise myself Any more questions?

We've had we've had quite a lot grants got a question. Catherine's got a question. It's Mike Athens Athens got another question Please whoever yeah, whoever's Hang on hang on.

Yeah, Lauren's Lauren's got before we start killing people Go for it grant you've been very well-behaved today Yeah, absolutely, I mean Yeah, 100% I mean I I have never really been in a culture we've had lots of group meetings But at the moment we're having like a huddle for marketing So it's myself Yolanda and Sophie and every now and again, even Dan's involved in that meeting. It's just Just because it makes sense. So I think if it makes sense, yes and like it's quite good when everyone's got a list of actions and you sort of go around and it's like It's really good accountability and I have seen people use it for senior leadership teams quite well We've got like one guy that's at the top that takes care of sales The guy we were talking about last night.

[Speaker 12] (10:56:54 - 10:57:14)

Yeah Yeah, and I think there's a lot to be said when you've got more than just a handful of people For that communication across teams and we've noticed that we've started having it.

[Speaker 1] (10:57:14 - 10:57:52)

We're gonna have for the first time We're gonna have a monthly team meeting now Where we never did before and because we realized that a quarterly isn't enough for everyone to get together So the answer is yes, but the moment it becomes a meeting for meetings say you got a bit Yeah, exactly like just don't be that guy that's doing meetings for the sake of meetings. It's highly productive. It's organized There's nowhere to hide.

Yeah, and if it's if it's effective Yeah, that could work and senior team as well. I suppose by the time they've got to that point They don't necessarily need the hand-holding Equally one-to-one is quite useful. Yeah, you're gonna have to figure out for yourself But definitely monthly it should be one-to-one, right?

[Speaker 18] (10:57:52 - 10:57:53)

Yeah.

[Speaker 1] (10:57:53 - 10:57:54)

Yeah. Yeah. Yeah.

Yeah. Yeah. Who's next?

[Speaker 3] (10:57:55 - 10:58:50)

Yeah So my question is just in regards to When we spoke about the company kind of values and the culture in within the organization it really resonated with me and the reasons why I said it resonated with me because I've came from a very Corporate banking background. So I've been used to wearing shirts and ties and all that kind of stuff Yeah, now obviously myself and then we've came from completely different backgrounds names background is from army Very different to corporate and we meet in the middle now when thinking about our own organization. I Don't want it to be too corporate and I don't want it to be too chill Kind of like advice and from everyone as well.

Where do you think we best meet in the middle to get the most productive team? Everything basically, I know it's gonna be difficult gonna be a lot of trial and error and whatnot But where do you feel we were best sit in the middle?

[Speaker 1] (10:58:51 - 11:00:40)

yeah, so I think this is one of those times where I think the business is a reflection of the owners and What I did for a long time in my business was I was wearing a mask Pretending to be this guy that I wasn't because I thought that was the guy that I needed to be for my team I'd wear a shirt. I'd Do I just pretend? Basically, I was pretending And it was quite exhausting And then yeah, so and then I got to the stage where I was comfortable enough in my own skin to be myself Then I was much more authentic equally in the same way We all know each other and we're friendly.

I still wear a suit and I don't swear on stage and that there's a level of respect That has to stay. Otherwise, we just become like a band of brothers and friends So I think you need to be yourself, but there's probably just a bit a level a bit above yourself You know, you wouldn't turn up like you would with your friends. There's got to be another level Where it's so it's you but it's you at work.

And I think you just need to be honest about what you want. I Definitely wouldn't go down the corporate. I don't anything the corporate roots got a lot of space in all types of businesses to be honest I think you want people to be themselves and be honest and if they make mistakes own up to it and You know you're about you are a band of brothers in a sense like you shouldn't know and trust each other and Like if there's a difficult conversation to have you should better have it You don't want to be like going through HR and you know that kind of corporate approach doesn't work I think so I I wouldn't worry too much about creating all this fancy Structures and rules. I'd probably just have some standards that you live by like on time, you know smart Polite no swear and you can sort of do those kind of things that you just would you know They might be fine in the pub, but they're not fine in the office. That would be my guidance Don't but don't fake it too much because you've got to turn up there.

You've got to be there.

[Speaker 6] (11:00:40 - 11:01:09)

You've got a Yeah, that'd be my my advice Yes, Ian jazz Good questions Good questions Start my new timer now Yes Difficult so would you put this structure in place for the supervisor?

[Speaker 1] (11:01:17 - 11:02:36)

Yeah, it's definitely different isn't it with construction I mean I think you probably you already do like a daily because everyone gets given their jobs at the start of the day when we don't Know yes, so it's kind of like you already sort in some ways And I people get paid weekly and I don't know it kind of has a bit of a structure to it so what I'm not saying is you just been all that and do this because this is This is obviously more geared traditionally to office work What I've known people to do is yeah, so you have Have a weekly with their site manager for sure and then so that team because if you're not dealing with the lads if you have Got that layer of management in between which I think you have Then you still want them to have that like monthly review How are they doing leading from the back?

So, you know, you've got you might have three site managers pulling into you, but they might have 20 lads reporting into them So you're putting all your energy into them and then they a little little captains on the pitch So I wouldn't I wouldn't change too much, but I would definitely get them off site Regularly to have different types of conversations with them because you're trying to get them to think more strategically and like managers, aren't you? So I'd definitely be getting them away and a bit like you did with your team You know just getting like having that team meeting you had that just wasn't on site. It's like a step towards I don't know.

It's just like a step towards a change. I've answered your question.

[Speaker 6] (11:02:36 - 11:03:18)

Yeah Yeah For those of you that weren't on the ABM, I would definitely recommend anybody to sign up for the next year because The content is awesome. I did my business plan and shared it with the team and the Buoyancy team was absolutely fantastic You know the way everybody said we've never been involved in anything like this before Oh, and they were so thrilled to be seen where the business is going and the direction of the company and how they could help And also one of the guys one of our senior management is from big corporates or sort of tier one contracting So they do like a billion pound turnover year and even he said he said I've never seen a business planning service detail it before Really?

[Speaker 1] (11:03:19 - 11:03:22)

Well, that's really nice. Thank you. And that's really kind.

Thanks, man.

[Speaker 5] (11:03:22 - 11:04:38)

Well done Thanks for sharing that that means a lot, thank you very much any any yet Catherine It was a banging day wasn't a fair play to ship I mean he was militant He wasn't letting anyone leave was he until they printed those business plans even I was like To you as in it was a new business. So taking them on the journey so that they felt a part of it I didn't get a sense from what you were saying. It sounded very much kind of a checking process as opposed to Team building.

We're all on this journey together. What can they bring to the table? I guess it's saying that I did it more so that they felt a part of it They were also on the journey they put you know, I mean, where is this is very Great great question.

[Speaker 1] (11:04:38 - 11:05:30)

I'd say in Josh's session after the break. We're doing culture Which is much more like how you're going to encourage that? Teamwork we're all in it together there's so much to talk about here and I'm not like this takes years and like Lots of sessions, right?

So we're just trying to give you the baseline. This is the management. This is the management Part of it is the black and white Accountability there the the leadership the culture the QGM's that all comes under culture that is absolutely required But that's only this is only half the equation.

That's the other half Yeah, absolutely Like you're you're spot-on like and I didn't talk about any that in the onboarding plan because I've only got I'm already out of time You know, so yeah You need to all these ingredients need to go into the recipe to make the perfect cake any more questions great questions yet actually I must call you Liam then

[Speaker 14] (11:05:34 - 11:05:48)

Would you recommend that I start employing people and doing the reviews now Because I know if I start reviewing some of the lads that are working for me, they're just gonna be like if this I'm off I'm going so so remember you're wearing two hats

[Speaker 1] (11:05:48 - 11:06:00)

I'm concerned you've got now and the new business and obviously your lads that are sparkies This is this is a bit like the vice here it's gonna take a different you're not gonna set up in a sauna and It's just not gonna work.

[Speaker 14] (11:06:00 - 11:06:00)

Yeah. Yeah.

[Speaker 1] (11:06:00 - 11:06:18)

All right, so I'd say like you have to use your judgment, but accountability still stands So when you've brought new people, it's a chance to reset the bar But this is what I expect the existing guys They might come on the journey with you, but they might not and it really depends on whether you want to

[Speaker 10] (11:06:24 - 11:06:46)

Just a quick one is we introduced when we had a few people we introduced timesheets as a way of accountability at the end and just said that it was to track our hours and stuff and it just showed how long they're on each job and stuff and how long like certain jobs were taking them because You all know from experience how long things should be taking so that sort of helped and timesheets are really easy to implement as well

[Speaker 1] (11:06:49 - 11:06:50)

Didn't like that did it?

[Speaker 10] (11:06:50 - 11:06:54)

Okay Timesheets.

[Speaker 1] (11:06:54 - 11:34:39)

Yeah. Yeah, I'd say slow and steady bore the frog, but you're gonna get this is the problem with culture Is that it's not easy to change. It's what it's much easier to start a new business than than change an existing one Okay, so good.

We're gonna have to be there We've got to see there's something about to share with you before we go to the break. So blueprints to support so I Will share this with you It's our PPM guide to probation reviews. It'll give you a bit of depth I'll look at Jamie's request for the onboarding schedule because I need to actually look if we actually have one I think we have one.

Yeah. Yeah, so I'll look at that and see if we can share it to you. I'll share with you podcast Building on last month's workshop on the member the wealth dynamic stuff that I thought I taught This one is all about Like communicating as a manager and the subtitle I think is yeah, I speak 12 languages and they're all English it's like this is part of you learn to be a better manager like learning how to communicate people in their flow advanced communication basically like this is this is a skill and You need to you need to approach this in a in the correct way So yeah, this is all part of your professional development, basically Okay, cool.

So Before we go to the break. I talked about Advanced 2025 early. I'm really excited to be sharing this with you.

So what I'm going to do is I'm going to take you through The opportunity for all of you to join us on advance next year now before your eyes glaze over this isn't a Run to the back of the room and get your credit cards out. There's no there's no buying today You cannot sign up for this today My only objective is to share with you what is involved in advance what you get You'll have a month to think about this because we're going to open the tills at the super event next month Which one I'm super excited about the super it's going to be amazing So the idea is just to communicate what's involved with advanced so, you know, what's happening. You can answer any questions, etc And then you've got a month to go away think about it and go from there. So hopefully by now, you know, we We're running our blueprint Next month.

It's already been a year since I've met a lot of you for the first time, which is absolutely bonkers Isn't it and hopefully by now you're thinking I've actually getting quite a lot of value from this These blueprints are really useful the people that stand on stage they care. They know what they're doing Josh perhaps, you know He's in it out so I can go I can slag him off, you know And you're starting to see the value, right? You're hopefully you hopefully you're sat in that camp and you're starting to see the value now The only thing I'll share with you about advanced is that this is the first year going into advanced is a different league You know, this is stepping up.

This is like going into the f1 Versus the go-karts because in the f1 Everyone's racing at race speed. There's no, you know, there's no like getting to grips It's like you've got to be ready. So that is there is a noticeable shift from this to that Everything we do in our business and this is why I love property entrepreneur has got to be a win-win-win When things are win-win-win it makes it so easy to talk about it to share it to sell it to talk to work with people and Advanced is a win-win-win.

First of all, it's gonna be a win for you because we're delivering really easy to understand Education education that actually works like content that delivers Okay It's gonna be a win for your business because just like I gave you that set and forget framework for management You just drop these blueprints in just like James gonna get that document out of me, you know, you drop it in It's a blueprint.

It's in your business. It hasn't taken you months or years to refine It's taken you minutes or days and we do something called primetime workshops Well, you actually do work in the room Which I'll talk to you more about and it's a win for our community because we're trying to build The highest value business community in the UK so having these people that are committed to business growth people you want to sit next to at lunch people you become friends with people you End up working with but genuinely like a lot of the value is actually already in these rooms And that's why that's why I really enjoy it and for the first time ever I'm really pleased to announce that we've got a range of membership options for everyone So no matter what you're gonna do next year, whether you're you know But whatever your business size is whatever your personal commitments are whatever your budget is There are now different options that we've never had before for everybody. So that's really exciting as well I'm gonna stress that advanced is on Thursdays Okay, we put we put save the date in in in the workbooks for a while It's on a Thursday. It used to be on a Friday It's on a Thursday now because we want to protect the weekend we also had feedback that people wanted to go back and Download the content and do more stuff while it's fresh in their head and not go into the weekend and forget about it So yeah, just make sure you've got those dates In your diary.

So we've been doing this for like 12 years now and we figured out I talked about the ingredients in the recipe We figured out we need three things. Okay, because it's not just content We need three things to succeed as a training company and for you to succeed in business. The first is the education So it's got to be simple.

It's got to work It's got to be that one in a hundred thing that actually does work not all those things you've seen on YouTube So education is really important Engagement as in like being inspired and actually engaging like it's not enough just to have the content You've got to be inspired. There's got to be a community. There's got to be Mentors you've got to have engagement to actually help you do it and the execution like actually holding you to account making you stand up Sit down locking you in a room for the AGM like making you stand on stage and do strategy day like You need that because if you don't have that then you some of you just won't do it and you'll stop doing it So all of these things will maximize the return on the time you put in basically These three things will mean you'll get more results quicker.

And that's why we think we've cracked it with this, you know the secret sauce so education So obviously this is all about learning the simple blueprints the missing piece of the puzzle You don't know what you don't know, but when you don't know we've got a blueprint for it. That's the point We've got a blueprint for everything. So this is what's included as part of the education So obviously you're gonna have the super event massive launch at the start of the year It gets you ready for autumn You know Make sure you get into reflection mode and you can build your life by design for the next three months Every single month.

We're gonna deliver advanced content. It's not the content you've heard on the program. It's advanced content There's guest speakers and this is what you're gonna need to build a business Basically, you'll get live market updates.

Okay, so you'll get Dan's bounce back boom updates You'll get industry leaders giving their like specialist market updates Basically, our job is to make sure you heard it here first That's our job when it comes to getting these live updates about the market how to play the game and be the first to know About it in the summer. We're gonna do this big kickoff championship season super event again with the whole community It's a longer day. It's four sessions It should give you everything you need to actually have the motivation to finish the year strong But we G you up and get you pumped up for summer So you can finish the year on an absolute high and go and smash out the park Financial fortress this we've realized is the top of the tree.

It's what we want everyone to achieve financial independence and You will get some learnings on this as part of advanced You will also have access to the financial fortress training Like for example that Josh is doing at the moment and I should say that all of these things are available But depending on which membership you choose will obviously determine which things you actually get access to but I'll talk about that more in a second Public speaker training.

This is new this year. Okay, we've never done this before but we have done it But it's just been on more on a one-to-one basis. I'm gonna be taking people through some public speaker training So if you want to become a public speaker Warren Buffett said it was the best investment he'd ever made So we're gonna start doing that and I'm gonna launch a property entrepreneur trainer Academy so if you want to climb the ladder if you want to become a Professional speaker a professional mentor and you want to do it our way because you like the cuts of our jib Then by application only you'll be able to apply to be part of my academy and I'll take you right up all the way to the top If that's what you're after Probably the coolest thing about advance is this this is access to our vault. This is every single recorded session We've ever done since 2021 professionally filmed uploaded Stored online all the documents are there all the resources you can view it in your own time You can go over things again and again This the reason we do this is to allow you to become a student of our blueprints Like it's not okay just to hear it once like I have to hear it a hundred times That's just who I am and some people will get it twice Some people need it 20 times But you have an opportunity to go and learn and so this stuff becomes like second nature so you can become a student of property Entrepreneur, so that's education In terms of engagement, so your experience of this journey of entrepreneurship, you know, it's got to be fun But when do you do it and who do you do it with basically?

So you need support from us as mentors. You need support from your peers. You need support from the community This is all about engagement and this happens on our app.

So you don't have a Facebook group on advance We have an app and this is where you can connect with the whole community You can ask the mentors anything you can own your space. We have threads So if you own, you know If you're rent to rent in Birmingham like you can own that space and you know People can start to own their little space and there's obviously a lot of leverage from accessing the whole community Private dining obviously carries on with the trainers with the special guests on rotation You still have access to midweek mentoring people who've actually done these blueprints recently see behind the scenes ask Q&A Mid-month mentoring from our top trainers book slots. I found everything you should book a slot You always ask lots of questions, but I've never seen you book a slot book a slot You know those slots are worth 500 pounds worth 500 pounds and they're there and they're not always full So, you know take us up on that.

That's when you need a deep dive You still have access to supper club, you know to connect share group therapy. I called it last night, you know for entrepreneurs It's kind of what it is bloody great though, isn't it? Love it.

We had a really good time last night so you still got access to that PE parents, obviously that Claire's running at the moment and Our world-class women breakfast. Okay, so we've decided to make this a permanent feature on our calendar Yeah for the International Women's Day We're gonna do a world-class breakfast on us and then we're gonna have a couple more Through the year that we're just gonna do a cost price just to help support our women in business in our community The Bali retreat. Okay.

This has been sold out mastermind it like was ridiculous I sort of said I'll do it if 10 of you want to do it and I'm somehow I've got 18 going but they've got 15 of them awesome. I don't know quite as well. I need to need to look at those numbers But yeah this I'll be rolling this out and I think probably the board will do it next year and if there's demand and availability at the venue, um, it's definitely something I'll consider doing for the rest of the community as well and The grand finale so getting dressed up black tie put a frock on bring your team Midsummer have a summer party after the championship season super event, you know What a great feel-good day to raise the checks and celebrate the good that the community's done like really really cool So all of this stuff keeps you engaged keeps you focused keeps you refreshed Keeps you on track builds relationships with the people in the room, you know, so you end up working together and being friends for life Execution. Okay, so we know that actually you don't just have a good a good month or a good day It's not like one moment of greatness that makes it it's consistently executing small tasks Religiously, that is what gets success It's like small wins over and over and over again And we know that and we make sure you literally cannot not do that when you join us on advanced We take it to the next level with these things called primetime accountability workshops It's a bit like what we did at the AGM where we'll give you some content. It's not it's not all like this There's bits of content and there's bits of primetime accountability We'll show you something Will I have questions and then you'll have downloaded a day before you come to the workshop and you start doing it You know, you start writing the job description the PDP like the business model you do it in the room With the mentors to help you and so you leave with either done or basically done so that you've broken the back of it You don't just stick it in your in your top drawer and forget about it until you know Two days before the next workshop and you don't don't deliver it.

So the idea is you come and you work on your business Here, so it's not just a jolly and sitting there watching content. It's actually like building your business. That's the whole point obviously the AGM That many of you came on you're still gonna have access to that This is gonna guarantee you that you get it done.

I guarantee you get your business plan done get it printed and you know Why would you let that standard drop if you've done one and if you haven't done one, you know, you need to do one Probably our secret sauce on advanced is this game of four quarters workbook. Some of you will have heard of it This is something you'll get at the start of the year and it basically is like Sunday sanity on steroids So it's like it's Sunday sanity as part of it But then we also get you to set monthly game changes quarterly game changes and obviously you put your annual targets in there It's a work that you carry with you put on your desk And it's how we hold you accountable to make sure your execution just goes up a whole nother level because you're now getting used to Sunday Sanity we're gonna push you and that we're now gonna ask a lot more from you But it's easy because Sunday sanity now is is just part of what you do So this really will take things up a notch You'll get a wall planner so you can get the big rocks in first and you know in autumn you can plan your whole year make sure you don't miss anything you can put in your campaigns and your holidays and have the Planning and clarity you need to make sure you get everything done when you're setting your year of and your presentations For those people that don't join the board Or the mastermind is obviously like our smaller elite VIP mentoring groups We do these prime time accountability groups where you can opt in if there's something like you want to do you want to build like an asset like Professional development plan or the winter hit list or something like that you can opt into these groups that will be led by coach by a PE coach or trainer and You'll be in a whatsapp group and then they'll make you do it Like there'll be accountability spikes through the month or through the time period so you can get extra support and accountability to like get it done So it's not like full-time like the board or the mastermind, but it would be like on a sort of one-off Piecemeal basis. They're really cool Obviously you get the chance to get the seal of approval the property entrepreneur advanced certification and Every year, you know, you're gonna have an annual fitness and fundraising Structure set up for you So if you're a type of person that sort of needs this kick You know and need someone to do it for you and you've got a plug and play and do it You know guys you might not do every year, but you know, it's there You know You can get involved and you can do some good and make some money and get fit Strategy awards we still do these on advance like we still need you to prove that you have put enough thought into your year That you're able to stand up in front of your peers and deliver it Because if you don't do this, you probably won't do your own strategy day presentation at home on your own That's the reality. So we make you do it. We just hold the finals.

We don't do it the whole day We do the the first round online and then we do the finals on the day So you'll have that to prove to us that you really thought about your strategy same of the end of year Finals will be in the room and there's a number of awards available Not just property entrepreneur of the year when you get on to advance There's a number of different awards available So there's lots to play for and your chance to you know, it's become an award-winning an award-winning entrepreneur So there's a lot. Okay, there's a lot that's included.

There's a lot you've got access to we've never had so much So we've never done so much no wonder also busy There's a lot going on and depending on the membership you choose will depend on which ones you get so I Know there's gonna be a lot of questions because lots of this stuff is new So I'm gonna try and answer some of them now kind of pre-empting Just to clear a few things up and then we'll get Rachel on and we'll go to a break.

So Damn So lots people have asked me. Yes, he will still be delivering. So obviously he's having a baby next month, which is super cool He will still be delivering some content.

He won't be every month He's not every month, but he'll deliver the content that he's best suited to deliver. Okay, that's how we do it Whoever's got the best examples or best suited will deliver it Dan's superpower is turning complex things into simple blueprints There are very few people that can actually do that and Dan's best use of time is when I lock him in a cave and make Him come up with those new blueprints for us all to use. That's a fact Okay, so he's achieved what a lot of people want to achieve but he can make it really simple So yes, he will be around.

Yes. He will be teaching a hundred percent. I will continue to share the journey with you I'll lead you I'll be your mentor I'm gonna tell you what we're up to a PE and I will help you get to the next level as well as Obviously leading the mastermind Dan is still gonna be leading the board and then our other mentors, you know Josh Rachel Dan Shiv Chris Suzy like these these people will deliver the blueprints that they are best suited to you know They're market leading entrepreneurs They're already where a lot of you want to be and they can show you exactly what you need to do how they did it So, you know, you're gonna learn from the best in the business basically every level has another devil Okay, every level has another devil So if you're on cruise control and you're thinking you've got it cracked you might not be seeing the iceberg that's coming Okay So whether you're trying to make your first six figures which some people are Whether you're trying to make your first seven figures whether you're trying to make your first eight figures There are people in this community that have done it, right? There is someone in this community that's done it There's there's so much value in this room and in our community.

It's unbelievable and something that I'm really proud of is The we've been through a lot on property entrepreneur over the last few years and whatever the weather will show you what to do You know that you can rely on us whether it was like, you know pandemics kovid market crashes rate hikes We support our community. That's what we do when we went when we had kovid We went from a workshop a month to three a week to make sure we all didn't go out of business The rate hikes we were drilling it down was drilling it into us including me to like fix our mortgages I think I shared with you I saved over quarter a million pounds fixing my mortgages just in a nick of time after you said it for the fifth time You know and a lot of other people did you know a lot of other people did and deals, you know Crest of the wave things that happening like there's a lot of people getting into things now But they heard on PE and they're running with it and and that's that's that's our promise You know, that's all you've got to do is turn up listen and do what we say Our job is to worry about what the markets doing and get that over to you. That's our job That's that's what we promise to deliver to you See accountability.

I've mentioned it a few times like at the end of the day Education is ten a penny. There's You've got YouTube is there's so much information out there. Do we agree?

There's so much information on this, you know, some it's pretty good but ultimately like it's only part of a jigsaw like the reason I pay a Personal trainer to go to the gym is not because I need him or her to show me how to do a bench press Okay, cuz I've been bench pressing since I was 15. Okay, I book a personal trainer because it means I go to the gym because I've got an appointment and when I go to the gym, I do a lot better workout when I've got him than if I'm by myself and So the the information is only part of the equation I can't stress it enough It's like you need to make sure you show up to do it and you will get more like the AGM Out of yourself when you've got someone like Shiv getting you in a headlock and not letting you leave until you actually write it Alright, so this is the point about accountability It's like this actually where when we say like first years content second years execution.

This is actually it like You know don't come on advance if you're not gonna pull the trigger and do this stuff because you know we're interested in people that really want to Rise to the top and be you know, live off the steam and have their life by design Like I said, and the UK's highest value community. I honestly sit around and it's the same in this group You know, I really enjoy all of your company. We sit at lunch.

We have a good chat. It's great I mean, I honestly don't know any other places I can get that type of nourishment Honestly, like from people that have a similar mindset similar values and we're really proud of that and you know Even in this room like there'll be people I mean who in this room has got deals that they've either sold or would sell to people who's who's a deal sourcer or selling Deals anyone? Yeah some people who's got cash That they have invested or would invest if they had the right deal in the room.

Yeah, who's hired people before Who's fired people before? You know like whatever you want to do like there are people in this room that have literally done it and obviously it gets bigger When you go on advance and it's amazing. Sometimes you just oh, yeah.

Well, I sold that house to him You know, it's like We think that these people are out there We've got to find them actually like the person you're sat next to you might just know that thing that you need And so we don't need to go far. We just actually need to go close and and that's why I'm so passionate about this So You know before we go to the break Nevaeh Ravikant one of the OG's as far as I'm concerned with like philosophy and stuff like that said that all benefits in life come from compound interest and this was something that really struck me in my autumn this year because I was Sort of debating about which direction to go in and in my life and things like that and the whole thing about leaning in came From this quote, you know, whether it's what does he say whether it's money relationships love health activities or habits The longer we do things long.

He's talked about long-term games with long-term people There's no such thing as get rich quick. There's no such thing as like I can have it this year It's like these things if you look on the people who are successful. It's it's years of Doing it and that's what we're here for.

You know, we're here for the long game and You know if you are thinking of leaning out I mean, it's obviously your choice, but my suggestion would be leaning, you know Leaning because all the benefit comes from leaning in like it's no surprise that the people that have made it to the top Are the people that have been on property entrepreneur for four plus years, you know All these people that have either completed their financial fortress I mean Guillaume was smoking and drinking wine and had a job, you know Four years ago when he came on the blueprint now look at him his business is worth Whatever, it's worth two billion or whatever. He's doing and you know, he's got a business. It's worth a lot of money He's he's a he's a mover and shaker the industry.

He's come from nothing just using our blueprints You know Chris got his got his dream house And he's moved out of the city and he had a big exit and shivs Completed his financial fortress and is absolutely killing it and you know What Dan Norman's been doing to get up and give back and Susie's got our own commercial proxy code It just goes on on you know, but these people have been on PE for years, you know They didn't just come on for a year and go. Oh, you know, they've stuck at it And it's like I mean, I mean you have to look at Josh as a great example of that So genuinely, I think it's a win-win-win It should be an absolute no-brainer and that's why I'm super excited about it I'll just run you through the membership options because they are different. So Advanced is obviously our flagship product.

It's fully immersive You're gonna get a seat in the room with the other advanced property entrepreneurs. There's only gonna be 80 seats available We don't like the bigger room. You tried it.

It doesn't work. So we're going we're sticking with that limit And this is where you can give you basically got access to everything If you get an advanced seat You'll have access to everything and you'll have the ability to do the networking before and after you build relationships with people You know, you come in the room and actually get it done. So that's our absolute best product now before you freak out the price Okay, I promised you you'd get a 9,000 pound discount of the blueprint So we'll honor that so you can take 9,000 pounds off that and you can half all of these prices because an existing property entrepreneur So if you don't get a seat on advanced or for whatever reason you just can't come to these workshops Then you'll be able to attend virtually now. This is the first time we've ever done this. We are going to professionally film the content and We're going to have a virtual host who will mean that you know, it's it's it's a virtual event.

There'll be Networking before there'll be the opportunity to ask them questions It's going to be a virtual experience And that's for those people that either don't get a seat or can't make it. Okay, if you want somewhere in the middle You can have our hybrid option So that's where you attend the workshops virtually, but you can also come to the two super events So effectively you've got three options in room virtually and a Combination of the two and obviously the prices fluctuate slightly depending on that remember I said there's 50% off for you guys Which I'll be talking about more at the super event If you just want to take a bit of a backseat just want to be a community member you realize there's value in the community But you don't want to attend the workshops for whatever reason It's not right for you this year. Then we'll you can still be part of get up and give back We'll on all these programs by the way, we guarantee price We don't we're never going to jump the price on you so you can stay part of it for a long time You can come to our super events and you can partake in our 28 day challenges So that's the community membership Or if you want to take a year off because you're having a baby or you just want to break or you just sold your business or For whatever reason it's just not right for you Then you can take a sabbatical you give us 20% of your current membership fee We'll guarantee you a seat will hold your price and that'll be valid for 12 months You can you can take a break without losing touch. You know it's not like it's not all or nothing You can still join get up and give back And you can know that you've got a seat secured in 12 months time, so We have laid out all of the membership options in this menu. I like to call it and So you've got every I know you can't really see if you've got everything that we do Which is an incredible amount and you've got every single membership that you can choose from and all you've got to do is figure out Which one that you're going to pick we will be giving brochures to you at the end of the day I don't want to give them to you now because it's a bit confusing But you will get some brochures and you have like I said you'll have a month to think about it And sign up at the super event final thing I think I'll leave you with is like I Believe that everybody needs someone to hold them to account and I believe that everyone needs someone to learn from so If you're not gonna go with us Then who are you gonna go with because I think there's a lot of people out there that give me the ick I'm not gonna lie when it comes to our education and stuff like that And I can hand on heart tell you that everyone that stands on this stage has actually done What we're teaching like we genuinely have done it. We've been where you are We know it and I say that I used to say it's about Dan And now I can say about myself and my team that we are the real deal. You know, we are not Just standing on stage and telling you to do something doesn't work.

It works. We've done it This is gonna grow and grow and grow with my PE trainer Academy And I want all of you to achieve this. That is our only objective.

So Thank you for listening. Like I said You've got a month you can think about it at the super event. We will be opening up Sales, so the tills will open and you'll have an opportunity to secure your seats there All good Good stuff.

You're welcome. No worries. Should we give Rachel Davis a massive round of applause?

[Speaker 2] (11:34:39 - 11:40:08)

Thank you ladies and gents Cheers Just on that Accountability when I was at the AGM doing my business planning a day I actually had Shiv on this side and Adam on that side stood over me Make like are you gonna finish this rich? They were literally like that's the kind of accountability levels you get from some of these events So, you know, it's absolutely spot-on and I've been on advanced five years. I think it's five years I'll talk to you a little bit more about that later But yeah, I've been on around the track for all of that time and it's been absolutely it's been an incredible journey actually right just tipping back to the management model and After listening to the management model now who thinks they can be a better manager hands in the air Do you think you could be a better manager now? You've listened to the frameworks that we can put in place.

Absolutely. It does make you think doesn't it? Actually, there's so much more I could be doing here because it's really easy to just have Meetings with people and not really get any results from them But this framework will make a massive difference for you I've got a couple of takeaways from me in terms of lived experience on this and the first one is a sauna I know some of the obviously some of you are in roles that are not office based It might be slightly different But if for a lot of you who are in an office or who have got teams working remotely with you a sauna or Trello Fantastic chill because it's got everything in one place. So if you're having regular weekly One-to-ones with people, you know setting things up on a Monday checking in on Wednesday, etc And signing off on us on a on a Friday if you do this, it's all in one place So when you come to do their quarterly reviews Sorry, when you come to do their quarterly reviews, you've got everything all in one place You can look back through it See how they've got on all of the issues and all of the problems that you've had They'll all be tracked in there rather than it being on email and it's all really easy to find So that's one tip and then the other one for me is an agenda I've been doing weekly SES for absolutely years and I didn't actually have an agenda And what I found is that I was getting when I started to get really busy I didn't have as much time to spend with my team Especially when you get more than one team member this becomes quite difficult So I was my team meetings were going on for like an hour and a half and I just didn't have the time for it So I've put in a strict agenda. We follow it now and it's reduced my meetings down to about 30 to 40 minutes It's made a massive impact and it actually does really work and I've been on how long have I been on advanced five years? So you don't do all of this all in one go or something You just pick up as you go along and you add it in and you add it in and it all you know It all builds up to something amazing and I think that the weekly SES I think is why I've been so successful with my virtual assistants check in with them every week So that's another tip if you feel a little bit overwhelmed with this right now because you're really busy I completely understand but the one thing I recommend is the weekly check-ins You have a weekly SES highly recommend it and let's not get caught in this trap I talked about this briefly in the last and in workshop 7 And what I mean by this is don't get caught in the trap of telling people what to do Checking their work and then going on to the next thing.

You want to be in a place where you're thinking about transformational Leadership, which is all the stuff that Adam's given you in terms of frameworks that help you focus on outcomes Help you measure them with scorecards and then coach people towards success And I just think it's a really easy trap to fall into you cannot scale something if you've constantly got to check everything that they do but if you're starting to put things like outcomes KPIs scorecards all of that lifts you out of that tell check next scenario and puts you into a Place where you can scale it infinitely.

Hopefully that makes sense. I'll be finishing or rounding off and The management model in midweek mentoring on the 8th of May. So join me We'll carry on from where we left off when we talked about hiring and we're going to be Talking about putting all of these blueprints in place.

I want you to bring some challenges with me So you've got an all team member you've tried to put weekly SES in place and they absolutely hate it We'll talk about how you get through that and what you can do But bring your problems and challenges with your team to me and I'll help you on that session So tune in for that one add it to your action list. That's on the 8th of May Let's just round off with homework now just to remind ourselves what we need to do From that session. You need to write yourself an organization chart your team structure What does it look like then?

We want you to formalize your team rules your KPIs and responsibilities Make sure everyone has a job description Everyone's clear on what their responsibilities are and what their key performance indicators are And then turn that org chart into an accountability chart as Adam said and then book in your annual quarterly monthly weekly Management framework and then start to invite your team have it in the diary for the whole year get it all done and dusted and Then just start to show up.

That's the homework. Does that sound good? Yeah, everyone know what they've got to do for their homework Yeah, excellent, right We've just given you some amazing set-and-forget frameworks haven't we on how to build a world-class team and then deliver a world-class performance It's time for a break now Time right.

We've got 20 minutes. So if you can come back to the room by 12 o'clock We can finish on a massive round of applause. Yeah Good